

Employment Equity

**NATIONAL
ACTION
COMMITTEE**
ON THE STATUS OF WOMEN

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D'ACTION**
SUR LE STATUT DE LA FEMME

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Justice Works

Response of

The National Action Committee on the Status of Women

to "Working Towards Equality"

Ontario's Discussion Paper on Employment Equity Legislation

February 1992



The National Action Committee on the Status of Women (NAC) is the largest feminist organization in Canada. At present, it includes more than 500 member groups, of which 250 are in Ontario. The diversity of Canadian women and their communities is reflected in NAC's member groups which include national women's organizations, women's centres, service delivery groups, immigrant women's groups, women of colour groups, disabled women's groups, Aboriginal women's groups, women's committees of churches, unions and political parties. Since its inception in 1972, NAC has been at the heart of the struggle for women's equality in Canada.

NAC has been involved in employment equity in Canada since the Abella Commission. NAC played an active role as part of a coalition lobbying to strengthen the federal Employment Equity Act. In 1986 we told the Parliamentary Committee studying Bill C-68 that without strong enforcement mechanisms and particularly without mandatory goals and timetables, the bill would be worthless to women and the other designated groups.

The federal Employment Equity Act only requires the annual reporting of certain employment data. It does not require that employers have employment equity programs and if programs are ineffectual or non-existent, there are no legislated sanctions.

The Government of Canada assured us when the Act was introduced that, given the requirement to report data publicly, employers would voluntarily improve their employment records with respect to inequality. The Minister at the time said that employers would be "embarrassed" by poor data. NAC and other organizations have tried to publicize the data. In fact, NAC published two studies on the poor performance of the banking sector in relation to women. These efforts have yielded few rewards.

After fifteen years of experience with voluntary programs in Canada, women knew in 1986 that this would not be a successful approach. We are sorry to say that the last five years' experience has

proven us right.

Women still make 65% of men's salary, people with disabilities are virtually excluded from the workforce, people of colour face discrimination both at entry and promotion, and aboriginal people continue to face scandalous unemployment rates.

Progress is Glacial

With our limited resources we have analyzed the records of three large employers and tracked them over the four years of federal employment equity reports to note improvements in the employment situation, which may be due to the requirements of the legislation, for all women, Aboriginal women, women with disabilities and women of colour. In addition, the changes in their employment situation have been compared to those of all men. Three employers were analyzed: the Bank of Nova Scotia in the banking sector, the Canadian Broadcasting Corporation in communications, and Air Canada in the transportation industry.

Our analysis shows that for the most part there were minuscule improvements in the employment situation for women. There is little proof that these improvements would not have occurred without legislation, given the changes already taking place in the composition of the workforce and population. There is little doubt that Aboriginal women, women with disabilities and women of colour face double discrimination and disadvantages. The figures show that their representation, hires, promotions, terminations and salaries are worse than those of all women. It is difficult to determine exactly how much worse, since the figures for the category "women" include all women: white, Aboriginal, disabled and visible minority women.

The figures for Ontario are somewhat better than the rest of the country, especially in relation to women of colour (see appendix). The trend of glacial progress is, however, the same. At the rate of increase we saw in the Canadian Broadcasting Corporation, for example, it would take over sixty years for women to represent 50% of the workforce.

Who needs Employment Equity?

It is clear from the data that visible minority, disabled and Aboriginal women are benefitting even less than white women. In response to pressure to improve the employment situation of women, several institutions, including the Ministry of Education, have moved forward on implementing employment equity for women and not for other designated groups. Such efforts create divisions between women and other equality seeking groups. They also tend to exclusively benefit white women. While white women as a group certainly need strong employment equity measures as well, people of colour, disabled people and First Nations people face significant employment barriers. Women who belong to one or more of these groups face double and even triple disadvantages.

For example, in 1990 Aboriginal women working in full time positions at the Bank of Nova Scotia earned \$24,132 compared to all women who earned \$27,007, all men who earned \$48,677 and all Aboriginal men who earned \$36,760. In other words, the average salary of Aboriginal women was 89.4% of that for all women, 49.6% of that for all men, and 65.6% of that for Aboriginal men. Furthermore, in some cases, these statistics are worse than they were in 1987 when Aboriginal women's salaries were 89.7% of what all women earned and 67.7% of Aboriginal men's. Only a slight improvement occurred when comparing Aboriginal women's salaries to all men's salaries: they earned 47.5% in 1987 and 49.6% in 1990.

For all groups of women the disadvantage of sex, race or disability can also be compounded by such factors as sexual orientation, class position, age and other social realities.

Large numbers of white women have been in the workplace longer than the other designated groups and employers will sometimes act on affirmative action for women first as it appears to be easier. The Employment Equity legislation will have to be clear that plans must apply to all designated groups and not be phased in differentially for one group in advance of another.

Do women really need Employment Equity?

In the public discourse on employment equity, there is a great deal of mythology. The suggestion is that white women have really made it and do not need mandatory employment equity measures. Few women, it is argued, "want to work in non-traditional jobs and why implement mandatory employment equity just to move educated white women into management positions? Really what white women need is pay equity. Employment equity is for minorities and people with disabilities who really face discrimination. Maybe we need mandatory measures for these groups but surely we have reached a stage in society where women are advancing."

Common sense might tell you that after twenty years of the women's movement this should be true. Unfortunately, it is not, as the annual federal reports clearly show.

Women are still only 4% of apprentices in the skilled trades. Can it be true that only a few women want trades jobs when most women who have these high paying relatively secure unionized position wouldn't trade them for the world? The reality is that there is no effort being made to encourage women to train in non-traditional jobs. Most re-training programs for women are geared to the traditional, mostly low-paid, occupations. Nor is any effort being made to overcome the sexual harassment, intimidation and isolation which still are faced by women who do enter male-dominated occupations or workplaces.

Transforming male or white-dominated work sites so they are workable for women is a central issue for employment equity. Indeed the culture of the workplace and its impact on the designated group is a very little studied issue but one which in our experience has tremendous impact on the ability of women, minorities, aboriginal people and people with disabilities to fully function in the workplace. Our discussions with women tell us that harassment, whether sexual, racial, homophobic, class-based or against people with disabilities is one of the most difficult aspects of their work. Even if women are hired, the climate in a workplace can ensure that they will not stay.

Employment equity plans are not just to move women into non-traditional jobs. In most of the occupational groups, a greater proportion of the female workforce than that of the male is found in the lowest salary quarter. For example, at the Canadian Broadcasting Corporation, 53% of all women working full-time in all middle management positions were in the lowest salary quarter compared with 40.4% of all men. Furthermore, the number of women in this low salary quarter increased from 1987 to 1990 by 23 while the number of men decreased by 35. This even occurred in the largely female occupational group at the Bank of Nova Scotia. In 1990, over 72% of all women working full-time in the clerical jobs were in the lowest salary quarter compared with 48% of all men.

The large percentage of the female workforce in the lowest salary quarter in management and professional occupations raises the question of how jobs have been classified for employment equity purposes. Have women actually been promoted and hired into management and professional work or have their job titles just been changed? For example have 'clerical' occupations simply been retitled to 'administration' for classification as middle management without any change in salary levels or decision-making responsibility? Why are 86% of all women in middle management positions at the Bank of Nova Scotia in the lowest salary quarter compared with only 40% of all men? The Employment Equity Commission should carefully examine its proposal for data collection to ensure that such distortions cannot take place.

Finally, promoting more women into management positions is critically important to ensuring more equality in the workplace. However, at the three companies examined there were actual decreases from 1987 to 1990 in the representation rates of women promoted in some occupational groups. For example, at the Bank of Nova Scotia, the representation rate of women promoted in upper level management positions decreased by 1.3%. Furthermore, the actual number of women promoted decreased from two to one. Therefore, in 1990, one of the eight women upper level managers was promoted. Even within the largely female clerical occupations, the representation rate of women promoted declined by 7.1% from 93.9% in 1987 to 86.8% in 1990. The number of women promoted

in this occupational group decreased by 393 while the number of men promoted increased by 91.

While companies are responding to pressure on this issue, their efforts are minimal, usually resulting in a token number of women in the boardroom, thus creating the appearance of change without affecting fundamental shifts in the overall structure.

But we are in a recession

We know that you will hear arguments that employers cannot afford effective employment equity measures in this time of economic hardship. On the contrary, we would argue, employment equity is more required in these times. Over the last thirty years major changes have occurred in family status. In 1962, 64% of families were headed by a sole male wage earner, by 1990 the figure was reduced to only 13%. While 15% of families are now headed by a female sole wage earner, the majority of families require two incomes to survive. Women are becoming poor at a much faster rate than men. When parents are poor, children are poor. Employment equity is a critical measure to solve child poverty.

The groups designated by employment equity measures are disproportionately poor, unemployed and marginalized in our society. Even during boom periods these groups suffer more economic deprivation. If we permit discrimination to intensify during periods of economic crises, many in these groups will become permanently marginalized thus leading to increased racism, violence against women and dependence on social assistance. If we do not go forward with measures like employment equity, we will go backwards.

Moreover it is not fair that those who are disadvantaged should suffer the worst effects of a recession. It is no more tragic for a forty year old skilled tradesman who has worked for good wages all his life to be laid off than it is for a young black women who has her first good job.

Goals and timetables

As we argued unsuccessfully with the Federal Government in 1986, without mandatory goals and timetables, there can be no real employment equity. The experience of the last five years has confirmed our opinion. Employers can comply with the federal Employment Equity Act by simply reporting their data even if this data demonstrates that no progress has been made.

Not only is this exactly what happened, but in some cases, it is even worse than we predicted. Just one example is found at the Canadian Broadcasting Corporation where the representation rate of women hired decreased by 4.0% from 1987 to 1990. In 1986 women represented 53.1% of all permanent full-time employees hired while they represented 49.1% of all permanent full time employees hired in 1990. Furthermore, the representation rate of women permanent full-time employees terminated, increased by 0.8% from 34.3% in 1987 to 35.1% in 1990, and the representation rate of women permanent full-time employees also decreased by 0.7%, from 35.3% to 34.6%.

Despite some goodwill on the part of some employers, the practice of the majority of employers under the federal act has been woefully inadequate as reflected in the statistics. The positive recent announcement by the Bank of Montreal that it is moving dramatically on employment equity measures for women after a study showing entrenched discriminatory myths, is to us a sign of the problem. Why is it that after five years of a federal Employment Equity Act only one bank is taking this kind of initiative and why did it take five years? The answer in our view, is that employment equity measures take time, energy and some financing. Implemented true employment equity in the workplace means fundamental changes. Employers will not be willing to make such changes without legal requirements to do so. Even with the best of goodwill, competing priorities mean that employment equity will not happen unless it is mandatory.

We are thus encouraged to see that all the options presented in the discussion paper propose mandatory goals and timetables.

Numerical goals and timetables must be set for hiring and promotions of designated groups into the varying occupations within the workplace. Goals and timetables must also be set for barrier elimination, job accommodation, positive and supportive employment equity measures.

An effective and efficient formula for establishing goals and timetables must be developed by the Employment Equity Commission. It is crucial that this formula be developed in consultation with key stakeholders and have universal application across other jurisdictions. The formula should be set forth as a standard within the legislation. A formula permits different circumstances such as hiring freezes, downsizing, etc. to be taken into account in establishing goals at the same time as insisting on a standard for achieving results.

To date, different organizations have used different availability measures and arbitrary time-frames for establishing goals and timetables. Many employers under federal jurisdiction have set goals using occupational data gathering in the Census as availability data. This data merely captures those employees already in the stated occupation. Due to past discrimination, few women are in high paying high status positions. If goals and timetables are set based on this information, they will have the effect of encouraging the worst discriminators to match the performance of the average discriminators. This is not acceptable. We are concerned with the ambiguity in the discussion paper concerning Stats Can availability data.

Any goals and timetables formula must be effective and reliable in redressing past discrimination and bringing about the required employment equity results. In the final analysis the success of any employment equity plan is results. Are there more women represented? Are women being promoted to better paid positions? Are women moving into non-traditional job categories? And most important, are doubly disadvantaged women benefitting from the plan equally to white women or men from their designated group? The true success of an employment equity plan will be it's ability to change the position of the most disadvantaged workers.

Moreover, goals should be established separately for each of the designated groups and for women and men in each group. Our data analysis tells us that specific goals are required for visible minority, disabled and Aboriginal women as well for all women as a group. Otherwise, women who belong to one of the designated groups disappear into the lowest rung of the category of women as well as the other categories, and the severity of the double discrimination they face is not accounted for.

Not just numbers

While we believe that mandatory goals and timetables are the centre of an employment equity plan, fifteen years of experience with affirmative action internationally, have shown that numbers are not enough. The atmosphere and culture in the workplace must be accommodating to the designated groups or they will not stay and certainly will not be encouraged to develop new skills or move up in the enterprise.

We are pleased to see the emphasis in the paper on various measures to eliminate barriers in the workplace. While we find the categories used in the discussion paper a little confusing, all of the necessary barrier removal measures do appear to be included. We believe most of these measures should be based on standards set by the Commission.

Harassment

Sexual harassment policies should be a requirement of the Employment Equity Act. Such policies should include zero tolerance of sexual harassment in the workplace with severe penalties for offenders; a sexual harassment officer and anti-sexist training in the workplace. There should also be a requirement for anti-racist policies of a similar nature. Sensitivity training to ensure a welcoming and accessible environment for people with disabilities should also be required.

We have heard stories that are quite shocking. Women

working in plants have told us that they clock in one hour early and clock out one hour late to avoid harassment at the punch clock. Women of colour promoted into management positions are often excluded from the informal and social office communications networks that are so crucial to management functioning. People with disabilities are too often ignored, isolated or treated like a burden by other staff.

Family and Parental leave

Family and parental leave provisions are another critical issue for women. For women to achieve true equality in the workplace, society must adjust its expectations of workers and accept that most workers, male or female, have family responsibilities that sometimes must be attended to during the work day. Over the past thirty years we have witnessed a dramatic change in women's participation in the workforce but few of our institutions have changed accordingly. Growth in the number of childcare spaces has remained stagnant since the early 1970's; the school day is still short and there is no public provision for caring for children during the summer; parental and family leave provisions are woefully inadequate. While employment equity plans cannot deal with all of these issues, they can address them and in larger corporations significant changes can be made.

Part-time and contract work

While flexible working hours can benefit some women with responsibility for small children, and people with disabilities, we are concerned that more and more employers are increasing their part-time work force as method of saving money in wages and benefits. More than 70% of the part-time workforce is female and no doubt when you include the other designated groups the percentage is even higher. Thus the use and abuse of part-time work is a critical issue for employment equity legislation. Data must be reported for both full-time and part-time categories. The Commission should investigate the impact of part-time work on employment equity. We suspect that the increase of part-time work is a major factor in the systemic discrimination faced by all four designated groups.

Measures should be included in the plan, such as ensuring that part-time work be paid at the same rates as full-time work with the same pro-rated benefits. Part-time workers who wish to work full-time should be considered first for promotions before the company goes outside to fill these positions. The plan should include an analysis of part-time workers who want to move to full-time and goals for moving them into full-time jobs.

In government, contract work is a critical issue. Members of the designated groups have been in contract positions for many years with none of the job security or benefits of permanent staff. Moving contract workers from the designated groups to permanent positions should also be included in the plans.

Employment Equity Commission

We are pleased to see the proposal for an Employment Equity Commission. We would like to see this Commission at arms length from the government reporting directly to the Legislature rather than through a Minister. The structure of the Commission could be similar to the Pay Equity Commission with one arm to do consulting and education and the other for enforcement. The priority areas must be enforcement and consultation to employers, unions, employees, members of designated groups. The second priority should be relations with Ministries with overlapping responsibility. If there are still resources available, the Commission could consider research into employment equity areas. We are most concerned that the Commission not get backlogged. As we know only too well from experience with the ORHC, justice delayed is justice denied.

Enforcement

The measures for enforcement outlined in the discussion paper seem very vague. We want to avoid an approach where, like the Human Rights Commission, a long-period of investigation and arbitration precede any resolution. We believe that both pro-active and complaint procedures are necessary, with an emphasis on pro-active investigation on

the part of the Commission. We prefer Approach III with the Commission having the power to issue orders for compliance. However, we would like to see more specifics on what constitutes non-compliance and what penalties can be set. While we have no problem with incentives, we think a more realistic approach is to make penalties for non-compliance sufficiently clear, severe and applicable to strongly motivate employers to make the kind of changes necessary to eliminate systemic discrimination in the workplace.

Language training

Language training is one of the most important issues for immigrant women. Numerous reports such as the Royal Commission on the Status of Women (1971) and Equality Now (1984) have emphasized repeatedly the importance and urgency of language training for immigrant women. All levels of government must recognize that immigrant women should have universal access to language training as a basic right and that language training is essential to their immediate settlement as well as long term integration into Canadian society. Language training must be part of employment equity plans. Policies in relation to language training for immigrant women outside the workplace should also be a concern of the Employment Equity Commission as it has a direct impact on their ability to enter the workforce.

It is imperative that adequate language training programs be supported with adequate childcare and transportation allowances.

There should be a diversified approach to the delivery of language training - including literacy, ESL/FSL, designed for various professions and work, life skills, pre-employment training and language training in the workplace.

Accreditation

Accreditation of foreign credentials is an integral part of an effective employment equity plan. The credentials of prospective, independent immigrants are taken into consideration in determining the

status of their application to Canada. Yet it is a recognized fact that foreign educational credentials and work experiences are not recognized in this country. Working towards equity and equality, it is imperative that as a first step the Government implement the recommendations of the Access Report. Upon recognizing the foreign credentials of immigrants, the base of qualified people from the designated groups will be broadened.

Training

For women to gain access into non-traditional jobs and to re-enter the workforce, training is an essential element. As mentioned earlier systemic discrimination in who gains access to these programs and who they are designed for, is even worse than in hiring and promotion. The record of private employers who receive federal funding for training is particularly bad in this regard. Hopefully the labour market training boards with representation from the designated groups should help to solve this problem.

Nevertheless, the Employment Equity Commission should be working with related Ministries to ensure that mandatory employment equity is also adopted in training programs. A review of current training programs both federally and provincially should be made to identify and remove barriers to the participation of the designated groups. A mandatory affirmative action policy should be in place for all government funded training programs both public and private. If possible, mandatory affirmative action in training programs should be included as part of the Employment Equity Bill.

Unions

In unionized workplaces, unions should be involved in negotiating the employment equity plan. As most measures in the plan affect the collective agreement, it is difficult to imagine how a plan could be developed without the full participation of the unions. Employers often blame unions for blocking successful employment equity measures. This creates divisions among employees and, in our experience, is rarely true. If unions are legally required to negotiate plans, they can also be legally



responsible for the success of implementation of these plans, within the sphere of their responsibilities of course.

In non-union workplaces there should be a formal requirement that employees be consulted in the preparation of plans. In all workplaces, members of the designated groups should be involved in the development of the plan.

Our preference is that the plan be negotiated outside of the collective agreement and the appropriate measures be folded into the agreement later. Otherwise there is a concern that employment equity measures will be traded off against wages and working conditions. Negotiations should take place within an entire workplace and not separately in each bargaining unit. Many bargaining units are divided between office and plant. Plant-wide seniority, for example, can be an effective tool in promoting employment equity and would only be possible if bargaining takes place across bargaining units.

Coverage

NAC believes that all employers should be covered by the Legislation. Employers with less than ten employees clearly cannot develop targets and timetables in the same manner as larger employers, but all employers can ensure that systemic discrimination is eliminated in their workplace. Employers with more than ten employees should be required to comply with the Legislation in its entirety. The issue of administrative cost for small companies should not apply since developing a plan and reporting data for ten employees is not a big task. There should be no phasing-in period, we have waited long enough.

Conclusion

In conclusion, NAC wishes to congratulate the Employment Equity Commissioner and her staff for an excellent discussion paper in which the essential elements of real mandatory employment equity are outlined. We strongly encourage the Government to produce Legislation on these elements and resist the inevitable pressure to water down its

proposals. Mandatory numerical goals and timetables are the key to effective legislation. Standards for plans covering such issues as harassment policy, part-time workers, accommodation for persons with disabilities should be included. An independent Employment Equity Commission, with powers to order implementation and impose sanctions, should be established. Plans should be negotiated with unions in the unionized workplaces, and in non-unionized workplaces employees should be consulted. All employers under provincial jurisdiction must be required to comply with the Act.

Full participation of the majority of our population at every level of the workplace will enormously benefit Canadian society. Employment Equity can be the key mechanism in removing the privileged position that white men have historically occupied in employment. It constitutes a recognition that discrimination against women, visible minorities, people with disabilities and Aboriginal people is built into our employment systems and must be systematically rooted out.

Good intentions or best efforts are not enough. Women want to see results. We cannot wait another century before we see equality in the workplace. Economic hard times threaten to further erode the position of women, people of colour, Aboriginal and disabled people. We are all still the last to be hired and the first fired. Employment Equity can stop this vicious cycle and it is good for everyone. It creates a more humane, more democratic and more productive workplace. It will improve the quality of life of workers and, we believe, will also improve corporate 'bottom lines' by making full use of the human resources available.

To be sure, the steps to achieving employment equity create some discomfort and disruption as well as a certain expense. We will become a better, more productive society for having met the challenge. To ensure that employers make the effort to institute the changes that will ultimately benefit everyone in the Province, even when it is a little uncomfortable, strong legislation is required.

APPENDIX

Statistical Examination of Workforces at Air Canada, Bank of Nova Scotia, and Canadian Broadcasting Corporation

Introduction to the Tables

The tables for Ontario provide a summary of the employment situation for the total national workforce for women, for men, for Aboriginal women, for women with disabilities and for visible minority women on their representation and representation rates, hires, promotions, terminations, net increases or decreases due to hires minus terminations and the resulting representation due to the net increases/decreases only. The latter figure is important because it can be compared to the reported representation figure to see if differences exist. This highlights where changes in an employers representation are due to causes other than hires and terminations. Any differences between these representation figures would be due to factors such as changing the definition for persons with disabilities, resurveying the workforce or increased reporting whether due to self-reporting or supervisor identification.

The Highlights from these employers are as follows:

Air Canada

Overall there is very little improvement for women working in Ontario at Air Canada:

- Overall women's representation rate changed little (2.0%) from 1987 to 1990 or an average of half of one percent per year.
- While the number of women hired decreased from 1987 to 1990, their representation rate among employees hired increased by 16.1 which is double the national average increase of 8.5%. However, their representation and representation rate among employees promoted decreased by 8.8% while it increased for men. On the positive side, the number of women and men terminated decreased and women's termination representation rate decreased by 7.5%.

There were basically no improvements in the employment situation of Aboriginal women, women with disabilities and visible minority women working in Ontario:

- . There was no change in the representation rate of Aboriginal women - it remained constant at 0.1%. Their promotion representation rate decreased (0.5%) their terminations representation rate increased (0.3%). Their hires representation rate was 0.0% in both 1987 and 1989.
- . The 1990 representation figures for women with disabilities was not due to changes in hires and terminations only. Air Canada reported a representation figure of 40 (0.6%) while the figure due to hires and terminations would only be 16 (0.2%). If this latter figure is used, there is a decrease in the representation and the representation rate of women with disabilities.
- . Visible minority women represented 2.0% of the total workforce in 1990, a 0.9% increase from 1987. Their hires and representation rate increased by 6.6% and their termination rate increased by 1.1% while their promotion rate increased by 0.8%. On the positive side, visible minority women are the only doubly disadvantaged women to have a termination rate which is lower than their hires and representation rate.
- . Occupationally, on a national level, women with disabilities, Aboriginal women and visible minority women were found in the traditionally female, low paying, low status positions: clerical, sales and service.

A more detailed examination of the national full time permanent work force at Air Canada showed the following trends:

- . In 1990, almost 30% of all women earned less than \$30,000 compared with less than 10% of all men. While 47% of all men earned more than \$40,000, compared with 10% of all women. This showed little improvement from 1987 to 1990. In fact the greatest changes were a reduction of men (20.7%) earning between \$20,000 and \$30,000 compared with a decrease of 4.8% for women and an increase of men (18.6%) earning between \$40,000 and \$60,000 compared with an increase of 1.7% for women.
- . An examination of the changes in the representation rate of women in the major non-traditional occupations at Air Canada, i.e. management, professional, skilled craft, semi-skilled manual and other manual show little improvement except for in the 'other manual' occupations where their representation rate increased by 24.3%. This increase occurred in 1989(84) and 1990(73) but it is uncertain why there was a large increase in 1990 since only six women were

hired in this occupation in 1990.

In 1990 women only represented 1.2% of all employees in the skilled crafts occupations and the semi-skilled manual jobs. Their representation rate improved by only 0.7% in skilled crafts and decreased by 2.9% in semi-skilled manual jobs. Part of this lack of improvement is due to the fact that more women were terminated than were hired in these occupational groups.

More women than men were found in the lowest salary quarter in 9 of the 12 occupational groups in 1990. The exceptions were the supervisors, service, and other manual occupational groups.

Bank of Nova Scotia

Overall there is very little improvement for women at the Bank of Nova Scotia. However, representation was not a problem for women at this employer. The major concerns were promotions, salaries, the fact that they were concentrated into the lowest salary quarter in all of the occupational groups, and that women from the designated groups were doubly disadvantaged. The following trends were shown for the Ontario workforce:

The representation of women receiving promotions was high at 67.5% in 1990 but was slightly lower than their representation rate for 69.3%. While the opposite was true for men - their workforce representation rate was less than their promotion representation rate. Women's promotion representation rate decreased slightly from 1987 - by 0.5% from 68.0%.

There were basically no improvements in the employment situation of Aboriginal women, women with disabilities and visible minority women working in Ontario:

There was no change in the representation rate of Aboriginal women, it remained constant at 1.0% while their actual numbers increased by 19. There were slight improvements in their hires and terminations representation rates. Their hires representation rate increased by 0.5% and their termination representation rate decreased by 0.2%. However, their promotion representation rate decreased (0.1%).

The 1990 representation figures for women with disabilities are not due to hires and terminations only. The Bank of Nova Scotia reported a 1990 representation figure of 569 (5.8%) while the figure due to hires and terminations would be only 15 (0.3%). If this latter figure is used there is only an increase in the representation of women with disabilities by 3 and no change in their representation rate.

- Visible minority women represented 17.3% of the total workforce in 1990, a 5.5% increase from 1987. Their hires representation rate increased by 14.3% and their termination rate increased by 5.5%. Their promotions representation rate increased by 5.0%.

On a National Level, the following trends were observed:

- An examination of the changes in the representation rate of women in the upper level management occupational group showed that there was an increase from 4 to 8 from 1987 to 1988 after which it remained constant at 8. Their representation rate actually decreased from 5% in 1988 to 4.4% in 1990.
- More women than men were found in the lowest salary quarter in 8 of the 10 occupational groups in which they were employed in 1990. This is particularly significant in the female dominated clerical occupational group.
- In 1990, three quarters of all women earned less than \$30,000 compared with less than 20% of all men. While 66% of all men earned more than \$40,000 compared with 9% of all women. This showed little improvement from 1987 to 1990.

Canadian Broadcasting Corporation

Overall there is very little improvement for women working in Ontario at the Canadian Broadcasting Corporation (CBC):

- Their representation rate changed very little (1.8%) from 1987 to 1990.
- Their workforce representation is not apt to be improving since their representation rate among employees hired decreased by 4.7% and their representation rate among employees terminated increased by 4.7%. Within the workforce, improvements were slight through promotions since women's representation among employees promoted increased by 1.9% from 1987 to 1990.

There were basically no improvements in the employment situation for Aboriginal women, women with disabilities and visible minority women working in Ontario.

- The representation rate of Aboriginal women remained constant at 0.2% and their representation was stable at 7. During the four years from 1987 to 1990, no Aboriginal women were hired, only one was promoted and two were terminated.

- . The representation rate of women with disabilities remained constant at 0.4% and there were not large fluctuations in their rate due to changes other than hires and terminations. Their hires termination rate increased by only 1.4%, their promotions rate by only 0.7% and no women with disabilities were terminated in 1987 or 1990.
- . Visible minority women represented 2.1% of the total workforce in 1990, a 0.4% increase from 1987. Their hires representation rate decreased by 1.5% and their termination rate decreased by 0.5%. Their promotions rate remained constant at 1.1%
- . Occupationally, on a national level they were found in the traditionally female, low paying, low status clerical positions. However, some were in the professional and semi-professional occupational groups.

On a national level,

- . An examination of the changes by occupational group shows that the number of men decreased in every occupational group except service from 1987 to 1990. On the other hand, the number of women increased slightly in some occupational groups and decreased in others. These changes resulted in very slight improvements in the representation rate of women in middle management (5.6%), professional (4.4%) and semi-professional (1.6%), supervisors (8.9%), sales (11.6%), skilled crafts (4.2%), semi-skilled manual (0.4%), and other manual (3.1%) occupational groups.
- . Women were poorly represented in promotions in most of the occupational groups, the exceptions being professionals, supervisors, clerical and sales. Since they are highly represented in all but the professional occupations, these statistics are not surprising. They did show a large improvement (18.2%) in their representation rate of professional employees promoted from 1987 to 1990.
- . More women than men were found in the lowest salary quarter in 8 of the 12 occupational groups in 1990. The exceptions were the upper level managers, clerical, skilled crafts and semi-skilled manual occupational groups.
- . In 1990, almost 30% of all women earned less than \$20,000 compared with less than 8% of all men. While 61% of all men earned more than \$40,000 compared with 34% of all women. This showed some improvement from 1987 to 1990.

Table A-18

Summary of Changes in the Permanent Full-Time Ontario Workforce
from 1987 to 1990 by Designated Group and Gender at Air Canada

	1987		1988		1989		1990		Change from 1987 - 1990	
	#	%	#	%	#	%	#	%	#	%
Women										
Represent'n	2,063	32.4	2,261	33.4	2,582	34.4	2,499	34.4	436	21.2
Hires	72	30.8	260	42.1	395	41.2	68	46.9	(4)	16.1
Promotions	48	22.5	38	24.1	45	26.8	32	13.6	(16)	(8.1)
Terminations	123	35.0	78	29.4	101	28.5	100	27.5	(23)	(7.1)
Net Inc./Dec.*	(51)		182		294		(32)			
Men										
Represent'n	4,304	67.6	4,506	66.6	4,934	65.6	4,770	65.6	466	21.3
Hires	162	69.2	357	57.9	564	58.8	77	53.1	(85)	(16.1)
Promotions	165	77.5	120	75.9	123	73.2	203	86.4	38	8.1
Terminations	228	65.0	187	70.6	254	71.5	263	72.5	35	7.1
Net Inc./Dec.*	(66)		170		310		(186)			
Aboriginal Women										
Represent'n	4	0.1	5	0.1	7	0.1	5	0.1	1	0.1
Hires	0	0.0	1	0.2	2	0.2	0	0.0	0	0.0
Promotions	1	0.5	0	0.0	0	0.0	0	0.0	(1)	(0.1)
Terminations	0	0.0	0	0.0	0	0.0	1	0.3	1	0.1
Net Inc./Dec.*	0		1		2		(1)			
Represent'n due to Net Inc./ Dec. only			5		7		6			
Women With Disabilities										
Represent'n	19	0.3	16	0.2	22	0.3	40	0.6	21	0.1
Hires	0	0.0	0	0.0	2	0.2	0	0.0	0	0.0
Promotions	1	0.5	0	0.0	0	0.0	0	0.0	(1)	(0.1)
Terminations	1	0.3	2	0.8	1	0.3	2	0.6	1	0.1
Net Inc./Dec.*	(1)		(2)		1		(2)		(1)	(0.1)
Represent'n due to Net Inc./ Dec. only			17		18		16			
Visible Minority Women										
Represent'n	70	1.1	84	1.2	145	1.9	148	2.0	78	0.9
Hires	4	1.7	15	2.4	45	4.7	12	8.3	8	6.1
Promotions	1	0.5	5	3.2	4	2.4	3	1.3	2	0.1
Terminations	6	1.7	1	0.4	5	1.4	10	2.8	4	1.1
Net Inc./Dec.*	(2)		14		40		2			
Represent'n due to Net Inc./ Dec. only			84		124		126			

*Net Increase or Decrease Due to Hires Minus Terminations Only

Table B-18

Summary of Changes in the Permanent Full-Time Ontario Workforce
from 1987 to 1990 by Designated Group and Gender at the Bank of Nova Scotia

	1987		1988		1989		1990		Change from 1987 - 1990	
	#	%	#	%	#	%	#	%	#	%
Women										
Represent'n	7,603	69.7	7,869	69.3	8,135	69.0	8,213	69.3	610	(0.4)
Hires	664	68.9	933	66.0	1,052	65.2	694	65.7	30	(3.2)
Promotions	1,738	68.0	2,097	68.2	1,559	67.1	1,458	67.5	(280)	(0.5)
Terminations	742	70.0	1,037	72.9	1,169	70.4	839	67.9	97	(2.1)
Net Inc./Dec.*	(78)		(104)		(117)		(145)			
Men										
Represent'n	3,307	30.3	3,490	30.7	3,651	31.0	3,638	30.7	331	0.4
Hires	300	31.1	480	34.0	562	34.8	362	34.3	62	3.2
Promotions	817	32.0	979	31.8	765	32.9	701	32.5	(116)	(0.5)
Terminations	318	30.0	385	27.1	492	29.6	397	32.1	79	2.1
Net Inc./Dec.*	(18)		95		70		(35)			
Aboriginal Women										
Represent'n	104	1.0	106	0.9	121	1.0	123	1.0	19	0.0
Hires	4	0.4	13	0.9	16	1.0	10	0.9	6	0.0
Promotions	28	1.1	31	1.0	22	0.9	22	1.0	(6)	(0.0)
Terminations	14	1.3	15	1.1	18	1.1	14	1.1	0	(0.0)
Net Inc./Dec.*	(10)		(2)		(2)		(4)			
Represent'n due to Net Inc./ Dec. only			102		100		96			
Women With Disabilities										
Represent'n	33	0.3	116	1.0	543	4.6	569	4.8	536	4.0
Hires	1	0.1	7	0.5	50	3.1	28	2.7	27	2.7
Promotions	5	0.2	19	0.6	88	3.8	91	4.2	86	4.4
Terminations	1	0.1	10	0.7	29	1.7	43	3.5	42	3.5
Net Inc./Dec.*	0		(3)		21		(15)			
Represent'n due to Net Inc./ Dec. only			30		51		36			
Visible Minority Women										
Represent'n	1,284	11.8	1,397	12.3	1,906	16.2	2,047	17.3	763	5.5
Hires	91	9.4	191	13.5	368	22.8	250	23.7	159	14.4
Promotions	304	11.9	380	12.4	381	16.4	364	16.9	60	5.5
Terminations	86	8.1	143	10.1	180	10.8	168	13.6	82	5.5
Net Inc./Dec.*	5		48		188		82			
Represent'n due to Net Inc./ Dec. only			1,332		1,520		1,602			

*Net Increase or Decrease Due to Hires Minus Terminations Only

Table C-18

Summary of Changes in the Permanent Full-Time Ontario Workforce from 1987 to 1990 by Designated Group and Gender at Canadian Broadcasting Corporation

	1987		1988		1989		1990		Change from 1987 - 1990	
	#	%	#	%	#	%	#	%	#	%
Women										
Represent'n	1,497	36.0	1,366	35.9	1,435	37.0	1,399	37.8	(98)	1.8
Hires	59	57.8	107	48.6	161	52.1	76	53.1	17	(4.7)
Promotions	71	37.6	133	43.6	179	44.1	107	39.5	36	1.9
Terminations	87	43.5	141	48.0	156	41.3	144	38.8	57	(4.7)
Net Inc./Dec.*	(28)		(34)		5		(68)			
Men										
Represent'n	2,661	64.0	2,442	64.1	2,445	63.0	2,298	62.2	(363)	(1.8)
Hires	43	42.2	113	51.4	148	47.9	67	46.9	24	4.7
Promotions	118	62.4	172	56.4	227	55.9	164	60.5	46	(1.9)
Terminations	113	56.5	153	52.0	222	58.7	227	61.2	114	4.7
Net Inc./Dec.*	(70)		(40)		(74)		(160)			
Aboriginal Women										
Represent'n	7	0.2	7	0.2	6	0.2	7	0.2	0	0.0
Hires	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Promotions	0	0.0	0	0.0	1	0.2	0	0.0	0	0.0
Terminations	0	0.0	0	0.0	1	0.3	1	0.3	1	0.0
Net Inc./Dec.*	0		0		(1)		(1)			
Represent'n due to Net Inc./ Dec. only			7		6		5			
Women With Disabilities										
Represent'n	15	0.4	9	0.2	7	0.2	14	0.4	(1)	0.0
Hires	0	0.0	0	0.0	0	0.0	2	1.4	2	1.0
Promotions	0	0.0	0	0.0	1	0.2	2	0.7	2	0.0
Terminations	0	0.0	2	0.7	2	0.5	0	0.0	0	0.0
Net Inc./Dec.*	0		(2)		(2)		2			
Represent'n due to Net Inc./ Dec. only			13		11		13			
Visible Minority Women										
Represent'n	70	1.7	77	2.0	75	1.9	76	2.1	6	0.0
Hires	3	2.9	6	2.7	3	1.0	2	1.4	(1)	(1.0)
Promotions	2	1.1	5	1.6	13	3.2	3	1.1	1	0.0
Terminations	2	1.0	3	1.0	3	0.8	2	0.5	0	(0.0)
Net Inc./Dec.*	1		3		0		0			
Represent'n due to Net Inc./ Dec. only			73		73		73			

*Net Increase or Decrease Due to Hires Minus Terminations Only