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Employment Equity Act - Annual Report 2017

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Message from the Minister

When Canadian workplaces are diverse and equitable, our middle class is stronger and our economy thrives. Workplaces that make diversity and equity a priority know that it is not only the right thing to do, it is also the smart thing to do.

Our government knows that increasing the number of women, Canadians from underrepresented groups, Canadians with disabilities and Indigenous people in the workforce will help grow our economy in a way that benefits everyone.

But we cannot foster more diverse and equitable workplaces alone, which is why our partnerships with employers and the labour movement will be essential as we work to implement pay equity, pay transparency and flexible work arrangements, and as we continue to promote good-quality jobs, modernize federal employment standards and eliminate workplace harassment and violence.

Through our shared commitment to creating equitable, diverse and inclusive workplaces, we will help grow our middle class, help those working hard to join it and build a country where every Canadian has a real chance to succeed.

With this in mind, I'm pleased to present the *Employment Equity Act: Annual Report 2017*. This year marks the 30th edition of the report, which outlines the progress made by federally regulated private-sector employers towards achieving equality and fairness in workplaces across Canada.

While progress has been made, there is still work to be done. A more diverse, equitable and inclusive workforce is key to ensuring all Canadians can benefit from our economic growth. I encourage all employers to continue their efforts to create equitable workplaces that are truly inclusive and representative of the diversity of our country.

The Honourable Patty Hajdu, P.C., M.P.
Minister of Employment, Workforce Development and Labour

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Introduction

Under the *Employment Equity Act* (the Act), it is the duty of the Minister responsible for Labour to submit an annual report to Parliament on the status of employment equity in the federally regulated private sector.[1] This document consolidates and highlights the statistical results achieved by employers subject to the Legislated Employment Equity Program[2] during the 2016 calendar year for the four designated groups: women, Aboriginal peoples, persons with disabilities and members of visible minorities. While qualitative data from employers is not consolidated in this report, it is used in program and policy development to support employers in achieving employment equity.

Data from 2015 is included throughout the report to allow for year-to-year comparisons.

The purpose of the Act is to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability. In the fulfilment of that goal, the Act seeks to correct the conditions of disadvantage in employment experienced by women, Aboriginal peoples, persons with disabilities and members of visible minorities.

The Act gives effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.

Federally Regulated Private Sectors

Employers are organized by sector, based on the classification of the majority of their workforce using the North American Industry Classification System (NAICS). The federally regulated private-sector workforce comprises four sectors:

Banking and Financial Services	Includes all major Canadian banks and other establishments primarily engaged in financial transactions or in facilitating transactions.
Communications	Comprises businesses that operate radio and television broadcasting studios and facilities, as well as telecommunications services providers.
Transportation	Consists of employers in the air, rail, bus, water and pipeline transportation industries; inter-provincial trucking; postal service; couriers; as well as warehousing and storage.
'Other'	Encompasses a diverse group of employers working in industries such as nuclear power generation; metal ore mining; professional, scientific and technical services; investigation and security services; construction; food and wood manufacturing; wholesale trade; arts, entertainment and recreation; and public administration.

1 Private-sector employers include federal Crown corporations and other federal government business enterprises.

2 The Legislated Employment Equity Program applies to all federally regulated private-sector employers, federal Crown corporations and other federal government business enterprises with 100 or more employees in four industrial sectors: banking and financial services, communications, transportation and 'other'.

About the Data

Employment equity encourages the establishment of working conditions that are free of barriers, corrects the conditions of disadvantage in employment and promotes the principle that equality requires special measures and the accommodation of differences.

The most common quantitative measure of employment equity is the extent to which the representation of members of designated groups in the employers' workforce meets their representation in the Canadian workforce. The representation of each of the four designated groups is compared to their availability in the Canadian labour market—referred to as labour market availability (LMA). A workforce is considered fully representative when the representation of designated group members is equal to their LMA.

The extent to which the representation of a particular designated group approaches, meets or surpasses LMA is referred to as the attainment rate of LMA. This indicator allows for the identification of gaps between the representation of a particular designated group and its LMA. For example, if a designated group's representation is below the LMA, the attainment rate of LMA will be less than 100% and further analysis may be required to understand if barriers to employment exist and where appropriate measures would need to be implemented.

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

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

Attainment rate of labour market availability refers to the extent to which representation approaches, meets or exceeds labour market availability by dividing the representation rate by the LMA rate.

Progress has been made when the gap between a designated group's representation and LMA narrows (i.e. the attainment rate approaches 100%) or when a group's representation equals or exceeds LMA (i.e. the attainment rate equals or surpasses 100%).

Other quantitative indicators of equality include salary ranges, as well as shares of hires, promotions and terminations. This report provides details on each of these indicators for the four designated groups.

The current LMA data for women, Aboriginal peoples and members of visible minorities is obtained from Statistics Canada's 2011 National Household Survey. Data for persons with disabilities is obtained from the 2012 Canadian Survey on Disability, also conducted by Statistics Canada. Additional information regarding data used for employment equity purposes can be found in Appendix B.

Note for the 2017 Annual Report: To better align the employment equity sector data with the NAICS code structure, some employers were reclassified in 2017. The new sector classification methodology has been applied to the 2015 data presented in this report to allow for year-to-year comparisons. A table summarizing the changes is provided in Appendix B.

SECTION 1

The Federally Regulated Private Sector

Overview

For the 2016 calendar year, 477 employers submitted a report to the Minister responsible for Labour. Together, these employers had a total of 720,092 employees across Canada, which represents approximately 3.7%[3] of the Canadian workforce.

Table 1 indicates that overall, members of visible minorities made the most progress from 2015 to 2016, increasing their overall representation by one full percentage point. Members of visible minorities were the only designated group whose representation continued to surpass Canadian LMA, with an overall attainment rate of LMA increasing from 119.1% in 2015 to 124.7% in 2016.

Table 1: Designated Group Representation and Attainment Rate of Canadian LMA* for the Federally Regulated Private Sector, 2015 and 2016 (%)

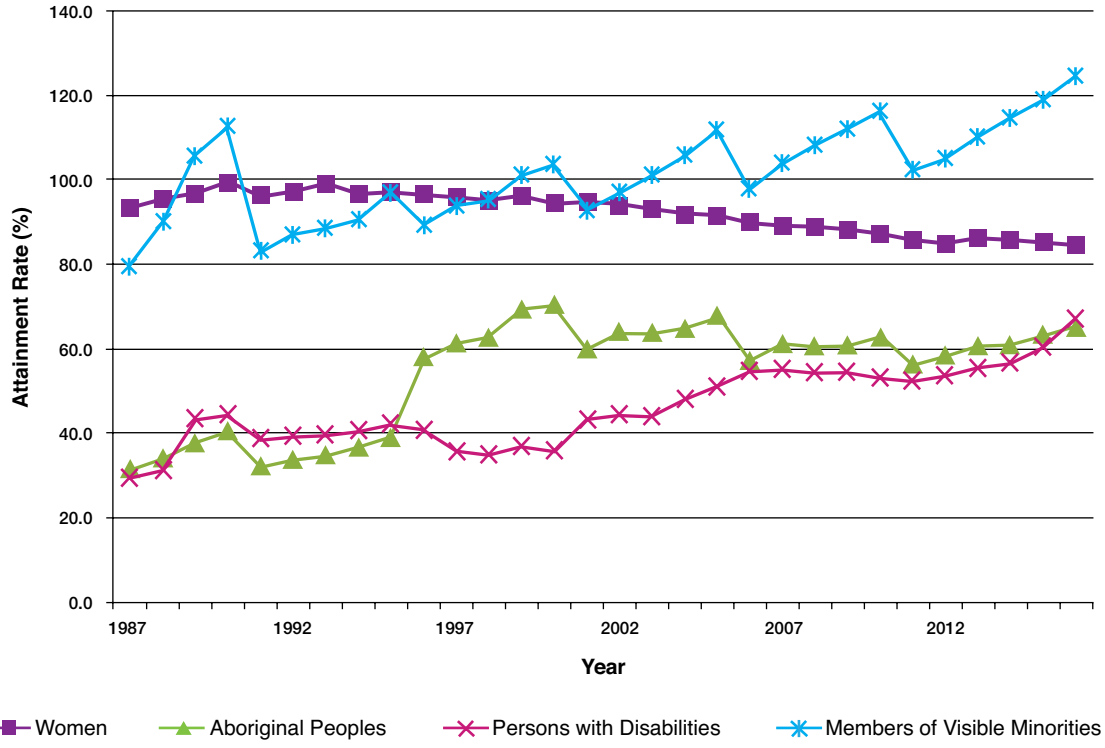
Federally Regulated Private Sector (Overall)	Women	Aboriginal Peoples	Persons with Disabilities	Members of Visible Minorities
	%	%	%	%
2015 Representation	41.0	2.2	3.0	21.2
2016 Representation	40.7	2.3	3.3	22.2
Change in Representation Δ	-0.3	+0.1	+0.3	+1.0
2015 Attainment Rate of Canadian LMA	85.1	62.9	61.2	119.1
2016 Attainment Rate of Canadian LMA	84.4	65.7	67.3	124.7
Canadian LMA	**48.2**	**3.5**	**4.9**	**17.8**

* Sources: Statistics Canada, 2011 National Household Survey and 2012 Canadian Survey on Disability.

3 Source: Statistics Canada, Table 282-0002 - Labour Force Survey estimates, the number of civilian non-institutionalized persons 15 years of age and over who during 2016 were employed or unemployed.

Chart 1 provides an overview of the extent to which representation approaches, meets or exceeds LMA for the four groups covered by the Act. The chart shows that Aboriginal peoples and persons with disabilities have made progress towards LMA since 1987 and members of visible minorities have surpassed LMA. However, the attainment rate of Canadian LMA for women has been declining since reaching its highest attainment rate in 1990 (99.4%). In addition, 2016 marked the lowest attainment rate of Canadian LMA (84.5%) for women. The attainment rate of Canadian LMA for Aboriginal peoples reached 65.1% in 2016, its highest level in the last 11 years. The attainment rate of Canadian LMA for Aboriginal peoples, while still below full representation in the federally regulated private sector, has more than doubled since the Act came into force. However, it remains the lowest attainment rate of Canadian LMA of all designated groups. The attainment rate of Canadian LMA for persons with disabilities continued on an upward trend, reaching its highest level in 2016 (67.0%). The only group whose representation has continued to surpass LMA is members of visible minorities, making additional progress from 2015 (119.0%) to 2016 (124.4%).

Chart 1: Designated Groups Attainment Rate of Canadian LMA* from 1987 to 2016 (%)



* Sources: Statistics Canada, 1986 to 2006 Census; 1986 and 1991 Health and Activity Limitation Survey; 2001 and 2006 Participation and Activity Limitation Survey; 2011 National Household Survey, and 2012 Canadian Survey on Disability.

Note: In 1996, the Census methodology for calculating LMA of Aboriginal peoples changed, causing a drop in LMA. In 2001, Statistics Canada began using the World Health Organization's *International Classification of Functioning, Disability and Health* framework to define disability rather than the 1980 *International Classification of Impairments, Disabilities, and Handicaps*; this resulted in a drop in LMA for persons with disabilities.

Table 2 shows that 44.0% of employees in the federally regulated private sector earned less than $60,000 in 2016. Women were less likely to make salaries of $50,000 or more than any other designated group or employees.

Table 2: Salaries by Designated Groups of Federally Regulated Private-Sector Employees in Permanent Full-Time Employment as of December 31, 2016 (%)

	All Employees	Women		Aboriginal Peoples	
Salary Range	Cumulative*	Representation	Cumulative*	Representation	Cumulative*
Under $15,000	0.6	30.2	0.5	4.5	1.2
$15,000 – $19,999	0.8	37.8	0.6	3.3	1.4
$20,000 – $24,999	1.3	48.6	1.4	2.6	2.1
$25,000 – $29,999	2.9	52.6	3.5	3.3	4.4
$30,000 – $34,999	6.2	52.7	8.1	3.0	8.8
$35,000 – $39,999	12.0	50.5	15.8	2.5	15.3
$40,000 – $44,999	19.4	49.5	25.4	2.2	22.6
$45,000 – $49,999	26.7	47.0	34.3	2.1	29.3
$50,000 – $59,999	44.0	43.1	53.8	2.3	47.4
$60,000 – $69,999	57.8	35.6	66.7	2.3	61.8
$70,000 – $84,999	72.1	32.9	78.9	2.2	75.9
$85,000 – $99,999	81.5	32.5	87.0	2.1	84.8
$100,000 and over	100.0	27.0	100.0	1.8	100.0
Total	**100.0**	**38.2**	**100.0**	**2.2**	**100.0**

	All Employees	Persons with Disabilities		Members of Visible Minorities	
Salary Range	Cumulative*	Representation	Cumulative*	Representation	Cumulative*
Under $15,000	0.6	2.1	0.4	21.7	0.6
$15,000 – $19,999	0.8	3.7	0.6	18.6	0.7
$20,000 – $24,999	1.3	2.6	1.0	19.3	1.2
$25,000 – $29,999	2.9	3.1	2.5	24.0	2.9
$30,000 – $34,999	6.2	4.1	6.6	25.1	6.7
$35,000 – $39,999	12.0	4.0	13.6	26.2	13.6
$40,000 – $44,999	19.4	3.5	21.6	25.4	22.1
$45,000 – $49,999	26.7	3.6	29.4	25.3	30.3
$50,000 – $59,999	44.0	3.7	48.9	21.7	47.3
$60,000 – $69,999	57.8	3.2	62.5	20.5	60.1
$70,000 – $84,999	72.1	3.2	76.2	22.0	74.3
$85,000 – $99,999	81.5	3.0	84.7	22.8	84.0
$100,000 and over	100.0	2.7	100.0	19.2	100.0
Total	**100.0**	**3.3**	**100.0**	**22.2**	**100.0**

* Each figure in the Cumulative % columns represents the cumulative total percentage of each designated group in the identified salary range or lower.

Federally Regulated Private Sectors

This section provides an analysis of the composition of the federally regulated private sector by each of the sectors that comprise it.

Table 3 shows that overall, the number of employers and of employees decreased by -1.9% and -1.4% respectively from 2015 to 2016. While the banking and financial services sector accounts for less than 10% of employers in the federally regulated private sector, it employs about a third of all federally regulated employees. The transportation sector saw the largest decline in the number of employers (-2.4%), while the communications sector was most impacted by a reduction in the number of employees (-5.0%). The majority of employers in the transportation sector operated in the ground transportation subsector. The number of employers in the 'other' sector remained stable between 2015 and 2016, but this sector was the only one to experience an increase in the number of employees (+2.8%). The service industries subsector had the most significant increase in the number of employees (+6.2%).

Table 3: Federally Regulated Private-Sector Employers and Employees in 2015 and 2016

Sectors	Employers*					Employees				
	2015		2016		Δ (%)	2015		2016		Δ (%)
	#	%	#	%		#	%	#	%	
Banking and Financial Services	**36**	**7.4**	**36**	**7.5**	**-**	**238,575**	**32.7**	**237,225**	**32.9**	**-0.6**
Communications	**54**	**11.1**	**53**	**11.1**	**-1.9**	**140,445**	**19.2**	**133,492**	**18.5**	**-5.0**
Transportation	**334**	**68.7**	**326**	**68.3**	**-2.4**	**296,715**	**40.6**	**293,113**	**40.7**	**-1.2**
Air Transportation	83	24.9	84	25.8	+1.2	82,452	27.8	83,751	28.6	+1.6
Ground Transportation	215	64.4	207	63.5	-3.7	196,980	66.4	191,601	65.4	-2.7
Water Transportation	36	10.8	35	10.7	-2.8	17,283	5.8	17,761	6.1	+2.8
'Other'	**62**	**12.8**	**62**	**13.0**	–	**54,750**	**7.5**	**56,262**	**7.8**	**+2.8**
Production Industries	29	46.8	28	45.2	-3.4	30,229	55.2	30,229	53.7	–
Service Industries	33	53.2	34	54.8	+3.0	24,521	44.8	26,033	46.3	+6.2
All Sectors	**486**		**477**		**-1.9**	**730,485**		**720,092**		**-1.4**

* The number of employers in the federally regulated private sector can change from year to year as a result of mergers, acquisitions, closures, start-ups or organizations fluctuating above or below the 100-employee threshold.

Table 4A shows that in the banking and financial services sector, the representation of women and members of visible minorities continued to surpass Canadian LMA in 2016. This sector also made gains for persons with disabilities, bringing their Canadian LMA attainment rate from 81.6% in 2015 to 91.8% in 2016. The representation of persons with disabilities and of members of visible minorities both surpassed sector LMA, with an attainment rate above 100%.

Table 4A: Representation and Attainment Rate of Canadian and Sector LMA* of Designated Group Members in the Banking and Financial Services Sector, 2015 and 2016 (%)

Banking and Financial Services Sector	Women	Aboriginal Peoples	Persons with Disabilities	Members of Visible Minorities
	%	%	%	%
2015 Representation	59.9	1.3	4.0	30.2
2016 Representation	58.8	1.3	4.5	31.3
Change in Representation Δ	-1.1	0.0	+0.5	+1.1
2015 Attainment Rate of Sector LMA	96.8	81.3	121.2	114.0
2016 Attainment Rate of Sector LMA	95.0	81.3	136.4	118.1
Banking and Financial Services Sector LMA	**61.9**	**1.6**	**3.3**	**26.5**
2015 Attainment Rate of Canadian LMA	124.3	37.1	81.6	169.7
2016 Attainment Rate of Canadian LMA	122.0	37.1	91.8	175.8
Canadian LMA	**48.2**	**3.5**	**4.9**	**17.8**

* Sources: Statistics Canada, 2011 National Household Survey and 2012 Canadian Survey on Disability.

Table 4B indicates that in the communications sector, the representation of members of visible minorities continued to surpass Canadian LMA (attainment level of 127.0% in 2016), with representation increasing by 2.8 percentage points from 2015 to 2016, an increase well above the other designated groups. When compared to sector LMA, Aboriginal peoples reached full representation in 2016 and members of visible minorities continued to exceed sector LMA. Overall, while the attainment rate of women remained stable for both Canadian and sector LMA, the other groups experienced increases of approximately 20 percentage points in the attainment rate of sector LMA and of at least 10 percentage points in the attainment rate of Canadian LMA.

Table 4B: Representation and Attainment Rate of Canadian and Sector LMA* of Designated Group Members in the Communications Sector, 2015 and 2016 (%)

Communications Sector	Women	Aboriginal Peoples	Persons with Disabilities	Members of Visible Minorities
	%	%	%	%
2015 Representation	36.3	1.8	2.5	19.8
2016 Representation	35.7	2.3	3.4	22.6
Change in Representation Δ	-0.6	+0.5	+0.9	+2.8
2015 Attainment Rate of Sector LMA	80.7	78.3	49.0	143.5
2016 Attainment Rate of Sector LMA	79.3	100.0	66.7	163.8
Communications Sector LMA	**45.0**	**2.3**	**5.1**	**13.8**
2015 Attainment Rate of Canadian LMA	75.3	51.4	51.0	111.2
2016 Attainment Rate of Canadian LMA	74.1	65.7	69.4	127.0
Canadian LMA	**48.2**	**3.5**	**4.9**	**17.8**

* Sources: Statistics Canada, 2011 National Household Survey and 2012 Canadian Survey on Disability.

Table 4C indicates that in the transportation sector, representation remained generally stable from 2015 to 2016. While none of the designated groups reached or surpassed Canadian LMA, the representation of women exceeded sector LMA with an attainment rate of almost 120% in 2016. The representation of persons with disabilities remained low in 2016 compared to both sector and Canadian LMA.

Table 4C: Representation and Attainment Rate of Canadian and Sector LMA* of Designated Group Members in the Transportation Sector, 2015 and 2016 (%)

Transportation Sector	Women	Aboriginal Peoples	Persons with Disabilities	Members of Visible Minorities
	%	%	%	%
2015 Representation	30.3	2.8	2.5	15.9
2016 Representation	30.7	2.8	2.5	16.0
Change in Representation Δ	+0.4	0.0	0.0	+0.1
2015 Attainment Rate of Transportation Sector LMA	117.9	84.8	42.4	81.5
2016 Attainment Rate of Transportation Sector LMA	119.5	84.8	42.4	82.1
Transportation Sector LMA	**25.7**	**3.3**	**5.9**	**19.5**
2015 Attainment Rate of Canadian LMA	62.9	80.0	51.0	89.3
2016 Attainment Rate of Canadian LMA	63.7	80.0	51.0	89.9
Canadian LMA	**48.2**	**3.5**	**4.9**	**17.8**

* Sources: Statistics Canada, 2011 National Household Survey and 2012 Canadian Survey on Disability.

Table 4D indicates that the representation of women increased and continued to surpass the transportation sector LMA in the air and ground transportation subsectors. The representation of Aboriginal peoples continued to surpass the transportation sector LMA in the water transportation subsector. The representation of persons with disabilities remained well below LMA across all subsectors, with the highest level of attainment reaching 45.8% in the ground transportation subsector in 2016. Representation of members of visible minorities remained below the transportation sector LMA across the three subsectors, but remained closest to full LMA attainment in the air transportation subsector.

Table 4D: Representation and Attainment Rate of Sector LMA* of Designated Group Members in the Subsectors of the Transportation Sector, 2015 and 2016 (%)

Transportation Subsectors	Women	Aboriginal Peoples	Persons with Disabilities	Members of Visible Minorities
	%	%	%	%
Air Transportation Subsector				
2015 Representation	37.3	2.9	1.7	18.6
2016 Representation	38.0	2.9	1.8	17.9
Change in Representation Δ	+0.7	0.0	+0.1	-0.7
2015 Attainment Rate of Transportation Sector LMA	145.1	87.9	28.8	95.4
2016 Attainment Rate of Transportation Sector LMA	147.9	87.9	30.5	91.8
Ground Transportation Subsector				
2015 Representation	28.7	2.6	2.8	15.1
2016 Representation	28.9	2.6	2.7	15.4
Change in Representation Δ	+0.2	0.0	-0.1	+0.3
2015 Attainment Rate of Transportation Sector LMA	111.7	78.8	47.5	77.4
2016 Attainment Rate of Transportation Sector LMA	112.5	78.8	45.8	79.0
Water Transportation Subsector				
2015 Representation	15.6	4.2	2.6	13.6
2016 Representation	15.7	3.9	2.6	13.8
Change in Representation Δ	+0.1	-0.3	0.0	+0.2
2015 Attainment Rate of Transportation Sector LMA	60.7	127.3	44.1	69.7
2016 Attainment Rate of Transportation Sector LMA	61.1	118.2	44.1	70.8
Transportation Sector LMA	**25.7**	**3.3**	**5.9**	**19.5**

* Sources: Statistics Canada, 2011 National Household Survey and 2012 Canadian Survey on Disability.

Table 4E shows that in the 'other' sector, the representation of Aboriginal peoples decreased slightly (-0.2%), but remained above Canadian LMA, the only designated group for whom this is the case, with an attainment rate of 117.1% in 2016. When compared to sector LMA, the representation of members of visible minorities continued to exceed LMA in 2016, with an attainment rate of 104.3%.

Table 4E: Representation and Attainment Rate of Canadian and Sector LMA* of Designated Group Members in the 'Other' Sector, 2015 and 2016 (%)

'Other' Sector	Women	Aboriginal Peoples	Persons with Disabilities	Members of Visible Minorities
	%	%	%	%
2015 Representation	28.8	4.3	2.2	13.8
2015 Representation	28.9	4.1	2.1	14.4
Change in Representation Δ	+0.1	-0.2	-0.1	+0.6
2015 Attainment Rate of 'Other' Sector LMA	81.6	100.0	57.9	100.0
2016 Attainment Rate of 'Other' Sector LMA	81.9	95.3	55.3	104.3
'Other' Sector LMA	**35.3**	**4.3**	**3.8**	**13.8**
2015 Attainment Rate of Canadian LMA	59.8	122.9	44.9	77.5
2016 Attainment Rate of Canadian LMA	60.0	117.1	42.9	80.9
Canadian LMA	**48.2**	**3.5**	**4.9**	**17.8**

* Sources: Statistics Canada, 2011 National Household Survey and 2012 Canadian Survey on Disability.

Table 4F shows that the representation of women and members of visible minorities continued to exceed the sector LMA in the service industries. Aboriginal peoples also continued to surpass the sector LMA in the production industries. The attainment rate of sector LMA was the lowest for persons with disabilities across both subsectors of the 'other' sector in 2015 and 2016.

Table 4F: Representation and Attainment Rate of Sector LMA* of Designated Group Members in the Subsectors of the 'Other' Sector, 2015 and 2016 (%)

'Other' Sector Subsectors	Women	Aboriginal Peoples	Persons with Disabilities	Members of Visible Minorities
	%	%	%	%
Production Industries				
2015 Representation	23.1	5.6	2.4	11.4
2016 Representation	23.1	5.3	2.3	11.6
Change in Representation Δ	0.0	-0.3	-0.1	+0.2
2015 Attainment Rate of 'Other' sector LMA	65.4	130.2	63.2	82.6
2016 Attainment Rate of 'Other' sector LMA	65.4	123.3	60.5	84.1
Service Industries				
2015 Representation	35.9	2.8	2.0	16.7
2016 Representation	35.6	2.8	1.9	17.7
Change in Representation Δ	-0.3	0.0	-0.1	+1.0
2015 Attainment Rate of 'Other' sector LMA	101.7	65.1	52.6	121.0
2016 Attainment Rate of 'Other' sector LMA	100.8	65.1	50.0	128.3
'Other' Sector LMA	**35.3**	**4.3**	**3.8**	**13.8**

* Sources: Statistics Canada, 2011 National Household Survey and 2012 Canadian Survey on Disability.

Additional data on the representation of employees by designated group and sector is provided in Appendix A.

SECTION 2

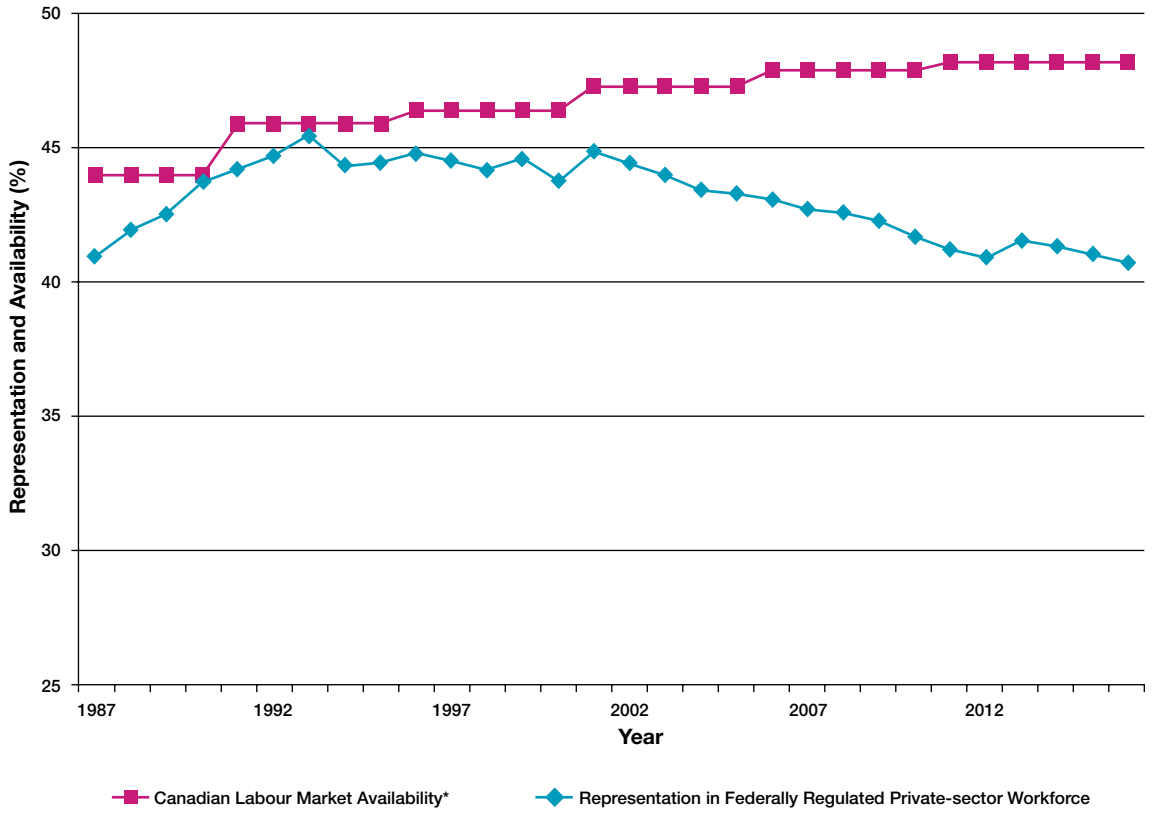
Designated Groups Profiles

Women

In 2016, the representation rate of women decreased by 0.3 percentage point compared to 2015 (from 41.0% in 2015 to 40.7% in 2016), the only designated group to have experienced a decrease. All sectors combined, the share of terminations of women exceeded their share of hires, meaning that women left the workforce at a higher rate than they entered it. This trend has been noted since 2008 and contributes to the ongoing decline in representation levels. However, progress can be observed in some areas; for instance, the representation of women in the *Middle and Other Managers* occupational group surpassed LMA and progress was also noted in the *Senior Managers* occupational group.

Chart 2 shows that since 1987, the representation of women increased and peaked in 1993; however, it has been on a mostly downward trend since the early 2000s. The representation of women in 2016 (40.7%) was 0.2 percentage point below what it was in 1987 (40.9%).

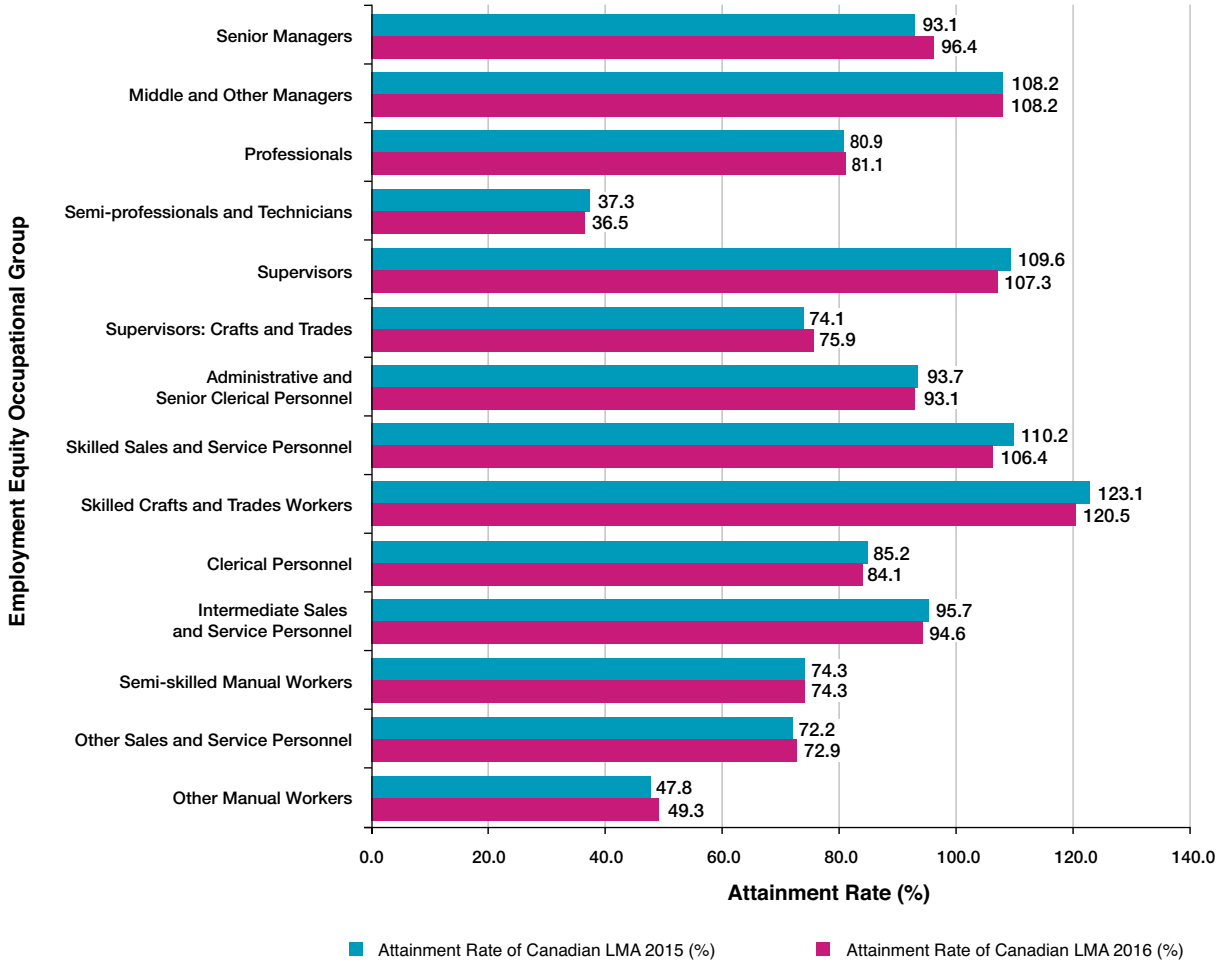
Chart 2: Representation and Canadian LMA* of Women in the Federally Regulated Private Sector, 1987 to 2016 (%)



* Sources: Statistics Canada, 1986 to 2006 Census and 2011 National Household Survey.

Chart 3 illustrates that the attainment rate of Canadian LMA of women is particularly low for the following two occupational groups: *Semi-Professionals and Technicians* and *Other Manual Workers*. However, the LMA attainment rates of women in management categories approached or exceeded the overall Canadian LMA (*Senior Managers, Middle and Other Managers,* and *Supervisors*). Women have the highest attainment rate of Canadian LMA of all four designated groups in the *Senior Managers* occupational group. Of all occupational groups, the attainment rate is highest for women in the *Skilled Crafts and Trades Workers* group.

Chart 3: Attainment Rate of Canadian LMA* of Women by Occupational Groups in the Federally Regulated Private Sector, 2015 and 2016 (%)



* Source: Statistics Canada, 2011 National Household Survey.

Table 5 provides a more in-depth analysis of occupational group representation as compared to their respective sector LMA. The representation of women in the *Senior Managers* occupational group surpassed sector occupational LMA in all four sectors, the only occupational group for which this is the case.

Table 5: Attainment Rate of Sector LMA* of Women in the Federally Regulated Private Sector by Occupational Group and Sector, 2015 and 2016 (%)

Occupational Group	Banking and Financial Services			Communications		
	Attainment of LMA		Change Δ**	Attainment of LMA		Change Δ**
	2015	2016		2015	2016	
Senior Managers	109.1	113.3	+4.2	108.1	110.2	+2.0
Middle and Other Managers	90.3	89.7	-0.5	94.6	92.1	-2.5
Professionals	107.9	107.1	-0.9	83.8	85.6	+1.8
Semi-professionals and Technicians	91.7	88.2	-3.5	85.4	82.8	-2.5
Supervisor	98.5	96.3	-2.3	78.6	75.0	-3.6
Supervisor: Crafts and Trades	44.4	41.7	-2.8	53.5	54.7	+1.2
Administrative and Senior Clerical Personnel	100.8	99.7	-1.0	99.1	99.5	+0.4
Skilled Sales and Service Personnel	99.2	97.8	-1.4	86.4	82.1	-4.4
Skilled Crafts and Trades Workers	84.5	91.7	+7.1	67.1	65.9	-1.2
Clerical Personnel	88.2	86.9	-1.3	88.9	87.4	-1.5
Intermediate Sales and Service Personnel	97.3	96.4	-0.9	89.2	87.0	-2.2
Semi-skilled Manual Workers	111.7	106.8	-4.9	125.3	108.4	-16.9
Other Sales and Service Personnel	39.7	42.4	+2.7	101.1	107.2	+6.1
Other Manual Workers	46.0	80.4	+34.4	152.1	274.0	+121.9

Occupational Group	Transportation			'Other'		
	Attainment of LMA		Change Δ**	Attainment of LMA		Change Δ**
	2015	2016		2015	2016	
Senior Managers	105.2	109.9	+4.7	105.0	105.4	+0.4
Middle and Other Managers	104.6	106.4	+1.8	82.1	85.5	+3.4
Professionals	104.4	104.2	-0.3	91.1	92.0	+1.0
Semi-professionals and Technicians	85.5	87.9	+2.4	59.4	61.9	+2.5
Supervisor	116.0	115.8	-0.2	90.4	91.9	+1.5
Supervisor: Crafts and Trades	74.0	77.1	+3.1	68.6	65.7	-2.9
Administrative and Senior Clerical Personnel	92.1	91.2	-0.9	101.2	101.2	0.0
Skilled Sales and Service Personnel	64.4	71.6	+7.3	36.5	31.0	-5.5
Skilled Crafts and Trades Workers	119.4	119.4	0.0	197.0	187.9	-9.1
Clerical Personnel	103.9	103.3	-0.6	105.4	105.2	-0.1
Intermediate Sales and Service Personnel	111.7	111.9	+0.2	75.3	74.9	-0.5
Semi-skilled Manual Workers	115.8	115.8	0.0	54.3	56.4	+2.1
Other Sales and Service Personnel	124.9	128.0	+3.1	109.6	107.4	-2.3
Other Manual Workers	42.7	43.9	+1.3	57.9	57.9	0.0

* Source: Statistics Canada, 2011 National Household Survey.
** Change values may not equal the differences between the attainment rates due to rounding.

Banking and financial services sector

Women increased their rate of attainment of sector occupational LMA from 2015 to 2016 in the *Senior Managers, Skilled Crafts and Trades Workers, Other Sales and Service Personnel* and *Other Manual Workers* occupational groups. The increase for this last occupational group is particularly noticeable, at +34.4%. In 2016, the representation of women was above sector occupational LMA in the S*enior Managers, Professionals* and *Semi-Skilled Manual Workers* groups. However, the representation of women was well below sector occupational LMA in the *Supervisors: Crafts and Trades* and *Other Sales and Service Personnel* occupational groups.

Communications sector

Women significantly increased their rate of attainment of sector occupational LMA from 2015 to 2016 in the *Other Manual Workers* occupational group, and improved but much less significantly in other occupational groups (*Senior Managers, Professionals, Supervisors: Crafts and Trades, Administrative and Senior Clerical Personnel* and *Other Sales and Service Personnel*). In 2016, the representation of women was above sector occupational LMA in the *Senior Managers, Semi-Skilled Manual Workers, Other Sales and Service Personnel* and *Other Manual Workers* occupational groups. However, women in this sector have the lowest level of attainment of sector occupational LMA in the *Supervisors, Supervisors: Crafts and Trades*, and *Skilled Crafts and Trades Workers* occupational groups.

Transportation sector

Women increased their rate of attainment of sector occupational LMA in eight of the 14 occupational groups from 2015 to 2016. In 2016, women were also above sector occupational LMA in nine out of 14 occupational groups, making this sector the most successful at reaching full representation at the occupational level, compared to sector-specific occupational level LMA.

'Other' sector

Women increased their rate of attainment of sector occupational LMA in all management and supervisory occupational groups between 2015 and 2016, with the exception of *Supervisors: Crafts and Trades*. In 2016, women's representation surpassed sector occupational LMA in the *Senior Managers, Administrative and Senior Clerical Personnel, Skilled Crafts and Trades Workers*, *Clerical Personnel* and *Other Sales and Service Personnel* occupational groups.

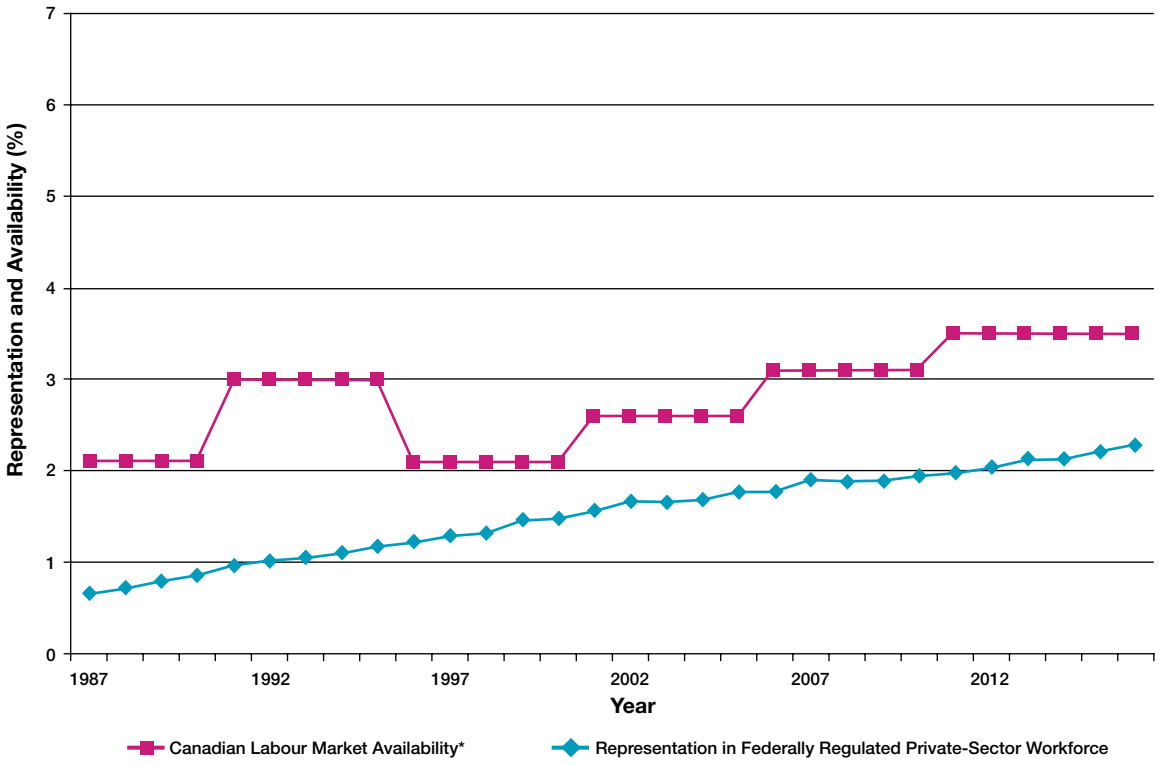
Additional data on the representation of employees by designated group and sector, including data on hiring, promotions and terminations, is provided in Appendix A.

Aboriginal Peoples

From 2015 to 2016, the representation of Aboriginal peoples in the federally regulated private sector increased by 0.1 percentage point. Overall, as well as in every sector, Aboriginal employees left the workforce at a higher rate than they entered it.

Chart 4 shows that the representation of Aboriginal peoples increased from 2.2% in 2015 to 2.3% in 2016 and remained short of the 3.5% Canadian LMA; however, the representation of Aboriginal peoples has been increasing steadily since its initial low of 0.7% in 1987.

Chart 4: Representation and Canadian LMA of Aboriginal Peoples in the Federally Regulated Private Sector, 1987 to 2016 (%)

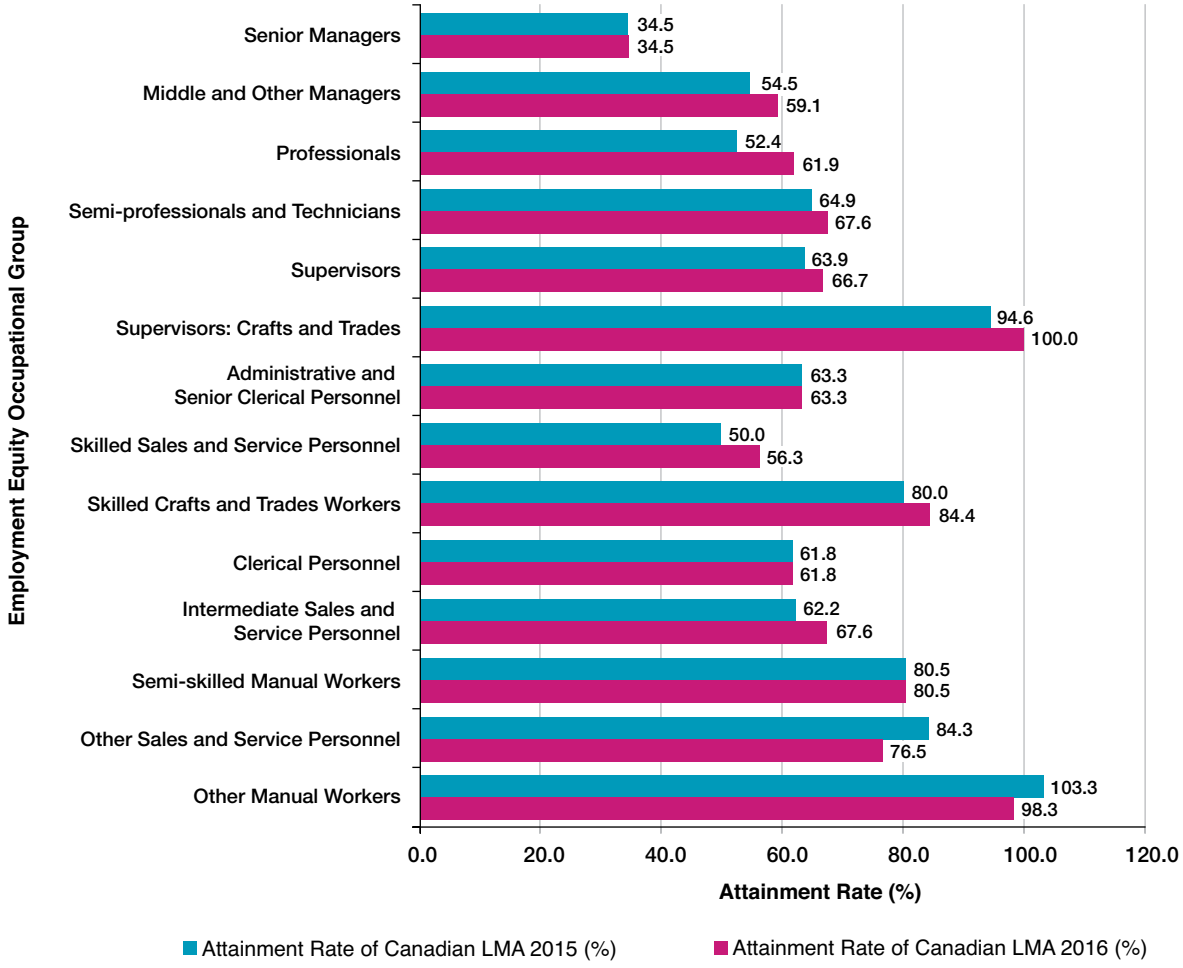


* Sources: Statistics Canada, 1986 to 2006 Census and 2011 National Household Survey.

Note: In 1996, the Census methodology for calculating LMA of Aboriginal peoples changed, causing a drop in LMA

Chart 5 shows that the representation of Aboriginal peoples fell significantly short of reaching full representation at the *Senior Managers* occupational group level. Other supervisory and management occupations also fell short but to a lesser extent, with the exception of *Supervisors: Crafts and Trades* which is the only occupational group in which Aboriginal peoples were fully represented in 2016.

Chart 5: Attainment Rate of Canadian LMA* of Aboriginal Peoples by Occupational Groups in the Federally Regulated Private Sector, 2015 and 2016 (%)



* Source: Statistics Canada, 2011 National Household Survey.

Table 6 provides a more in-depth analysis of occupational group representation as compared to their respective sector LMA.

Table 6: Attainment Rate of Sector LMA* of Aboriginal Peoples in the Federally Regulated Private Sector by Occupational Group and Sector, 2015 and 2016 (%)

Occupational Group	Banking and Financial Services			Communications		
	Attainment of LMA		Change Δ**	Attainment of LMA		Change Δ**
	2015	2016		2015	2016	
Senior Managers	100.0	87.5	-12.5	40.0	30.0	-10.0
Middle and Other Managers	84.6	84.6	0.0	80.0	106.7	+26.7
Professionals	90.0	90.0	0.0	86.7	126.7	+40.0
Semi-professionals and Technicians	54.5	54.5	0.0	65.5	79.3	+13.8
Supervisor	93.3	100.0	+6.7	169.2	192.3	+23.1
Supervisor: Crafts and Trades	N/A	N/A	N/A	50.0	61.1	+11.1
Administrative and Senior Clerical Personnel	82.4	88.2	+5.9	70.8	79.2	+8.3
Skilled Sales and Service Personnel	107.1	121.4	+14.3	106.7	140.0	+33.3
Skilled Crafts and Trades Workers	476.7	256.7	-220.0	108.7	130.4	+21.7
Clerical Personnel	83.3	77.8	-5.6	80.0	108.0	+28.0
Intermediate Sales and Service Personnel	79.2	79.2	0.0	82.6	108.7	+26.1
Semi-skilled Manual Workers	54.5	54.5	0.0	337.5	325.0	-12.5
Other Sales and Service Personnel	N/A	N/A	N/A	39.5	31.6	-7.9
Other Manual Workers	N/A	N/A	N/A	264.3	476.2	+211.9

Occupational Group	Transportation			'Other'		
	Attainment of LMA		Change Δ**	Attainment of LMA		Change Δ**
	2015	2016		2015	2016	
Senior Managers	171.4	171.4	0.0	20.7	24.1	+3.4
Middle and Other Managers	89.5	89.5	0.0	70.8	62.5	-8.3
Professionals	136.4	127.3	-9.1	76.0	80.0	+4.0
Semi-professionals and Technicians	92.3	92.3	0.0	109.8	107.3	-2.4
Supervisor	88.6	88.6	0.0	103.0	90.9	-12.1
Supervisor: Crafts and Trades	133.3	140.7	+7.4	95.5	102.3	+6.8
Administrative and Senior Clerical Personnel	92.3	84.6	-7.7	72.3	76.6	+4.3
Skilled Sales and Service Personnel	207.7	207.7	0.0	63.4	53.7	-9.8
Skilled Crafts and Trades Workers	103.0	103.0	0.0	165.3	155.1	-10.2
Clerical Personnel	82.1	78.6	-3.6	98.0	100.0	+2.0
Intermediate Sales and Service Personnel	118.5	118.5	0.0	48.9	48.9	0.0
Semi-skilled Manual Workers	83.3	83.3	0.0	214.0	210.0	-4.0
Other Sales and Service Personnel	96.0	96.0	0.0	46.1	33.7	-12.4
Other Manual Workers	61.7	58.0	-3.7	110.1	98.9	-11.2

* Source: Statistics Canada, 2011 National Household Survey.

** Change values may not equal the differences between the attainment rates due to rounding.

"N/A" No employees were reported for that occupational group.

Banking and financial services sector

The attainment rate of sector occupational LMA of Aboriginal peoples increased in the *Supervisors, Administrative and Senior Clerical Personnel* and *Skilled Sales and Service Personnel* occupational groups. Overall, there was also little movement in the attainment rate of occupational LMA between 2015 and 2016, with no changes observed in over half of the 14 occupational groups. However, the representation of Aboriginal peoples was at or above LMA in three of the 14 occupational groups in this sector in 2016.

Communications sector

The attainment rate of sector occupational LMA increased in all but three occupational groups between 2015 and 2016. The representation rate of Aboriginal peoples was above sector occupational LMA in nine out of the 14 occupational groups in 2016. The attainment rate of sector LMA in the *Senior Managers* occupational group decreased from 2015 to 2016 and remained below full representation. However, the attainment rate in the following occupational groups increased to above sector occupational LMA between 2015 and 2016: *Middle and Other Managers, Professionals, Clerical Personnel* and *Intermediate Sales and Service Personnel*.

Transportation sector

The attainment rate of sector occupational LMA in the transportation sector remained unchanged between 2015 and 2016 in all but five occupational groups. The attainment rate of sector occupational LMA was well above 100% in six occupational groups, including in the *Senior Managers* and *Professionals* occupational groups.

'Other' sector

The attainment rate of sector occupational LMA for Aboriginal peoples in the *Senior Managers* occupational group remained low in 2016. This sector decreased their attainment rate of sector occupational LMA in the *Middle and Other Managers* and *Supervisors* occupational groups, but increased their attainment rate of sector occupational LMA in the *Supervisors: Crafts and Trades*, bringing it above sector occupational LMA in 2016.

Additional data on the representation of employees by designated group and sector, including data on hiring, promotions and terminations, is provided in Appendix A.

Persons with Disabilities

The representation of persons with disabilities in the federally regulated private sector increased by 0.3 percentage point between 2015 and 2016. Overall and in all four sectors, more persons with disabilities left than entered the workforce.

Chart 6 illustrates that the representation of persons with disabilities reached its highest level in 2016 (3.3%), a significant increase from the initial low of 1.6% in 1987. The 2016 representation rate remained 1.6 percentage points below the 4.9% LMA.

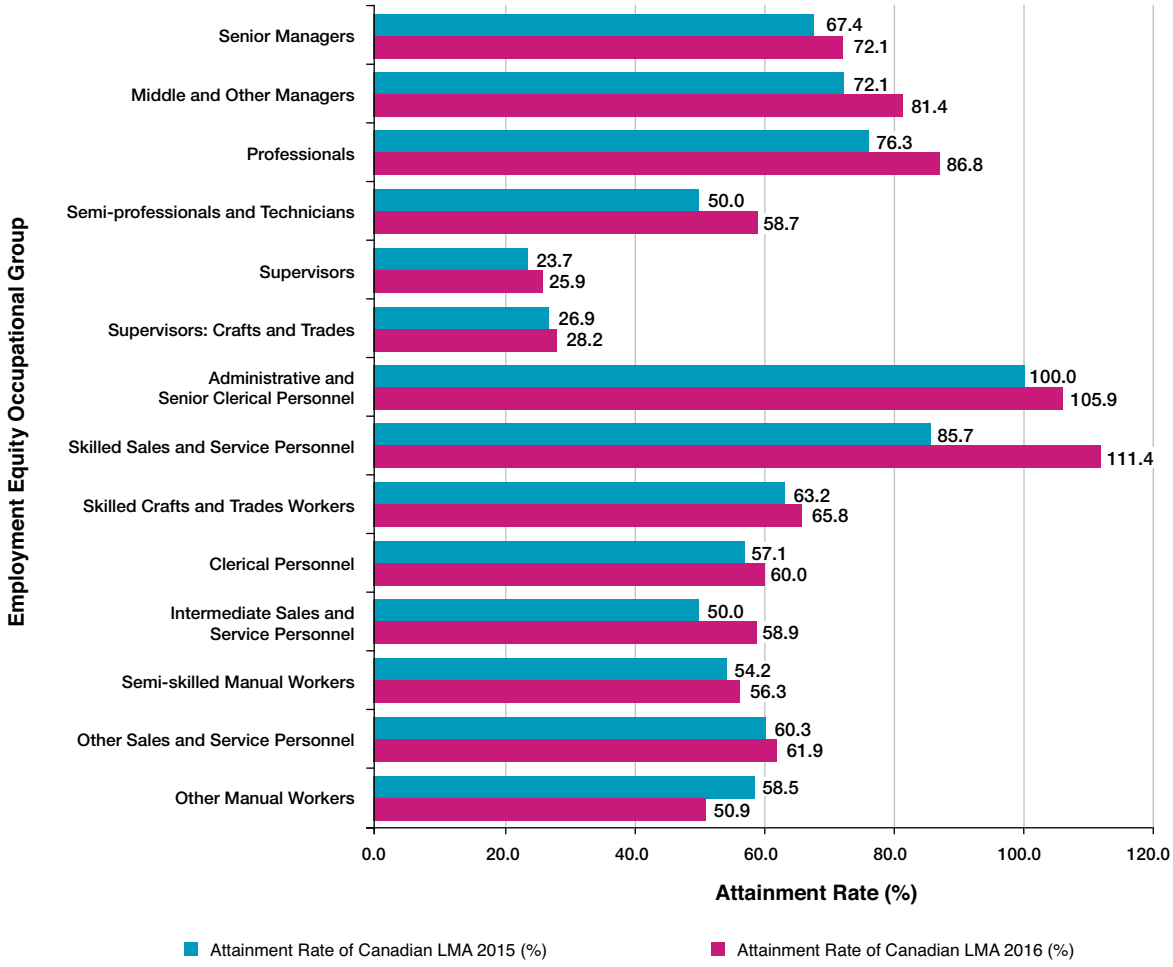
Chart 6: Representation and Canadian LMA* of Persons with Disabilities in the Federally Regulated Private Sector, 1987 to 2016 (%)

* Sources: Statistics Canada, 1986 and 1991 Health and Activity Limitation Survey, 2001 and 2006 Participation and Activity Limitation Survey and 2012 Canadian Survey on Disability.

Note: In 2001, Statistics Canada began using the World Health Organization's *International Classification of Functioning, Disability and Health* framework to define disability rather than the 1980 *International Classification of Impairments, Disabilities, and Handicaps*; this resulted in a drop in LMA.

Chart 7 shows that the LMA attainment rate of persons with disabilities is relatively low in all occupational groups, with the exceptions of *Administrative and Senior Clerical Personnel* and *Skilled Sales and Service Personnel*, where the attainment rate of Canadian LMA has increased from 2015 to 2016 beyond the 100% threshold. The attainment rate of persons with disabilities is particularly low in the *Supervisors* and *Supervisors: Crafts and Trades* occupational groups.

Chart 7: Attainment Rate of Canadian LMA* of Persons with Disabilities by Occupational Groups in the Federally Regulated Private Sector, 2015 and 2016 (%)



* Source: Statistics Canada, 2012 Canadian Survey on Disability.

Data on the attainment rate of sector occupational LMA of persons with disabilities is not available as numbers are negligible.

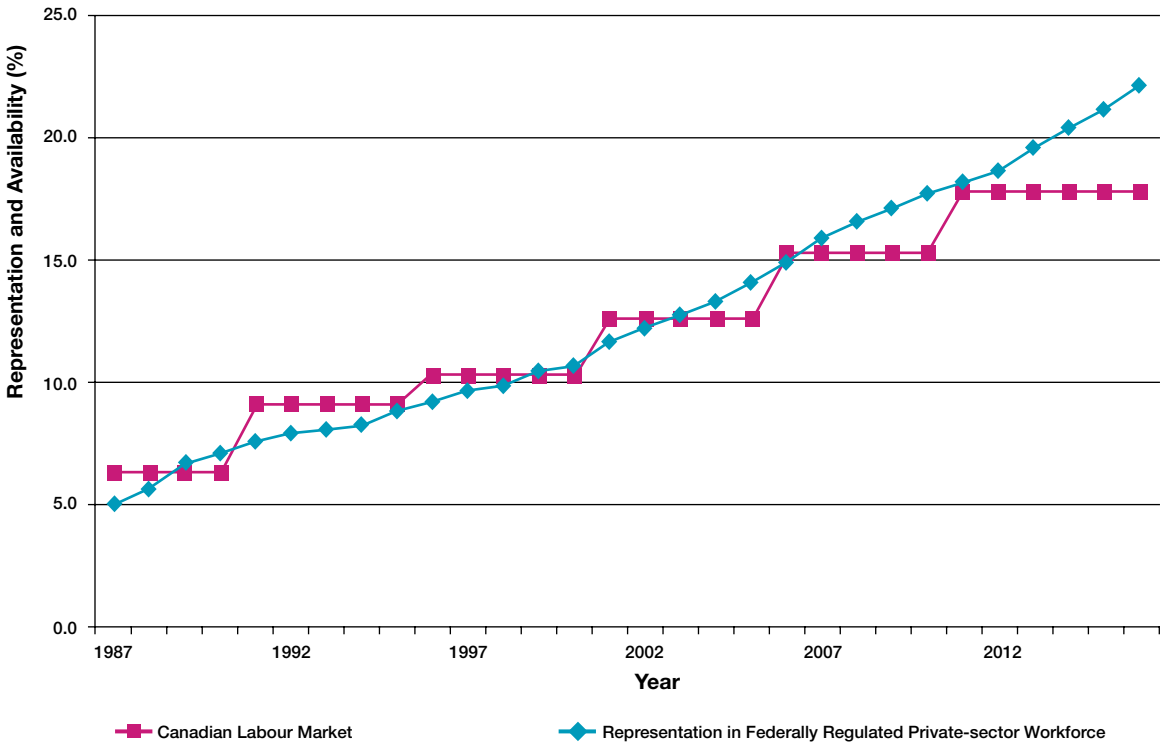
Additional data on the representation of employees by designated group and sector, including data on hiring, promotions and terminations, is provided in Appendix A.

Members of Visible Minorities

The representation of members of visible minorities in the federally regulated private sector increased by 1 percentage point between 2015 and 2016. All sectors combined, members of visible minorities received a share of promotions that is higher than their representation level. Only in the 'other' sector did more members of visible minorities enter the workforce than left it.

Chart 8 illustrates that since 1987, the representation of members of visible minorities has been increasing steadily; this designated group has made the most progress in overall representation since 1987.

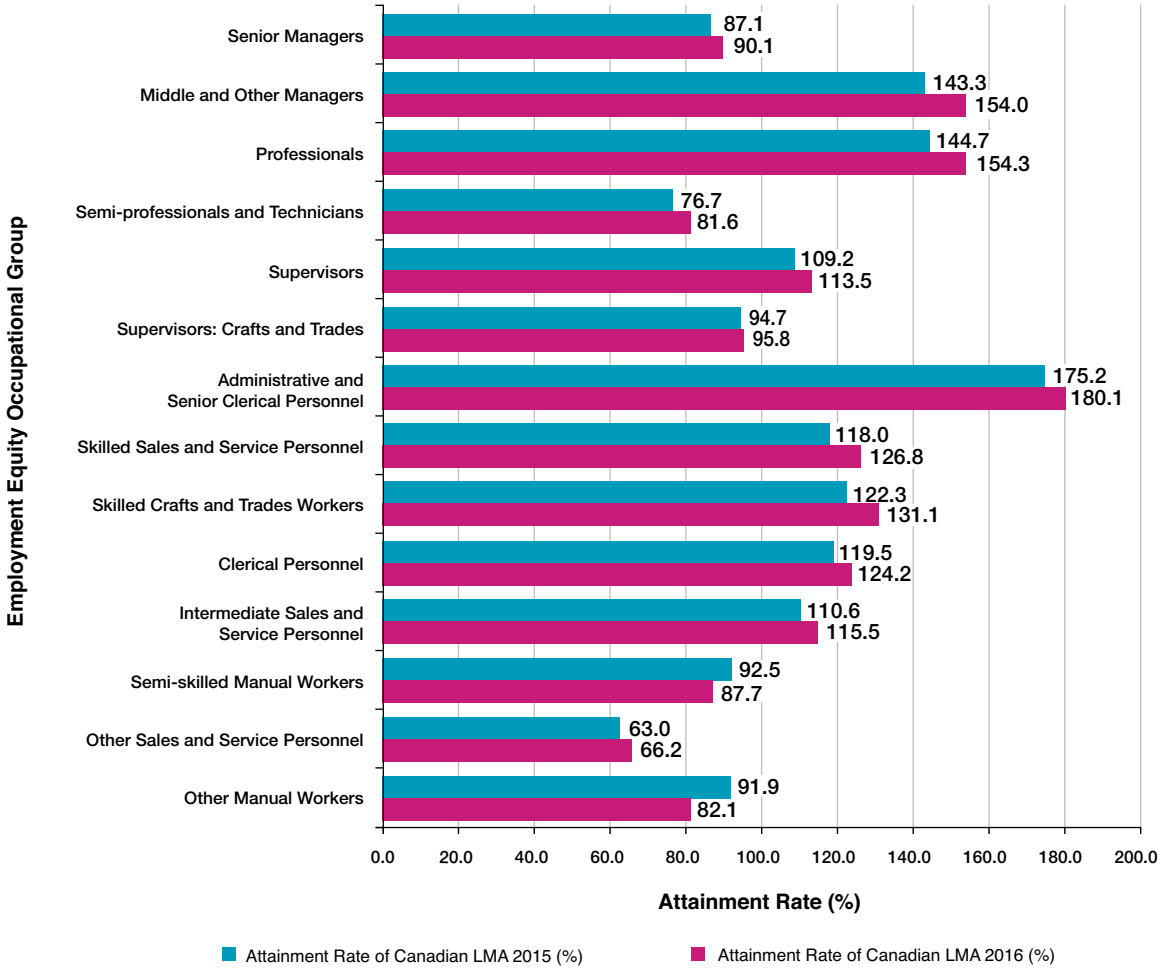
Chart 8: Representation and Canadian LMA* of Members of Visible Minorities in the Federally Regulated Private Sector, 1987 to 2016 (%)



* Sources: Statistics Canada, 1986 to 2006 Census and 2011 National Household Survey

Chart 9 shows that members of visible minorities had attainment rates of Canadian LMA that are above the 100% threshold in eight of the 14 occupational groups. Members of visible minorities had overall higher attainment rates of Canadian LMA than the other designated groups. This designated group's representation continued to surpass Canadian LMA in important feeder groups to the *Senior Managers* occupational group; however, their representation level in this occupational group remains below LMA despite a small increase between 2015 and 2016.

Chart 9: Attainment Rate of Canadian LMA* of Members of Visible Minorities by Occupational Groups in the Federally Regulated Private Sector, 2015 and 2016 (%)



* Source: Statistics Canada, 2011 National Household Survey.

Table 7 provides a more in-depth analysis of occupational group representation as compared to their respective sector LMA.

Table 7: Attainment Rate of Sector LMA* of Members of Visible Minorities in the Federally Regulated Private Sector by Occupational Group and Sector, 2015 and 2016 (%)

Occupational Group	Banking and Financial Services			Communications		
	Attainment of LMA		Change Δ**	Attainment of LMA		Change Δ**
	2015	2016		2015	2016	
Senior Managers	100.7	104.5	+3.7	58.0	61.8	+3.8
Middle and Other Managers	112.8	119.7	+6.8	98.4	111.4	+13.0
Professionals	110.1	113.4	+3.3	84.3	101.6	+17.3
Semi-professionals and Technicians	114.5	116.5	+1.9	79.5	87.0	+7.5
Supervisor	134.1	141.2	+7.1	110.1	119.1	+9.0
Supervisor: Crafts and Trades	–	–	–	56.1	62.6	+6.5
Administrative and Senior Clerical Personnel	143.9	144.3	+0.4	106.6	113.8	+7.2
Skilled Sales and Service Personnel	118.4	130.5	+12.1	75.3	80.1	+4.8
Skilled Crafts and Trades Workers	71.7	0.0	-71.7	88.6	100.0	+11.4
Clerical Personnel	121.9	120.9	-1.0	89.5	102.4	+12.9
Intermediate Sales and Service Personnel	89.8	91.8	+2.0	80.3	90.9	+10.7
Semi-skilled Manual Workers	298.0	280.6	-17.4	125.7	121.2	-4.6
Other Sales and Service Personnel	203.0	200.0	-3.0	45.2	33.6	-11.5
Other Manual Workers	176.5	0.0	-176.5	118.1	212.8	+94.7

Occupational Group	Transportation			'Other'		
	Attainment of LMA		Change Δ**	Attainment of LMA		Change Δ**
	2015	2016		2015	2016	
Senior Managers	60.4	64.8	+4.4	68.8	66.7	-2.2
Middle and Other Managers	81.9	86.1	+4.2	133.7	130.1	-3.6
Professionals	89.6	92.3	+2.7	102.9	103.4	+0.5
Semi-professionals and Technicians	66.4	70.6	+4.2	55.3	58.2	+2.8
Supervisor	73.9	77.6	+3.7	71.0	84.0	+13.0
Supervisor: Crafts and Trades	95.9	95.9	0.0	92.2	93.8	+1.6
Administrative and Senior Clerical Personnel	115.5	125.7	+10.1	85.4	87.7	+2.3
Skilled Sales and Service Personnel	66.7	64.8	-1.9	44.1	42.1	-2.1
Skilled Crafts and Trades Workers	94.5	96.9	+2.4	112.8	124.4	+11.5
Clerical Personnel	79.9	86.1	+6.2	88.6	85.9	-2.7
Intermediate Sales and Service Personnel	90.5	88.8	-1.7	101.9	109.2	+7.3
Semi-skilled Manual Workers	82.9	78.7	-4.3	63.0	63.0	0.0
Other Sales and Service Personnel	44.7	43.9	-0.8	132.5	155.3	+22.8
Other Manual Workers	116.2	100.7	-15.5	106.9	106.9	0.0

* Source: Statistics Canada, 2011 National Household Survey.
** Change values may not equal the differences between the attainment rates due to rounding.
"–" Amount is negligible.

Banking and financial services sector

Despite a decrease in attainment rate for a number of occupational groups, members of visible minorities still either exceeded or approached sector occupational LMA in all occupational groups where the sector reported representation in 2016.

Communications sector

The attainment rate of sector occupational LMA increased in all but two of the 14 occupational groups. In this sector, the representation of members of visible minorities continued to surpass or moved to surpassing sector occupational LMA in more than half of the occupational groups in 2016 when compared to 2015.

Transportation sector

The attainment rate of sector occupational LMA increased in all management or supervisory occupational groups, with the exception of the *Supervisors: Crafts and Trades* occupational group, where it remained at the same level.

'Other' sector

The representation of members of visible minorities exceeded sector occupational LMA in six of the 14 occupational groups, including the *Middle and Other Managers* and *Professionals* occupational groups. This sector also significantly increased its rate of attainment of sector occupational LMA in 2016 in the *Supervisors, Skilled Crafts and Trades Workers* and *Other Sales and Service Personnel* occupational groups.

Additional data on the representation of employees by designated group and sector, including data on hiring, promotions and terminations, is provided in Appendix A.

SECTION 3

Employment Equity Programs Highlights

In addition to ensuring compliance with the annual reporting requirements for federally regulated private-sector employers, the Act mandates a number of responsibilities to the Minister of Labour, including:

- administrating the Federal Contractors Program;
- undertaking research and developing information programs that foster understanding and promote the purpose of employment equity; and
- recognizing private-sector employers that demonstrate outstanding achievement and efforts in implementing employment equity.

This section provides an overview of the Labour Program's activities as they relate to the Federal Contractors Program, the Workplace Opportunities: Removing Barriers to Equity grants and contributions program and the Employment Equity Achievement Awards.

Federal Contractors Program

The Federal Contractors Program (FCP) seeks to generate positive social change by ensuring that organizations that do business with the Government of Canada implement employment equity in their workplace. It applies to provincially regulated organizations that have a workforce of 100 or more employees located in Canada and that received a federal goods and services contract valued at $1 million or more (including applicable taxes).

As part of their obligations, contractors must collect and analyze data about their workforce and, where gaps in representation exist, establish goals to increase representation for the four designated groups: women, Aboriginal peoples, persons with disabilities and members of visible minorities. Contractors are required to make reasonable efforts to ensure that reasonable progress is made towards meeting their goals and achieving an equitable workforce.

As of December 31, 2016, the FCP comprised 257 employers. A total of 75 contractors were added during the 2016 calendar year.

Contractors are subject to compliance assessments to ensure that they fulfill their commitment to implement employment equity. A first compliance assessment is conducted one year after an employer has been awarded a contract. Subsequent assessments may be conducted four years after the contract award date and every three years thereafter to verify that progress is being made. In 2016, the Labour Program completed 142 first-year compliance assessments, with all contractors being found in compliance.

Additional information on the FCP, including the requirements of the program, can be found on the **Canada.ca** website.

Workplace Opportunities: Removing Barriers to Equity

Workplace Opportunities: Removing Barriers to Equity is a grant and contribution program created in 2014 and designed to support employers subject to the Act in their efforts to improve the representation of designated groups in areas of low representation through partnerships, sharing of information and implementing of industry-tailored strategies. In total, $500,000 per fiscal year is available through Workplace Opportunities.

Four grant projects were funded through Workplace Opportunities in 2015. Five contribution agreements were subsequently funded in the same year, focusing on the transportation sector, given that it was identified in 2014 as having greater gaps in representation than the other federally regulated sectors (banking, communications and 'other' sectors.).

Two of the four grant projects concluded in 2015 (see Box 1) and two were completed in 2016 (see Box 2).

Box 1: Highlights of the Workplace Opportunities Projects Completed in 2015

Van Horne Institute
Funding: $125,000 (March 2015 to October 2015)

The project involved creating a call to action, raising awareness and communicating the benefits of building inclusive workplaces by exploring issues related to workplace equity from all four designated groups' point of view, and benchmarking Canada's corporate cultures, policies and human resources practices. The Van Horne Institute created a corporate change model that enhances Canadian workplace diversity policies and practices to increase representation within the transportation sector. It also made available a library of research on diversity and inclusion that includes best practices and information on barrier reduction and elimination. Finally, it developed an education communication strategy and a content communication strategy to continue to promote diversity and inclusion through blog posts from project leaders to inspire and educate the community and its partners.

A project report is available at the following address: **http://www.buildinginclusiveworkplaces.com/wp-content/uploads/2016/05/Building-Inclusive-Workplaces-Corporate-Change-Model.pdf**

Trucking Human Resources Canada
Funding: $125,000 (March 2015 to November 2015)

The project involved developing a business case to support industry action on workplace diversity, and the identification of challenges faced by employers in recruiting and retaining Aboriginal peoples, persons with disabilities and members of visible minorities. Overall barriers for employers were identified, such as the lack of skilled/certified employees, including heavy duty journeypersons, qualified apprentices and people with mid-level experience; turnover for trucking employees, especially in the first year of hire; and the belief that as long as employers treat everyone the same, that they are being fair and inclusive.

The business case is available on Trucking Human Resources Canada's website at the following address: **https://truckinghr.com/content/explore/recruitment-retention/workplace-diversity**

Box 2: Highlights of the Workplace Opportunities Projects Completed in 2016

Maritime Employers Association (MEA)
Funding: $71,500 (March 2015 to September 2016)

The project involved developing a bilingual promotional video to raise awareness, dispel longshoring-related stereotypes and attract a greater number of women, Aboriginal peoples, persons with disabilities, and members of visible minorities into the industry. The video involved collaboration and partnerships between unions, federally regulated private-sector member employers, and current/future employees to ensure support for employment equity in the longshoring workforce.

The video (available in French with English subtitles) can be viewed online by visiting the following website: **www.mea.ca**.

National Institute of Disability Management and Research (NIDMAR)
Funding: $125,000 (March 2015 to March 2016)

The project involved raising awareness and improving employment outcomes for persons with disabilities by encouraging and supporting employers to undertake assessments/audits of their current return to work (RTW)/disability management (DM) practices and programs. Assessments of 11 RTW/DM programs were completed in businesses in the banking, air/railway/road transportation and pipeline sectors, as well as in a Crown corporation. Employers received an analysis of their RTW/DM programs and detailed roadmaps to improve outcomes. NIDMAR also conducted detailed research and analysis of key challenges facing Canadian employers in the implementation of optimum RTW/DM policies and programs. It was found that when clear legislation is in place and when the policies were regularly monitored and reviewed (e.g. health and safety and duty to accommodate), employers did well in implementing optimum RTW/DM policies and programs. However, for newly regulated areas (e.g. workplace culture, policy development, case management procedures and tracking of injury, disability and lost time patterns), employers were less likely to implement optimum policies or programs.

Of the five contribution agreements, two concluded in 2017 and the remaining will be completed in 2018:

- **National Educational Association of Disabled Students (NEADS)**
  $161,010 (June 2015 to August 2017)
  The project involved using a reverse mentoring approach between post-secondary students and employers to identify sector-specific barriers and solutions to hiring persons with disabilities.
- **BC Centre for Ability Association**
  $449,367 (June 2015 to November 2017)
  The project aimed to strengthen the transportation sector's capacity to recruit and retain persons with disabilities.
- **Canadian Apprenticeship Forum**
  $210,000 (June 2015 to March 2018)
  The project aims to identify and disseminate successful workplace practices on hiring and retaining Aboriginal apprentices.
- **Paqtnkek Mi'kmaw Nation**
  $269,950 (June 2015 to March 2018)
  The project seeks to create partnerships between federally regulated employers and Aboriginal organizations, to identify barriers to employment faced by Aboriginal peoples.
- **Trucking HR Canada**
  $409,440 (December 2015 to March 2018)
  The project seeks to improve the understanding of barriers faced by Aboriginal peoples and persons with disabilities in trucking and road transportation occupations.

2017 Employment Equity Achievement Awards

On October 5, 2017, the second annual Employment Equity Achievement Awards (EEAA) were held in Ottawa. These awards recognized federally regulated private-sector employers and federal contractors for their commitment to creating diverse and inclusive workplaces. The 2017 EEAA also provided a forum for showcasing and sharing best practices in implementing employment equity. The EEAA featured the following:

- an award ceremony with the Minister of Employment, Workforce Development and Labour;
- a panel of employers presenting their experience in equity, diversity and inclusion;
- a presentation on behavioural insight and nudging from Policy Horizons Canada; and
- small group discussions on workforce trends.

Through an application process, 18 employers were selected to receive an award (see Box 3) in one of the following categories:

- **Sector Distinction:** the Sector Distinction award recognizes employers who are inspirational role models in their sector. In addition to demonstrating a strong commitment and achieving success in implementing employment equity in their own organization, these employers also champion employment equity for the sector.
- **Outstanding Commitment:** the Outstanding Commitment to employment equity award recognizes employers who have demonstrated outstanding commitment in implementing their employment equity plans by instituting measures to remove barriers, adopting special measures and/or establishing positive policies and practices to achieve tangible results.
- **Innovation:** the Innovation award recognizes employers who have been innovative in the implementation of employment equity. This can include creativity in the design and implementation of measures to remove barriers, adoption of special measures, establishment of positive policies or practices, forward-thinking in human resources practices and/or development of new or unique initiatives.

Box 3: 2017 Employment Equity Achievement Awards Recipients

Sector Distinction

- Enbridge
- Jazz Aviation
- Royal Bank of Canada

Outstanding Commitment

- ATCO Structures & Logistics Ltd.
- Bell Canada
- Business Development Bank of Canada (BDC)
- Canadian National Railway (CN)
- Capital One Bank (Canada)
- Cogeco Connexion Inc.
- Defence Construction (1951) Ltd.
- Hemmera Envirochem Inc.
- HSBC Bank Canada
- Kindersley Transport Ltd.
- Shaw Communications Inc.

Innovation

- Export Development Canada
- Hudson Bay Mining and Smelting Inc.
- Queen's University
- Rogers Communications Inc.

The awards highlight the Labour Program's commitment to continue to work with employers to make further progress on equity and inclusion for under-represented groups in the Canadian workforce.

"The employers that were recognized for outstanding achievement in employment equity are showing real leadership in fostering diverse and inclusive workplaces. Our workplaces thrive when they are equitable, diverse and inclusive."

– The Honourable Patty Hajdu speaking at the 2017 Employment Equity Achievement Awards in Ottawa, Ontario on October 5, 2017

The 2017 EEAA recipients with the Honourable Patty Hajdu

Representatives from Bell MTS, Jazz Aviation, HSBC and Queen's University taking part in an employer panel at the 2017 EEAA to discuss their successes, vision and lessons learned in fostering equitable, diverse and inclusive workplaces.

Conclusion

The data reported for the 2016 calendar year demonstrates that progress was made for designated groups in several underrepresented sectors or occupational groups. Overall, women's representation continued to decrease in 2016; however, this group increased its representation in sectors and occupational groups where women were historically underrepresented. Aboriginal peoples and persons with disabilities continued to make progress as well, but as was the case in previous years, they continue to struggle with representation in supervisory and management occupations. Members of visible minorities are the most successful designated group from an employment equity standpoint, both overall and in terms of sector and occupational representation.

While this report contains a brief analysis of the consolidated statistical information provided by employers, it is clear from their narrative reports, and from the successes and accomplishments recognized during the 2017 Employment Equity Achievement Awards, that they have a strong commitment to employment equity and broader diversity and inclusion goals. The findings of this report support the need to implement innovative measures to remove systemic barriers that persist in employment systems and to create workplaces that are welcoming, respectful and inclusive of all Canadians. To that end, employers are encouraged to improve their workplaces using the many resources available, including tools created by organizations that receive funding under the Workplace Opportunities: Removing Barriers to Equity program.

The Labour Program will continue to work with employers towards ensuring that every Canadian has equal access to employment and every opportunity to realize their potential.

> "Equality in employment will not happen unless we make it happen."
> *– Justice Rosalie Abella, 1984*

Appendix A

Tables – Federally Regulated Private-sector Employers

The following tables consolidate data from the annual reports submitted by federally regulated private-sector employers. To allow for comparative analysis, some of the data from 1987 (the year data was first collected) is included with 2015 and 2016 data.

Tables 1 to 3 in this appendix present data aggregated to include permanent full-time, permanent part-time and temporary employees. Table 4 summarizes information for the four industrial sectors, including: number, representation, hires, promotions, terminations and the net effect of hires less terminations. Tables 5 and 6 present salary data for permanent full-time and permanent part-time employees respectively.

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Table 1: Representation (1987, 2015 and 2016) and Availability (2011/2012) of Federally Regulated Private-Sector Employees by Designated Group, Census Metropolitan Area, Province and Territory (%)

Census Metropolitan Area and Province/ Territory	Women				Aboriginal Peoples				Persons with Disabilities				Members of Visible Minorities			
	Representation			Availability*	Representation			Availability*	Representation			Availability*	Representation			Availability*
	1987	2015	2016	2011	1987	2015	2016	2011	1987	2015	2016	2012	1987	2015	2016	2011
Halifax	41.2	42.8	41.7	49.6	0.5	2.2	2.4	2.6	1.6	5.0	5.3	N/A	1.9	7.6	8.4	7.6
Montréal	39.0	40.9	40.9	48.4	0.3	0.8	0.9	0.7	1.1	2.0	2.2	N/A	3.0	15.8	16.6	18.0
Toronto	47.1	44.4	44.5	48.7	0.6	1.0	1.0	0.6	1.5	3.0	3.4	N/A	12.0	36.6	37.5	44.1
Winnipeg	32.7	33.3	33.3	48.8	0.8	6.8	6.8	9.0	1.8	3.4	3.2	N/A	2.9	17.5	18.9	18.9
Regina	42.9	46.8	47.6	48.6	0.4	3.0	3.2	7.2	2.4	3.6	4.0	N/A	1.6	13.2	15.8	9.8
Calgary	47.6	43.9	44.0	47.1	0.5	2.0	2.0	2.5	1.9	2.6	3.2	N/A	5.6	21.4	22.9	25.7
Edmonton	44.5	40.1	39.6	47.1	0.7	2.7	3.0	4.5	2.0	2.7	3.2	N/A	4.4	19.5	21.9	21.0
Vancouver	40.4	38.5	37.9	48.6	0.5	1.9	2.2	2.1	1.5	2.9	3.4	N/A	7.9	34.7	35.7	41.8
Newfoundland and Labrador	38.4	46.1	44.4	48.2	0.6	5.7	5.5	6.7	1.0	3.2	3.1	5.6	0.7	2.2	2.4	1.3
Prince Edward Island	38.0	34.4	37.1	49.5	0.2	0.8	1.1	1.4	1.2	2.0	2.8	5.7	1.0	2.7	3.0	2.4
Nova Scotia	34.4	44.6	43.6	49.2	0.4	2.3	2.4	3.4	3.5	5.0	5.2	7.2	1.3	6.7	7.3	4.5
New Brunswick	32.2	48.8	48.2	48.3	0.4	1.3	1.3	2.6	1.8	3.3	3.7	5.3	1.1	3.2	3.4	2.2
Quebec	39.8	40.2	39.7	47.9	0.4	1.0	1.2	1.6	1.1	1.8	2.1	3.0	2.6	13.1	13.9	9.8
Ontario	44.2	43.1	42.9	48.7	0.7	1.5	1.5	2.1	1.6	3.3	3.6	5.5	7.3	27.0	27.9	24.4
Manitoba	30.5	33.0	32.6	48.0	1.0	7.9	7.8	12.1	1.7	3.4	3.3	5.9	2.6	14.8	15.8	13.2
Saskatchewan	35.1	36.4	37.1	47.3	1.4	8.1	7.9	10.4	1.8	2.9	3.2	5.6	1.2	8.7	9.7	6.3
Alberta	45.3	41.7	41.7	46.6	0.7	2.5	2.7	4.7	1.9	2.7	3.3	4.9	4.0	18.5	20.0	17.3
British Columbia	41.5	38.6	37.8	48.5	0.7	2.7	3.1	4.6	1.7	3.0	3.6	5.8	6.2	27.2	28.3	25.8
Yukon	31.4	41.8	41.4	49.5	3.8	9.4	8.5	19.0	0.8	3.8	3.1	6.9	1.4	11.5	11.4	5.9
Northwest Territories	21.9	22.5	25.7	47.8	9.6	10.9	8.2	40.3	1.4	1.7	1.9	3.6	2.5	9.3	10.8	7.8
Nunavut	N/A	24.9	26.1	46.9	N/A	36.1	38.4	75.1	N/A	2.2	1.9	2.6	N/A	7.9	8.0	2.6
Canada	**40.9**	**41.0**	**40.7**	**48.2**	**0.7**	**2.2**	**2.3**	**3.5**	**1.6**	**3.0**	**3.3**	**4.9**	**5.0**	**21.2**	**22.2**	**17.8**

* Sources: Statistics Canada, 2011 National Household Survey and 2012 Canadian Survey on Disability.

Table 2: Representation (2015 and 2016) and Availability (2011/2012) of Federally Regulated Private-Sector Employees by Designated Group and Occupational Group (%)

	Women			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Representation		Availability*	Representation		Availability*	Representation		Availability*	Representation		Availability*
Occupational Group	**2015**	**2016**	**2011**	**2015**	**2016**	**2011**	**2015**	**2016**	**2012**	**2015**	**2016**	**2011**
Senior Managers	25.5	26.4	27.4	1.0	1.0	2.9	2.9	3.1	4.3	8.8	9.1	10.1
Middle and Other Managers	42.1	42.1	38.9	1.2	1.3	2.2	3.1	3.5	4.3	21.5	23.1	15.0
Professionals	44.5	44.6	55.0	1.1	1.3	2.1	2.9	3.3	3.8	28.8	30.7	19.9
Semi-Professionals and Technicians	19.4	19.0	52.0	2.4	2.5	3.7	2.3	2.7	4.6	12.5	13.3	16.3
Supervisors	61.9	60.6	56.5	2.3	2.4	3.6	3.3	3.6	**13.9	20.2	21.0	18.5
Supervisors: Crafts and Trades	8.3	8.5	11.2	3.5	3.7	3.7	2.1	2.2	**7.8	9.0	9.1	9.5
Administrative and Senior Clerical Personnel	77.4	76.9	82.6	1.9	1.9	3.0	3.4	3.6	3.4	24.7	25.4	14.1
Skilled Sales and Service Personnel	55.0	53.1	49.9	1.6	1.8	3.2	3.0	3.9	3.5	26.9	28.9	22.8
Skilled Crafts and Trades Workers	4.8	4.7	3.9	3.6	3.8	4.5	2.4	2.5	3.8	12.6	13.5	10.3
Clerical Personnel	58.3	57.5	68.4	2.1	2.1	3.4	4.0	4.2	7.0	22.7	23.6	19.0
Intermediate Sales and Service Personnel	63.9	63.2	66.8	2.3	2.5	3.7	2.8	3.3	5.6	22.9	23.9	20.7
Semi-Skilled Manual Workers	13.3	13.3	17.9	3.3	3.3	4.1	2.6	2.7	4.8	17.3	16.4	18.7
Other Sales and Service Personnel	41.5	41.9	57.5	4.3	3.9	5.1	3.8	3.9	6.3	13.8	14.5	21.9
Other Manual Workers	10.9	11.2	22.7	6.2	5.9	6.0	3.1	2.7	**5.3	15.9	14.2	17.3
Total	**41.0**	**40.7**	**48.2**	**2.2**	**2.3**	**3.5**	**3.0**	**3.3**	**4.9**	**21.2**	**22.2**	**17.8**

* Sources: Statistics Canada, 2011 National Household Survey and 2012 Canadian Survey on Disability.

** Use with caution. The coefficient of variation of the estimate is between 16.5% and 33.3%.

Table 3: Distribution (2015 and 2016) of Federally Regulated Private-Sector Employees by Designated Group and Occupational Group (%)

Occupational Group	Women		Men		Aboriginal Peoples		Non-Aboriginal Peoples	
	2015	2016	2015	2016	2015	2016	2015	2016
Senior Managers	0.5	0.6	1.1	1.1	0.4	0.4	0.9	0.9
Middle and Other Managers	10.9	11.2	10.5	10.6	6.0	6.3	10.8	11.0
Professionals	19.8	20.7	17.2	17.7	9.1	10.5	18.5	19.1
Semi-Professionals and Technicians	3.2	3.1	9.2	9.1	7.2	7.4	6.7	6.7
Supervisors	5.1	5.0	2.2	2.2	3.6	3.6	3.4	3.4
Supervisors: Crafts and Trades	0.3	0.3	2.4	2.3	2.4	2.5	1.5	1.5
Administrative and Senior Clerical Personnel	5.4	5.4	1.1	1.1	2.5	2.4	2.9	2.9
Skilled Sales and Service Personnel	4.3	4.2	2.5	2.5	2.4	2.6	3.3	3.2
Skilled Crafts and Trades Workers	0.9	0.9	13.2	13.0	13.4	13.3	8.0	7.9
Clerical Personnel	19.0	18.8	9.5	9.5	12.6	12.1	13.4	13.3
Intermediate Sales and Service Personnel	25.4	24.8	10.0	9.9	17.0	17.2	16.3	15.9
Semi-Skilled Manual Workers	4.3	4.3	19.5	19.3	19.9	19.0	13.1	13.1
Other Sales and Service Personnel	0.4	0.5	0.4	0.4	0.9	0.8	0.4	0.4
Other Manual Workers	0.2	0.2	1.4	1.1	2.6	1.9	0.9	0.7
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Occupational Group	Persons with Disabilities		Persons without Disabilities		Members of Visible Minorities		Non-Visible Minority Members	
	2015	2016	2015	2016	2015	2016	2015	2016
Senior Managers	0.8	0.8	0.8	0.9	0.4	0.4	1.0	1.0
Middle and Other Managers	11.2	11.6	10.6	10.8	10.8	11.3	10.6	10.7
Professionals	17.6	19.2	18.3	18.9	24.8	26.3	16.5	16.9
Semi-Professionals and Technicians	5.3	5.4	6.8	6.7	4.0	4.0	7.5	7.4
Supervisors	3.8	3.7	3.4	3.3	3.2	3.2	3.4	3.4
Supervisors: Crafts and Trades	1.1	1.0	1.5	1.5	0.6	0.6	1.7	1.8
Administrative and Senior Clerical Personnel	3.3	3.2	2.9	2.9	3.4	3.3	2.8	2.8
Skilled Sales and Service Personnel	3.3	3.8	3.2	3.2	4.1	4.2	3.0	2.9
Skilled Crafts and Trades Workers	6.5	6.2	8.2	8.1	4.9	4.9	9.0	8.9
Clerical Personnel	18.3	17.1	13.2	13.2	14.4	14.2	13.1	13.1
Intermediate Sales and Service Personnel	15.6	16.1	16.4	16.0	17.7	17.2	16.0	15.6
Semi-Skilled Manual Workers	11.6	10.9	13.3	13.3	10.8	9.8	13.9	14.2
Other Sales and Service Personnel	0.6	0.5	0.4	0.5	0.3	0.3	0.5	0.5
Other Manual Workers	1.0	0.6	0.9	0.7	0.7	0.5	1.0	0.8
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Table 4: Federally Regulated Private-Sector Employees by Designated Group and Sector: Number, Representation, Hires, Promotions, Terminations and Net Effect (2015 and 2016)*

		All Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of Visible Minorities	
		2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
BANKING AND FINANCIAL SERVICES		(#)									
	Employees	238,575	237,225	142,945	139,466	3,020	3,004	9,532	10,654	72,039	74,223
	Hires	33,883	34,740	17,146	17,284	367	347	767	1,000	8,365	9,226
	Promotions	29,069	29,015	16,498	15,926	388	364	846	938	9,612	10,037
	Terminations	33,919	37,281	19,630	21,230	525	565	1,387	1,569	9,122	10,415
	Net Effect**	-36	-2,541	-2,484	-3,946	-158	-218	-620	-569	-757	-1,189
		(%)									
	Representation	100.0	100.0	59.9	58.8	1.3	1.3	4.0	4.5	30.2	31.3
	Share of Hires	100.0	100.0	50.6	49.8	1.1	1.0	2.3	2.9	24.7	26.6
	Share of Promotions	100.0	100.0	56.8	54.9	1.3	1.3	2.9	3.2	33.1	34.6
	Share of Terminations	100.0	100.0	57.9	56.9	1.5	1.5	4.1	4.2	26.9	27.9
COMMUNICATIONS		(#)									
	Employees	140,445	133,492	51,011	47,625	2,482	3,009	3,531	4,588	27,829	30,194
	Hires	18,016	16,198	6,985	6,079	360	298	428	462	4,564	4,397
	Promotions	6,261	5,369	2,422	2,109	142	158	128	193	1,346	1,431
	Terminations	22,147	23,389	9,178	9,495	381	440	508	668	4,707	5,245
	Net Effect**	-4,131	-7,191	-2,193	-3,416	-21	-142	-80	-206	-143	-848
		(%)									
	Representation	100.0	100.0	36.3	35.7	1.8	2.3	2.5	3.4	19.8	22.6
	Share of Hires	100.0	100.0	38.8	37.5	2.0	1.8	2.4	2.9	25.3	27.1
	Share of Promotions	100.0	100.0	38.7	39.3	2.3	2.9	2.0	3.6	21.5	26.7
	Share of Terminations	100.0	100.0	41.4	40.6	1.7	1.9	2.3	2.9	21.3	22.4
TRANSPORTATION		(#)									
	Employees	296,715	293,113	90,048	89,918	8,282	8,069	7,336	7,198	47,323	46,981
	Hires	46,670	42,644	11,678	11,357	1,629	1,360	783	696	10,258	8,346
	Promotions	9,161	9,588	2,944	3,033	261	259	174	178	1,523	1,727
	Terminations	52,068	49,888	13,226	13,443	1,752	1,633	1,263	1,197	9,560	8,498
	Net Effect**	-5,398	-7,244	-1,548	-2,086	-123	-273	-480	-501	698	-152
		(%)									
	Representation	100.0	100.0	30.3	30.7	2.8	2.8	2.5	2.5	15.9	16.0
	Share of Hires	100.0	100.0	25.0	26.6	3.5	3.2	1.7	1.6	22.0	19.6
	Share of Promotions	100.0	100.0	32.1	31.6	2.8	2.7	1.9	1.9	16.6	18.0
	Share of Terminations	100.0	100.0	25.4	26.9	3.4	3.3	2.4	2.4	18.4	17.0
'OTHER'		(#)									
	Employees	54,750	56,262	15,785	16,253	2,361	2,324	1,228	1,196	7,541	8,116
	Hires	7,794	8,094	2,125	2,190	340	226	115	91	1,706	1,860
	Promotions	3,065	2,637	1,051	850	134	103	52	30	391	364
	Terminations	8,197	7,717	2,343	2,118	374	347	178	161	1,239	1,340
	Net Effect**	-403	377	-218	72	-34	-121	-63	-70	467	520
		(%)									
	Representation	100.0	100.0	28.8	28.9	4.3	4.1	2.2	2.1	13.8	14.4
	Share of Hires	100.0	100.0	27.3	27.1	4.4	2.8	1.5	1.1	21.9	23.0
	Share of Promotions	100.0	100.0	34.3	32.2	4.4	3.9	1.7	1.1	12.8	13.8
	Share of Terminations	100.0	100.0	28.6	27.4	4.6	4.5	2.2	2.1	15.1	17.4
ALL SECTORS		(#)									
	Employees	730,485	720,092	299,789	293,262	16,145	16,406	21,627	23,636	154,732	159,514
	Hires	106,363	101,676	37,934	36,910	2,696	2,231	2,093	2,249	24,893	23,829
	Promotions	47,556	46,609	22,915	21,918	925	884	1,200	1,339	12,872	13,559
	Terminations	116,331	118,275	44,377	46,286	3,032	2,985	3,336	3,595	24,628	25,498
	Net Effect**	-9,968	-16,599	-6,443	-9,376	-336	-754	-1,243	-1,346	265	-1,669
		(%)									
	Representation	100.0	100.0	41.0	40.7	2.2	2.3	3.0	3.3	21.2	22.2
	Share of Hires	100.0	100.0	35.7	36.3	2.5	2.2	2.0	2.2	23.4	23.4
	Share of Promotions	100.0	100.0	48.2	47.0	1.9	1.9	2.5	2.9	27.1	29.1
	Share of Terminations	100.0	100.0	38.1	39.1	2.6	2.5	2.9	3.0	21.2	21.6

* The number of employees and representation of the designated groups cover permanent full-time, permanent part-time and temporary employees. The hires, promotions, terminations and net effect data cover only permanent full-time and permanent part-time employees.

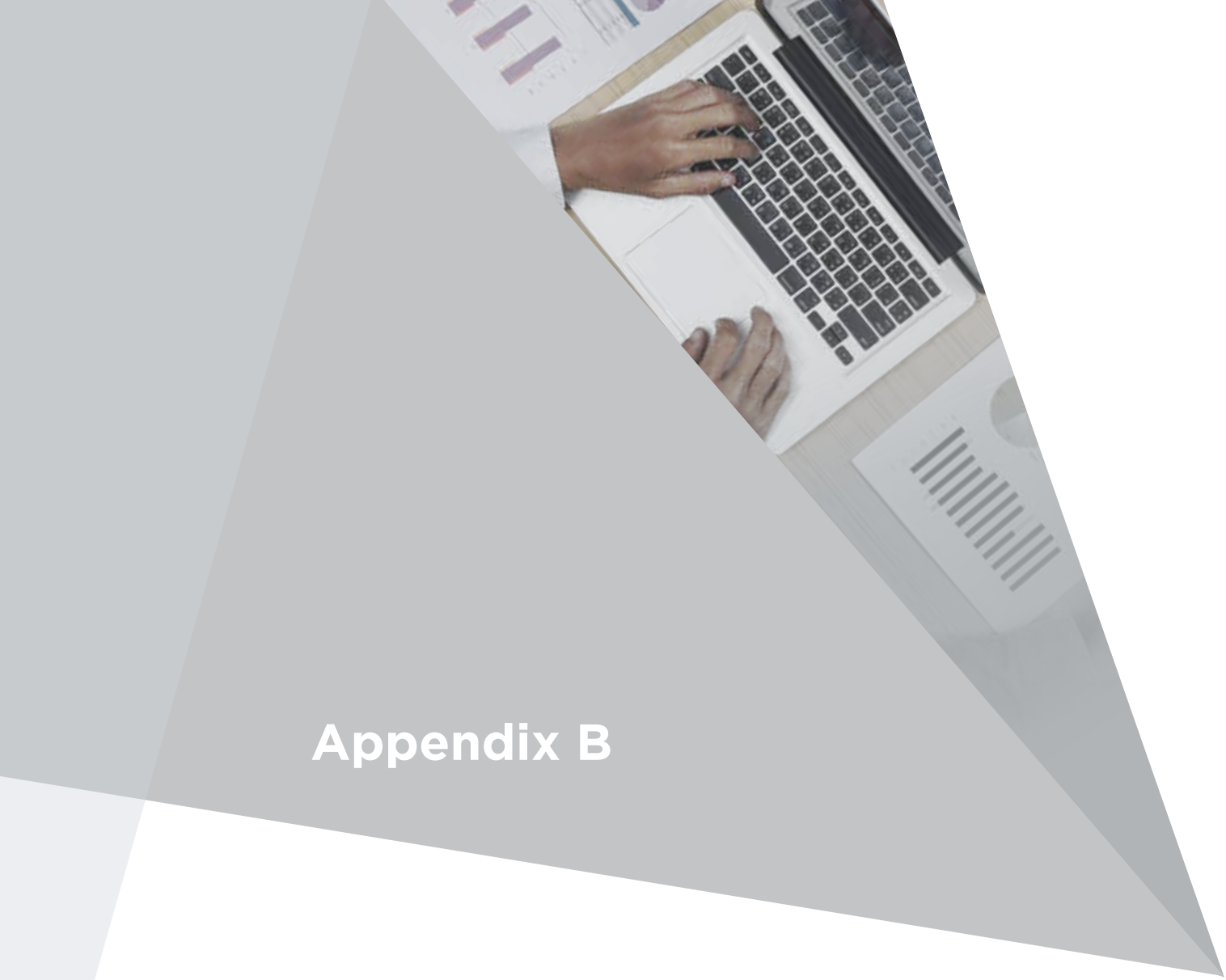
** The number of employees hired reduced by those terminated.

Table 5: Federally Regulated Private-Sector Employees in Permanent Full-Time Employment by Designated Group, Gender and Salary Range as of December 31, 2016

Salary Range	All Employees				Aboriginal Peoples				Persons with Disabilities				Members of Visible Minorities			
	Total	Men	Women	(%)	Total	%	Men	Women	Total	%	Men	Women	Total	%	Men	Women
Under $15,000	3,508	2,448	1,060	30.2	157	4.5	107	50	74	2.1	51	23	761	21.7	586	175
$15,000 - $19,999	1,090	678	412	37.8	36	3.3	23	13	40	3.7	19	21	203	18.6	143	60
$20,000 - $24,999	3,606	1,852	1,754	48.6	92	2.6	54	38	92	2.6	49	43	696	19.3	354	342
$25,000 - $29,999	9,520	4,517	5,003	52.6	318	3.3	164	154	295	3.1	133	162	2,287	24.0	1,138	1,149
$30,000 - $34,999	20,130	9,515	10,615	52.7	596	3.0	276	320	824	4.1	327	497	5,062	25.1	2,452	2,610
$35,000 - $37,499	16,193	7,889	8,304	51.3	411	2.5	205	206	655	4.0	268	387	4,159	25.7	2,025	2,134
$37,500 - $39,999	19,280	9,677	9,603	49.8	477	2.5	246	231	757	3.9	345	412	5,148	26.7	2,540	2,608
$40,000 - $44,999	45,184	22,802	22,382	49.5	989	2.2	490	499	1,591	3.5	743	848	11,463	25.4	5,718	5,745
$45,000 - $49,999	44,123	23,381	20,742	47.0	925	2.1	502	423	1,573	3.6	715	858	11,165	25.3	5,590	5,575
$50,000 - $59,999	105,704	60,093	45,611	43.1	2,464	2.3	1,380	1,084	3,917	3.7	2,004	1,913	22,965	21.7	12,598	10,367
$60,000 - $69,999	84,223	54,262	29,961	35.6	1,970	2.3	1,367	603	2,725	3.2	1,572	1,153	17,283	20.5	10,584	6,699
$70,000 - $84,999	86,813	58,220	28,593	32.9	1,916	2.2	1,383	533	2,752	3.2	1,720	1,032	19,100	22.0	12,117	6,983
$85,000 - $99,999	57,518	38,817	18,701	32.5	1,215	2.1	875	340	1,720	3.0	1,029	691	13,108	22.8	8,361	4,747
$100,000 and over	112,655	82,270	30,385	27.0	2,074	1.8	1,678	396	3,066	2.7	2,096	970	21,638	19.2	14,708	6,930
Total	**609,547**	**376,421**	**233,126**	**38.2**	**13,640**	**2.2**	**8,750**	**4,890**	**20,081**	**3.3**	**11,071**	**9,010**	**135,038**	**22.2**	**78,914**	**56,124**

Table 6: Federally Regulated Private-Sector Employees in Permanent Part-Time Employment by Designated Group, Gender and Salary Range as of December 31, 2016

Salary Range	All Employees				Aboriginal Peoples				Persons with Disabilities				Members of Visible Minorities			
	Total	Men	Women	(%)	Total	%	Men	Women	Total	%	Men	Women	Total	%	Men	Women
Under $5,000	2,930	1,567	1,363	46.5	72	2.5	24	48	85	2.9	51	34	621	21.2	412	209
$5,000 - $7,499	2,044	867	1,177	57.6	58	2.8	20	38	59	2.9	26	33	319	15.6	171	148
$7,500 - $9,999	2,847	1,265	1,582	55.6	87	3.1	38	49	101	3.5	40	61	422	14.8	238	184
$10,000 - $12,499	8,381	4,119	4,262	50.9	206	2.5	93	113	258	3.1	132	126	1,712	20.4	947	765
$12,500 - $14,999	7,904	3,872	4,032	51.0	170	2.2	81	89	227	2.9	101	126	2,020	25.6	1,178	842
$15,000 - $17,499	8,023	3,790	4,233	52.8	260	3.2	120	140	260	3.2	96	164	2,055	25.6	1,101	954
$17,500 - $19,999	8,452	3,980	4,472	52.9	251	3.0	109	142	268	3.2	98	170	2,111	25.0	1,164	947
$20,000 - $22,499	7,731	3,322	4,409	57.0	183	2.4	68	115	262	3.4	99	163	1,903	24.6	995	908
$22,500 - $24,999	10,023	5,130	4,893	48.8	282	2.8	146	136	327	3.3	136	191	2,910	29.0	1,821	1,089
$25,000 - $29,999	14,367	5,188	9,179	63.9	358	2.5	124	234	537	3.7	149	388	3,198	22.3	1,513	1,685
$30,000 - $34,999	11,238	4,286	6,952	61.9	270	2.4	104	166	441	3.9	126	315	2,476	22.0	1,158	1,318
$35,000 - $39,999	7,711	3,178	4,533	58.8	159	2.1	59	100	248	3.2	90	158	1,409	18.3	717	692
$40,000 - $49,999	8,680	4,023	4,657	53.7	162	1.9	70	92	245	2.8	100	145	1,799	20.7	1,066	733
$50,000 and over	4,530	2,068	2,462	54.3	101	2.2	53	48	158	3.5	67	91	703	15.5	365	338
Total	**104,861**	**46,655**	**58,206**	**55.5**	**2,619**	**2.5**	**1,109**	**1,510**	**3,476**	**3.3**	**1,311**	**2,165**	**23,658**	**22.6**	**12,846**	**10,812**



Appendix B

Technical Notes

Employers covered under the *Employment Equity Act*

The Act covers:

- federally regulated private-sector employers, federal Crown corporations and other federal government business enterprises with 100 or more employees;
- core public administration organizations listed under Schedule I or IV of the *Financial Administration Act* (FAA) (federal government departments and agencies);
- separate employer organizations in the federal public sector with 100 or more employees, listed in Schedule V of the FAA (separate agencies);
- 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
- 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.

Limitations of the employment equity data

This report provides the most recent information on employment equity data for the federally regulated private sector, with the following limitations:

- To measure progress of the designated groups covered by the Act, their representation (i.e. the number of designated group employees divided by the number of all employees) in the federally regulated private sector is compared to their availability in the workforce population. Availability data is obtained from censuses or surveys conducted every five years by Statistics Canada. As a result, there is a time lag in measuring representation gaps. The current labour market availability (LMA) is based on the 2011 National Household Survey and the 2012 Canadian Survey on Disability. More information on LMA can be found in the *2011 Employment Equity Data Report*.
- Data is received annually from employers; however, the number of employers can differ from one year to the next.
- The Treasury Board of Canada Secretariat is responsible for reporting on employment equity in the federal departments, agencies and commissions that make up the core public administration. This information is available on the **Canada.ca** website. Other areas of the federal public sector are responsible for preparing their own reports on employment equity, which can be found on their respective websites or obtained upon request. Federal contractors are not required to report annually.

Sector and subsector data

Commencing with this annual report, the four sectors (banking, communications, transportation and 'other') were reorganized to better align the employment equity data with the North American Industry Classification System (NAICS) code structure, which resulted in some employers being reclassified to a different sector than was previously reported. This methodology has been applied to the 2015 data presented in this report to allow for year-to-year comparisons. The following table provides a summary of the changes.

Subsector	From	To
Postal Service, Couriers and Messengers	Communications	Transportation – Ground
Investigation and Security Services	Transportation	'Other' – Service Industries
Finance and Insurance	'Other'	Banking and Financial Services
Warehousing and Storage	'Other'	Transportation – Ground