



SASKATCHEWAN HUMAN RIGHTS COMMISSION

EXPANDING

SASKATCHEWAN'S WORKFORCE



EMPLOYMENT EQUITY REPORT 2008
SASKATCHEWAN HUMAN RIGHTS COMMISSION

Eq·ui·ty (ěk'wĩ-tě) n., pl. –ties. 1. The state, quality, or ideal of being just, impartial, and fair. 2. Something that is just, impartial, and fair. 3. aw. a. justice applied in circumstances covered by law yet influenced by principles of ethics and fairness. b. A system of jurisprudence supplementing and serving to modify the rigour of common law. c. An equitable right or claim. d. Equity of redemption. 4. Accounting . The net value of property or assets after subtracting any mortgage thereon or liabilities therein. [ME equite <OFr. < Lat. Aequitās< aequus, even, fair.]
- Nelson Canadian Dictionary

The objects of this Act are:

- (a) to promote recognition of the inherent dignity and the equal inalienable rights of all members of the human family; and
- (b) to further public policy in Saskatchewan that every person is free and equal in dignity and rights and to discourage and eliminate discrimination.

– Section 3, The Saskatchewan Human Rights Code

The Saskatchewan Human Rights Commission would like to thank the Crown Investments Corporation for its generous support in making the assistance of Doug Elliott of Sask Trends Monitor available to the Commission in the task of identifying appropriate, long-term goals for a representative workforce in Saskatchewan.

EXPANDING SASKATCHEWAN'S WORKFORCE

Employment Equity Report 2008

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EXPANDING SASKATCHEWAN'S WORKFORCE

Employment Equity Report 2008

INTRODUCTION

This is a report on the 2007-8 round of employment equity monitoring conducted by the Saskatchewan Human Rights Commission (SHRC) in accordance with its mandate under *The Saskatchewan Human Rights Code* (the *Code*). The Commission uses section 47 of *The Saskatchewan Human Rights Code* to approve education and employment equity programs for four groups which have traditionally been denied equality of opportunity and benefit in important areas of public life: Aboriginal people, people with disabilities, visible minorities/racialized groups, and women in underrepresented occupations. These broad diversity initiatives address the particular barriers or disadvantages experienced by each designated equity group. Currently, the Commission's employment equity program involves 38 equity partners who together employ approximately 44,000 people.

An equity plan can help employers, service agencies and educational institutions:



City of Saskatoon's 'Window of Diversity' displayed during Diversity Week 2008

- recruit and retain a diverse, qualified workforce
- become "employers of choice" in a competitive labour market
- take advantage of the creativity, skills and knowledge of a diverse workforce
- ensure equality of educational benefit to all students

- provide better services to an increasingly diverse clientele
- promote human rights values of equality, individual dignity and mutual respect
- create an inclusive environment, where all can contribute, achieve their full potential, and make a valuable contribution

This year, the Commission was energized by the kinds of initiatives our employment equity partners undertake to create inclusive workplaces. Their best practices make it clear why some of them are considered the best employers in the province.

Many employment equity partners have developed Diversity Representative Workforce strategies to ensure that every individual at every level of their

organization has a role to play in the support of diversity and in creating a culture of inclusion. This includes numerous equity partners who are developing policies and strategies related to business and recruitment initiatives designed to build relationships with Aboriginal employers, educational institutions and communities.

Some employers request that new employees undertake an Aboriginal cultural awareness program to help them examine how assumptions, values and stereotypes affect their perceptions of Aboriginal peoples, to discuss the impact of history on Aboriginal culture(s) today, and to explore current impacts/trends affecting Aboriginal people.

Many organizations have embraced the Duty to Accommodate as one way to ensure that persons with disabilities can find a place for themselves in the workplace. The recruitment and retention of persons with disabilities may include a consultation and skills assessment to assist with workplace accommodations.

ACHIEVING EQUITY GOALS

The goal of employment equity is to create a fair, inclusive and productive workplace in which everyone can benefit, and to which everyone can contribute. It is a voluntary program that addresses common needs: employers need workers, and equity group members need to work. Equity plans can therefore improve both individual lives and the well-being of the province as a whole.

A workforce that mirrors Saskatchewan's working age population at all levels and in all job classifications is the statistical marker of a representative workforce. History has shown that individual complaints and gradual social change do not achieve fair representation within a reasonable length of time. Proactive measures like Equity programs are needed to produce meaningful results. Approved equity plans enable employers to take deliberate steps such as preferential hiring or targeted training programs to remove the obstacles experienced by certain groups when those barriers are related to prohibited grounds of discrimination.

The Commission has approved employment equity plans for women, Aboriginal people, persons with disabilities and visible minorities. These groups are known as the "equity groups." To a disproportionate degree, they experience high unemployment or are restricted to low-paying, low-level positions. In the workplace, members of these groups tend to face more discrimination than other employees. Barriers to participation can include standard practices that unintentionally continue past patterns of exclusion. Inflexible working hours can be an obstacle for women with young children or persons with disabilities, for example, and "word of mouth" hiring tends to recruit people who are very similar to those already in the workplace. Employment equity enables employers to address such barriers directly. For example, its authority enables employers to view ancestry as a

positive factor when hiring or to provide mentoring or support measures to women working in trades or technical professions.

REVERSE DISCRIMINATION? *Setting Limits on Equity Programs*

Without Commission approval, employment decisions related to ancestry, gender, disability or other prohibited grounds of discrimination would be violations of *The Saskatchewan Human Rights Code*. Equity plans are effective methods of achieving the *Code's* underlying goals of equality, dignity and mutual respect. They should not be viewed as inconsistent with the *Code's* anti-discrimination protections.

In balancing the rights of all Saskatchewan residents, there are limits on the right to use preferential measures. As the agency responsible for protecting human rights, the Human Rights Commission has chosen the representative workforce principle as a reasonable, proportional and fair limit on Equity in employment. As such preferential measures may only be used until an employer reaches the long-term goals for a representative workforce.

For example, the current long-term representative workforce goal for women is 47%. Women may represent 65% of an organization's employees overall, but still be underrepresented in certain occupations. If women represent only 19% of that organization's engineers and 25% of its managers, the employer may continue to use preferential measures to increase the representation of women in those job categories. This is not to say that an employer must stop hiring equity group members into a particular job classification once representative levels in that classification have been reached; it must simply stop doing so on a preferential basis. In the example above, the employer may continue to hire female engineers until they represent 60%, 90% or more of engineers, so long as the employer does not continue to take gender into account in its hiring decisions after the 47% level is reached.

EQUITY WORKS

Employment equity is a flexible program which can easily be combined with Aboriginal Partnerships, diversity programs or other initiatives to increase diversity in the workplace. The unique contributions Employment Equity makes to the creation of a representative workforce and creating inclusive work environments are listed below.

- 1. Preferential measures lead to faster progress**, and the right to use them is a valuable resource in an employer's tool kit. This can only be provided by an equity partnership with the SHRC.
- Equity plans are also anti-discrimination plans. Because of its **front-line experience with discrimination complaints**, the SHRC can give employers effective advice on ways of promoting equality and preventing discrimination.

3. **Equity practitioners** – the individuals responsible for developing and implementing equity plans – often seek human rights training and educational resources. The SHRC can provide **educational support** on harassment, the duty to accommodate, discrimination prevention and other topics which are important to the success of equity, diversity and representative workforce programs.
4. Employment equity is a **comprehensive, well-developed program** that can address the needs of all equity groups or any combination of equity groups: women, Aboriginal people, persons with disabilities, members of racialized groups, and others who experience employment barriers because of a prohibited ground of discrimination. Within plans focused on one equity group, employment equity can address particular barriers experienced by sub-groups such as Aboriginal women and Aboriginal persons with disabilities.

SETTING GOALS & MEASURING PROGRESS

Annual reports make it possible for equity employers to measure their progress, identify achievements, assess the effectiveness of strategies and note areas where more activity is needed. To help employers measure this progress, the Human Rights Commission identifies long-term goals for the employment of equity groups. Table 1 below sets out the long-term representative workforce goals for 2008.

Table 1 - Long-Term Representative Workforce Goals for 2008

Equity Group	Goal 2008
Aboriginal People	
Province of Saskatchewan	14.8%
Northern Region of Saskatchewan	81.0%
Prince Albert	25.0 %
North Battleford	14.0%
Visible Minorities	
Province of Saskatchewan	3.1%
Regina and/or Saskatoon	5.6%
Persons with Disabilities	9.7%
Women in Underrepresented Occupations	47.0%

Note: Because visible minorities and Aboriginal people are unevenly represented across the province, the Commission has established regional goals for the workforce representation of these groups. Most visible minority members live in Saskatoon or Regina, and it would be limiting for employers in those cities to use the lower, provincial figure as the long-term goal for this group. Similarly, the representation of Aboriginal persons is much higher in the northern parts of the province and higher goals for their representation are appropriate in the north.

POSITIVE RESULTS 2007-2008

The 2007-08 reports of equity employers contained many success stories. Narrative reports addressed the “how” of employment equity, highlighting innovations and positive practices. Equity partners described strategies such as mentoring, support systems, career pathing, anti-racism workshops, dedicated human resource positions for hiring and retaining equity staff, reviews of policies and practices for cultural bias, and partnerships with businesses and communities. The activities and achievements of equity employers will be available for you to explore in their entirety on the SHRC Web Site at www.shrc.gov.sk.ca.



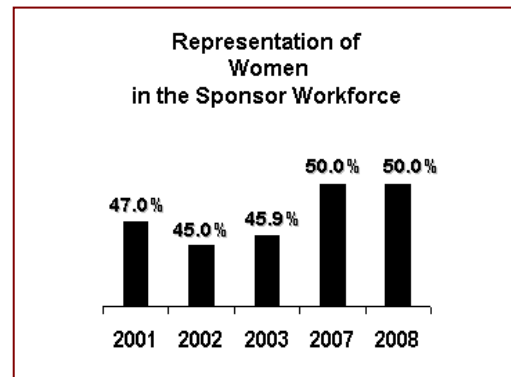
The Commission welcomed MicroAge as an Equity Sponsor in March 2009.

WOMEN

It is sometimes said that women have achieved equality in the workplace and no longer need the assistance of equity programs. The 2007-2008 sponsor reports show that this is not the case. Generally speaking, women do not have a problem entering the workforce. In 2007-8, women represented 50% of the sponsor workforce, slightly more than the 47.0% long-term goal. However, women continue to be concentrated in low level, low-paying positions. They experience barriers when they attempt to enter highly paid decision-making

and non-traditional occupations. In 2007-2008, women represented 41% of all managers in the equity workforce, an increase from 37.5% in 2007.

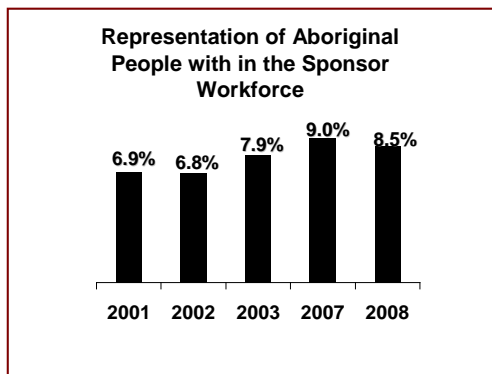
Beyond management, sponsor reports showed that women were overrepresented (greater than 55%) in jobs such as office, clerical, service, sales, administration, programming, professional services, support, special constables, classroom paraprofessionals, teachers and teaching consultants. Women were underrepresented (less than 40%) in positions such as crafts, trades, technical, apprentice, labourer, manager, operator, professional, emergency, operatives, maintenance, skilled sales and service, teaching faculty, and constables. Workplace information for each equity employer can be found in individual sponsor reports contained on the SHRC Equity web site www.shrc.gov.sk.ca



Despite these challenges, women have achieved representative levels in management positions within 15 equity workplaces. These employers include; Crown Investments Corporation, Information Services Corporation John Howard Society, Prince Albert Cooperative Health Centre, Parkland Regional College, the Regina Police Service, Regina Women’s Community Centre, Saskatoon Community Clinic, SIAST, Saskatchewan Apprenticeship and Trade Certification Commission, Saskatchewan Communications Network, the Saskatchewan Human Rights Commission, Saskatchewan Liquor and Gaming Authority, The Saskatchewan Teachers Federation and the University of Saskatchewan. Moreover, 21 equity employers have achieved overall representation of women in the workplace (Appendix B2).

ABORIGINAL PEOPLE

Aboriginal people represent 8.5% of the equity workforce, an increase from 7.8% in 2002-2003. In 2007-08, the following employers achieved representation of Aboriginal people in their workforce: City of Prince Albert, John Howard Society, Northlands College, P.A. Cooperative Health Care Centre, Regina Women’s Community Centre, Saskatoon Community Clinic and Saskatchewan Apprenticeship and Trades Certification Commission. The efforts of SaskEnergy, Saskatchewan Legal Aid Commission, and the Saskatchewan Human Rights Commission are also commendable, having met 80% representation or greater.



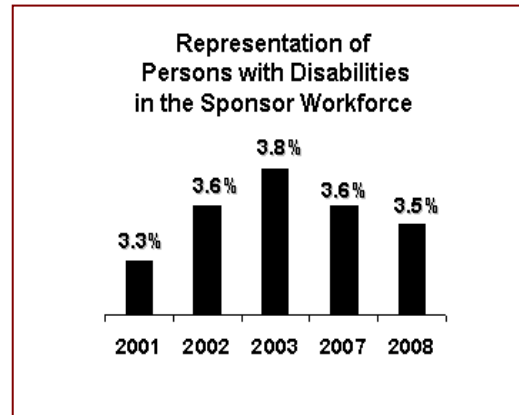
Equity partners have had more success in increasing the overall representation of Aboriginal employees more than they have in management positions (Appendix B3). Aboriginal people occupy only 4.6% of management positions in the equity workforce. Their representation in senior management has increased significantly to 3.9%, over 2.7% in 2007. Some employers who have moved past this challenge include:

Northlands College, Saskatchewan Apprenticeship and Trades Certification Commission, City of Prince Albert, Crown Investments Corporation, Saskatchewan Liquor and Gaming Authority and the Saskatchewan Human Rights Commission. The representation of Aboriginal people in other occupational categories can be seen in the reports of individual employers, which will be posted to the Commission’s Web site later this year. The representation of persons with disabilities in management increased slightly from 2.4% to 2.8% since last year at this time. Despite lingering around one third in the overall management workforce, people with disabilities do meet representative levels in management teams across the equity workforce. Most notably, the Saskatchewan Workers’ Compensation Board has representation of people with disabilities at senior, middle and general

workforce measures. Other employers who have achieved this goal in 2007-2008 include Crown Investments Corporation (overall and middle management), City of Prince Albert and SaskTel (Senior Managers).

PEOPLE WITH DISABILITIES

In 1997, the Commission identified the long-term goal for persons with disabilities as 9.7% on the basis of Statistics Canada data for persons with moderate to severe disabilities. Disappointingly, persons with disabilities represented only 3.5% of the equity workforce in 2007- 2008, compared with the long-term goal of 9.7%.



In 2007-08, the Saskatchewan Human Rights Commission was the only employer to achieve the long-term goal for the



A sign language interpreter works with a participant at the event marking the International Day of People with Disabilities

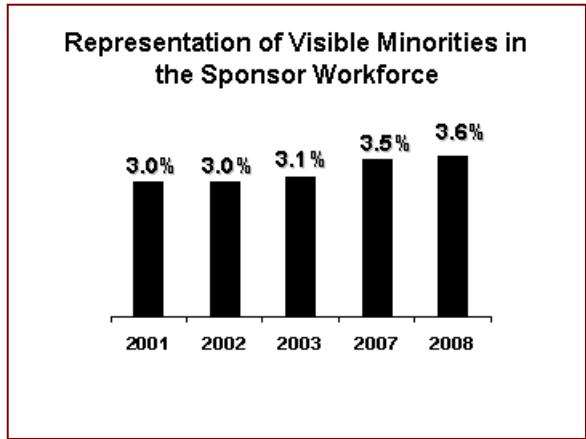
overall representation of persons with disabilities. The following employers achieved a representation rate of at least two thirds of the 9.7% long-term goal, by reaching a rate of 6.5% or higher in their overall workforces: Crown Investments Corporation, Saskatchewan Legal Aid Commission, Saskatchewan Workers' Compensation Board and SGI.

MEMBERS OF RACIALIZED GROUPS / VISIBLE MINORITY EMPLOYEES

Traditionally the Commission has described this equity group as “visible minorities”. There is growing criticism of this term by individuals and community groups in Saskatchewan and by organizations such as the Canadian Race Relations Foundation and the United Nations Committee on the Elimination of Racial Discrimination. They suggest that the term “racialized groups” is more appropriate, accurate and respectful. Ongoing consultation with Saskatchewan stakeholders on whether it should follow this recommendation will continue.

In 2007-08, visible minorities represented 3.6% of the total sponsor workforce. This figure is higher than the province-wide goal of 3.1% but lower than the Regina and Saskatoon goals of 5.5% and 5.8% respectively, where most visible minority members reside. In this reporting period, employers who either approximated or exceeded the relevant long-term goal (either provincial or Saskatoon/Regina) for visible minorities in their overall workforces included Crown Investments

Corporation, the Government of Saskatchewan, Information Services Corporation, John Howard Society, Law Society of Saskatchewan, Regina Police Service, Saskatoon Community Clinic, Saskatoon Police Service, SaskTel, SGI, Saskatchewan Apprenticeship and Trades Certification Commission, Saskatchewan Communications Network, Saskatchewan Human Rights Commission, Saskatchewan Opportunities Corporation, Saskatchewan Water Corporation, the University of Saskatchewan and the University of Regina. In fact, visible minority



employees have achieved or approximated representative levels in over 75% of the equity workforce. Clearly, the dedication to equity initiatives has been fruitful with regard to including visible minority employees into equity workplaces.

Visible minority employees represented 5.3% of management in the sponsor workforce: 2.6 % of senior managers and 5.8% of middle managers (see

Appendix B5). These figures depict increases in all categories from last reporting period, most significantly from 3.0% to 5.3% in overall management. Employers who have met or exceeded the relevant long-term goal for the representation of visible minorities in management include City of Regina, Crown Investments Corporation, Parkland Regional College, SaskTel, SGI, Saskatchewan Apprenticeship and Trades Certification Commission, Saskatchewan Teachers Federation, Saskatchewan Watershed Authority and Saskatchewan Water Corporation. Most notably in this category are Saskatchewan Communications Network, Saskatchewan Liquor and Gaming Corporation, the University of Regina and the University of Saskatchewan who have met the representative goals in all three statistical points; senior, middle and overall management workforce.



Education & Equity Advisor H. Monus discusses the rights of racialized women with the Daughters of Africa (Regina, 2008).

GOING FORWARD

Many equity employers have made solid progress in their equity plans, and should be congratulated for their hard work and achievements. The most significant gains include the representation of Aboriginal people, women in management and visible minority employees across the equity workforce. Although progress is clear, innovative and focused efforts should be applied to the employment of persons with disabilities in order to duplicate the success experienced by the other equity groups.



A diverse group of women pose for a photo at the SHRC Northern Exchange (La Ronge, 2007)

At one time, women were the only equity group to be fully represented in some occupational categories. This situation has changed. There are now times when employers must refrain from the use of preferential measures when hiring into certain positions, because they have met representative levels. This is indeed progress.

As equity employers close the gap between goals and performance in their total

workforces, the next challenge will be to reduce the gap at all occupational levels. Clearly, employment equity is a strategy that works. With its strong network of equity and community partners, the SHRC's equity program helps employers achieve success in building a representative workforce. Today, employment equity is a key tool for those who have traditionally experienced barriers to employment, for employers to take full advantage of the knowledge and skill available to them in the Saskatchewan labour force, and for the province in creating a culture of equality, inclusion and mutual respect.

GLOSSARY OF TERMS

- diversity program** a program which seeks to diversify the workforce through educational and other measures, but does not have SHRC approval to use preferential measures
- employment equity program** an SHRC program which enables equity employers to include preferential measures in their strategies for developing inclusive workplaces and a representative workforce
- equity employer** an employer with an employment equity plan approved under section 47 of *The Saskatchewan Human Rights Code*; also known as an **equity partner** or **equity sponsor**
- equity partnership agreement** the document which, when signed by an employer and the SHRC, gives the employer approval under section 47 of *The Saskatchewan Human Rights Code* to implement an equity plan
- employment equity plan** an individual organization's comprehensive plan, strategy or program for developing a representative workforce and inclusive work environment through preferential and other measures
- equity program** the broad equity program of the SHRC under which the SHRC approves **equity plans** of individual organizations and enters into **equity partnership agreements** with employers, educational institutions, and other organizations
- equity workforce** the combined workforces of all employers with approved employment equity plans; also known as the **sponsor workforce**
- long-term goals** the numerical goals which the SHRC identifies from time to time and which reflect the representation of equity groups in Saskatchewan's working age population, according to data from Statistics Canada
- preferential measures** special measures, such as targeted recruitment or training, which are directed towards specific groups in order to overcome the specific barriers or disadvantages they experience in the workplace
- representative workforce** one which mirrors the proportion of equity groups in Saskatchewan's working age population, at all levels and in all occupational classifications
- working age population** persons between the ages of 15 and 64. This category is currently the closest approximation of the working age population to be found in Statistics Canada reports.

A1- All Groups in Equity Workforce: 2007- 2008

EMPLOYERS	Women			Aboriginal People			People with Disabilities			Visible Minorities		
	All	W	%W	All	AP	%AP	All	PWD	%PWD	All	VM	%VM
City of Prince Albert	637	230	36.1%	637	106	16.6%	637	9	1.4%	637	8	1.3%
City of Regina	2383	726	30.5%	2383	170	7.1%	2383	111	4.7%	2383	50	2.1%
City of Saskatoon	2949	1136	38.5%	2949	173	5.9%	2949	86	2.9%	2949	117	4.0%
Crown Investments Corporation	72	49	68.1%	72	8	11.1%	72	5	6.9%	72	4	5.6%
Government of Saskatchewan	13167	7050	53.5%	13167	1499	11.4%	13167	431	3.3%	13167	429	3.3%
Information Services Corporation of SK	262	179	68.3%	262	16	6.1%	262	24	9.2%	262	10	3.8%
John Howard Society	42	31	73.8%	42	8	19.0%	42	2	4.8%	42	4	9.5%
Law Society of Saskatchewan	26	22	84.6%	26	0	0.0%	26	0	0.0%	26	3	11.5%
Northlands College	175	112	64.0%	175	83	47.4%	175	10	5.7%	175	3	1.7%
Parkland Regional College	147	110	74.8%	147	9	6.1%	147	7	4.8%	147	1	0.7%
P.A. Co-operative Health Centre	84	73	86.9%	84	23	27.4%	84	4	4.8%	84	1	1.2%
Regina Police Service	539	217	40.3%	539	43	8.0%	539	26	4.8%	539	24	4.5%
Regina Public School Division	2160	1524	70.6%	2160	170	7.9%	2160	48	2.2%	2160	58	2.7%
Regina Women's Community Centre	6	6	100.0%	6	1	16.7%	6	0	0.0%	6	0	0.0%
Saskatoon Community Clinic	131	121	92.4%	131	32	24.4%	131	8	6.1%	131	9	6.9%
Saskatoon Police Service	477	126	26.4%	477	42	8.8%	477	5	1.0%	477	18	3.8%
SaskEnergy	1100	427	38.8%	1100	149	13.5%	1100	31	2.8%	1100	30	2.7%
SaskPower	2835	819	28.9%	2835	165	5.8%	2835	53	1.9%	2835	74	2.6%
SaskTel	4268	1998	48.2%	4268	401	9.4%	4268	246	5.8%	4268	203	4.8%
SGI	1811	1058	58.4%	1811	194	10.7%	1811	136	7.5%	1811	80	4.4%
SIAST	2249	1369	60.9%	2249	107	4.8%	2249	63	2.8%	2249	56	2.5%
SK Apprenticeship & Trades Cert.Comm.	56	37	66.1%	56	9	16.1%	56	3	5.4%	56	3	5.4%
SK Communications Network	28	13	46.4%	28	1	3.6%	28	0	0.0%	28	4	14.3%
SK Crop Insurance Corporation	427	165	38.6%	427	6	1.4%	427	6	1.4%	427	2	0.5%
SK Gaming Corporation	1034	569	55%	1034	440	42.6%	1034	46	4.4%	1034	127	12.3%
SK Human Rights Commission	33	27	81.8%	33	4	12.1%	33	5	15.2%	33	4	12.1%
SK Legal Aid Commission	163	115	70.6%	163	22	13.5%	163	12	7.4%	163	2	1.2%
SK Liquor and Gaming Authority	1043	648	62.1%	1043	55	5.3%	1043	27	2.6%	1043	25	2.4%
SK Opportunities Corporation	116	46	39.7%	116	9	7.8%	116	6	5.2%	116	6	5.2%
SK Research Council	N/A	N/A	NA/	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SK Teachers' Federation	95	66	69.5%	95	5	5.3%	95	4	4.2%	95	4	4.2%
SK Water Corporation	95	35	36.8%	95	4	4.2%	95	1	1.1%	95	3	3.2%
SK Watershed Authority	227	84	37.0%	227	4	1.8%	227	2	0.9%	227	6	2.6%
SK Workers' Compensation Board	421	296	70.3%	421	9	2.1%	421	33	7.8%	421	12	2.9%
STC	231	57	24.7%	231	26	11.3%	231	14	6.1%	231	7	3.0%
University of Regina	2973	1299	43.7%	2973	49	1.6%	2973	36	1.2%	2973	149	5.0%
University of Saskatchewan	2569	1328	51.7%	2569	58	2.3%	2569	52	2.0%	2569	201	7.8%
TOTAL	45031	22168	49.2%	45031	4100	9.1%	45031	1552	3.4%	45031	1737	3.9%

A2 - Women in Equity Workforce: 5-year Comparison

EMPLOYERS	All Employees					W - Number					W - Percent				
	2001	2002	2003	2007	2008	2001	2002	2003	2007	2008	2001	2002	2003	2007	2008
City of Prince Albert	394	340	302	309	637	176	127	96	116	230	44.7%	37.4%	31.8%	37.5%	36%
City of Regina	2279	2264	2293	2175	2383	679	662	656	616	726	29.8%	29.2%	28.6%	28.3%	30%
City of Saskatoon	2470	2459	2399	2676	2949	893	898	837	909	1136	36.2%	36.5%	34.9%	34.0%	39%
Crown Investments Corporation	74	74	81	74	72	41	44	49	46	49	55.4%	59.5%	60.5%	62.2%	68%
Government of Saskatchewan	13021	13386	10477	13064	13167	6895	6293	5211	6908	7050	53.0%	47.0%	49.7%	52.9%	54%
Information Services Corporation of SK				243	262				163	179				67.1%	68%
John Howard Society	N/A	N/A	25	36	42	N/A	N/A	17	29	31	N/A	N/A	68.0%	80.6%	74%
Law Society of Saskatchewan	22	22.7	22.7	25	26	15	15.2	18.2	21	22	68.2%	67.0%	80.2%	84.0%	85%
Northlands College	113	150	172	181	175	71	84	103	114	112	62.8%	56.0%	59.9%	63.0%	64%
Parkland Regional College		72	77	158	147		60	61	115	110		83.3%	79.2%	72.8%	75%
P.A. Co-operative Health Centre	99	112	138	93	84	86	99	97	81	73	86.9%	88.4%	70.3%	87.1%	87%
Regina Police Service-Civilian	123	125	484	525	539	95	98	165	226	217	77.2%	78.4%	34.1%	43.0%	40%
Regina Police Service-Officers	328	317				52	55				15.9%	17.4%			
Regina Public School Division	2037	2070	2087	2119	2160	1395	1445	1460	1486	1524	68.5%	69.8%	70.0%	70.1%	71%
Regina Women's Community Centre	7	6	6	6	6	7	6	6	6	6	100.0%	100.0%	100.0%	100.0%	100%
Saskatoon Community Clinic	128	133	132	132	131	114	119	122	123	121	89.1%	89.5%	92.4%	93.2%	92%
Saskatoon Police Service			386	460	477			80	123	126			20.7%	26.7%	26%
SaskEnergy	984	1014	993	1031	1100	383	400	392	404	427	38.9%	39.4%	39.5%	39.2%	39%
SaskPower	2452	2738	2736	2769	2835	688	778	754	782	819	28.1%	28.4%	27.6%	28.2%	29%
SaskTel	4246	4186	4315	4283	4268	2087	2039	2127	2031	1998	49.2%	48.7%	49.3%	47.4%	47%
SGI	1588	1594	1613	1711	1811	876	884	899	992	1058	55.2%	55.5%	55.7%	58.0%	58%
SIAST	1825	1927	1813	1878	2249	980	1003	964	1110	1369	53.7%	52.0%	53.2%	59.1%	61%
SK Apprenticeship & Trades Certification Commn.				61	56				37	37				60.7%	66%
SK Communications Network	22	24	26	34	28	12	11	11	15	13	54.5%	45.8%	42.3%	44.1%	46%
SK Crop Insurance Corporation	484	506	479	427	427	133	207	196	165	165	27.5%	40.9%	40.9%	38.6%	39%
SK Gaming Corporation	607	N/A	752	919	1034	317	N/A	400	509	569	52.2%	N/A	53.2%	55.4%	55%
SK Human Rights Commission	33	39	34	31	33	26	31	27	26	27	78.8%	79.5%	79.4%	83.9%	82%
SK Legal Aid Commission	141	136	143	157	163	98	96	99	110	115	69.5%	70.6%	69.2%	70.1%	71%
SK Liquor and Gaming Authority			1010	1022	1043			574	632	648			N/A	61.8%	62%
SK Opportunities Corporation	90	107	74	91	116	35	45	33	40	46	38.9%	42.1%	44.6%	44.0%	40%
SK Research Council	217	207	205	311	N/A	96	97	96	161	N/A	44.2%	46.9%	46.8%	51.8%	N/A
SK Teachers' Federation	89	99	95	98	95	65	75	69	69	66	73.0%	75.8%	72.6%	70.4%	69%
SK Water Corporation	229	239	75	96	95	55	60	17	35	35	24.0%	25.1%	22.7%	36.5%	37%
SK Watershed Authority	26	25	179	230	227	15	14	53	84	84	57.7%	56.0%	29.6%	36.5%	37%
SK Workers' Compensation Board				422	421				289	296				68.5%	70%
STC	234	237	233	244	231	54	55	52	61	57	23.1%	23.2%	22.3%	25.0%	25%
University of Regina	1089	1144	1187	2989	2973	563	591	599	1684	1299	51.7%	51.7%	50.5%	56.3%	44%
University of Saskatchewan	4010	3892	3862	4320	N/A	2005	1959	1958	2394	N/A	50.0%	50.3%	50.7%	55.4%	N/A
TOTAL	42710	39645	38906	45400	42462	19007	19353	18298	22712	20840	44.5%	48.8%	47.0%	50.0%	49%

A3 - Aboriginal People in Equity Workforce: 5-year Comparison

EMPLOYERS	All Employees					AP - Number					AP - Percent				
	2001	2002	2003	2007	2008	2001	2002	2003	2007	2008	2001	2002	2003	2007	2008
City of Prince Albert	394	340	302	309	637	53	23	32	25	106	13.5%	6.8%	10.6%	8.1%	16.6%
City of Regina	2279	2264	2293	2175	2383	185	188	182	153	170	8.1%	8.3%	7.9%	7.0%	7.1%
City of Saskatoon	2470	2470	2399	2676	2949	172	200	206	164	173	7.0%	8.1%	8.6%	6.1%	5.90%
Crown Investments Corporation	74	74	81	74	72	4	4	4	9	8	5.4%	5.4%	4.9%	12.2%	11.1%
Government of Saskatchewan	13021	13386	10477	13064	13167	1172	1308	1070	1458	1499	9.0%	9.8%	10.2%	11.2%	11.4%
Information Services Corporation of SK				243	262				7	16				2.9%	6.1%
John Howard Society	N/A	N/A	25	36	42	N/A	N/A	4	6	8	N/A	N/A	16.0%	16.7%	19.0%
Law Society of Saskatchewan	22	22.7	22.7	25	26	1	0.5	1	0	0	4.5%	2.2%	4.4%	0.0%	0.0%
Northlands College	113	150	172	181	175	44	65	82	89	83	38.9%	43.3%	47.7%	49.2%	47.4%
Parkland Regional College		72	77	158	147		1	3	10	12		1.4%	3.9%	6.3%	8.2%
P.A. Co-operative Health Centre	99	112	138	93	84	17	21	27	24	23	17.2%	18.8%	19.6%	25.8%	27.4%
Regina Police Service-Civilian	123	125	484	525	539	4	4	33	44	43	3.3%	3.2%	6.8%	8.4%	8.0%
Regina Police Service-Officers	328	317				28	28				8.5%	8.8%			
Regina Public School Division	2037	2070	2087	2119	2160	112	123	137	160	170	5.5%	5.9%	6.6%	7.6%	7.9%
Regina Women's Community Centre	7	6	6	6	6	2	2	2	1	1	28.6%	33.3%	33.3%	16.7%	16.7%
Saskatoon Community Clinic	128	133	132	132	131	10	12	13	30	32	7.8%	9.0%	9.8%	22.7%	24.4%
Saskatoon Police Service			386	460	477			27	41	42			7.0%	8.9%	8.8%
SaskEnergy	984	1014	993	1031	1100	63	88	91	120	149	6.4%	8.7%	9%	11.6%	13.5%
SaskPower	2452	2738	2736	2769	2835	85	95	95	140	165	3.5%	3.5%	3.5%	5.1%	5.8%
SaskTel	4246	4186	4315	4283	4268	160	186	209	371	401	3.8%	4.4%	4.8%	8.7%	9.4%
SGI	1588	1594	1613	1711	1811	115	122	133	168	194	7.2%	7.7%	8.2%	9.8%	10.7%
SIAST	1825	1927	1813	1878	2249	31	72	67	93	107	1.7%	3.7%	3.7%	5.0%	4.8%
SK Apprenticeship & Trades Certification Comm				61	56				7	9				11.5%	16.1%
SK Communications Network	22	24	26	34	28	1	1	1	2	1	4.5%	4.2%	3.8%	5.9%	3.6%
SK Crop Insurance Corpn.	484	506	479	427	427	5	7	8	6	6	1.0%	1.4%	1.7%	1.4%	1.4%
SK Gaming Corporation	607	N/A	752	919	1034	319	N/A	386	422	440	52.6%	N/A	51.3%	45.9%	42.6%
SK Human Rights Commission	33	39	34	31	33	3	6	4	3	4	9.1%	15.4%	11.8%	9.7%	12.1%
SK Legal Aid Commission	141	136	143	157	163	13	13	14	19	22	9.2%	9.6%	9.8%	12.1%	13.5%
SK Liquor and Gaming Authority			1010	1022	1043			55	53	55			5.4%	5.2%	5.3%
SK Opportunities Corporation	90	107	74	91	116	2	3	2	6	9	2.2%	2.8%	2.7%	6.6%	7.8%
SK Research Council	217	207	205	311	N/A	8	4	6	11	N/A	3.7%	1.9%	2.9%	3.5%	N/A
SK Teachers' Federation	89	99	95	98	95	6	5	5	6	5	6.7%	5.1%	5.3%	6.1%	5.3%
SK Water Corporation	229	239	75	96	95	4	6	4	3	4	1.7%	2.5%	5.3%	3.1%	4.2%
SK Watershed Authority	26	25	179	230	227	0	0	2	3	4	0.0%	0.0%	1.1%	1.3%	1.8%
SK Workers' Compensation Board				422	421				8	9				1.9%	2.1%
STC	234	237	233	244	231	16	17	21	29	26	6.8%	7.2%	9.0%	11.9%	11.3%
University of Regina	1089	1144	1187	2989	2973	32	33	37	58	49	2.9%	2.9%	3.1%	1.9%	1.6%
University of Saskatchewan	4010	3892	3862	4320	N/A	63	68	69	70		1.6%	1.7%	1.8%	1.6%	N/A
TOTAL	42710	42722	38906	45400	42462	2948	2925.5	3032	3819	4045	6.9%	6.8%	7.8%	8.4%	9.5%

A4 - People with Disabilities in Equity Workforce: 5-year Comparison

EMPLOYERS	All Employees					PWDs - Number					PWDs - Percent				
	2001	2002	2003	2007	2008	2001	2002	2003	2007	2008	2001	2002	2003	2007	2008
City of Prince Albert	394	340	302	309	637	3	5	5	6	9	0.8%	1.5%	1.7%	1.9%	1.4%
City of Regina	2279	2264	2293	2175	2383	148	148	139	111	111	6.5%	6.5%	6.1%	5.1%	4.7%
City of Saskatoon	2470	2470	2399	2676	2949	158	143	150	83	86	6.4%	5.8%	6.3%	3.1%	2.9%
Crown Investments Corporation	74	74	81	74	72	5	5	4	5	5	6.8%	6.8%	4.9%	6.8%	6.9%
Government of Saskatchewan	13021	13386	10477	13064	13167	370	389	323	452	431	2.8%	2.9%	3.1%	3.5%	3.3%
Information Services Corporation of SK				243	262				9	24				3.7%	9.2%
John Howard Society	N/A	N/A	25	36	42	N/A	N/A	0	1	2	N/A	N/A	0.0%	2.8%	4.8%
Law Society of Saskatchewan	22	22.7	22.7	25	26	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
Northlands College	113	150	172	181	175	9	3	4	13	10	8.0%	2.0%	2.3%	7.2%	5.7%
Parkland Regional College		72	77	158	147		6	8	9	7		8.3%	10.4%	5.7%	4.8%
P.A. Co-operative Health Centre	99	112	138	93	84	4	7	5	4	4	4.0%	6.3%	3.6%	4.3%	4.8%
Regina Police Service-Civilian	123	125	484	525	539	1	1	11	22	26	0.8%	0.8%	2.3%	4.2%	4.8%
Regina Police Service-Officers	328	317				7	8				2.1%	2.5%			
Regina Public School Division	2037	2070	2087	2119	2160	44	43	44	52	48	2.2%	2.1%	2.1%	2.5%	2.2%
Regina Women's Community Centre	7	6	6	6	6	1	1	0	0	0	14.3%	16.7%	0.0%	0.0%	0.0%
Saskatoon Community Clinic	128	133	132	132	131	11	12	7	7	8	8.6%	9.0%	5.3%	5.3%	6.1%
Saskatoon Police Service			386	460	477			12	5	5			3.1%	1.1%	1.0%
SaskEnergy	984	1014	993	1031	1100	22	38	37	29	31	2.2%	3.7%	3.7%	2.8%	2.8%
SaskPower	2452	2738	2736	2769	2835	30	38	37	44	53	1.2%	1.4%	1.4%	1.6%	1.9%
SaskTel	4246	4186	4315	4283	4268	203	220	215	255	246	4.8%	5.3%	5.0%	6.0%	5.8%
SGI	1588	1594	1613	1711	1811	149	142	121	108	136	9.4%	8.9%	7.5%	6.3%	7.5%
SIAST	1825	1927	1813	1878	2249	22	61	62	50	63	1.2%	3.2%	3.4%	2.7%	2.8%
SK Apprenticeship & Trades Certification Commn.				61	56				4	3				6.6%	5.4%
SK Communications Network	22	24	26	34	28	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
SK Crop Insurance Corpn.	484	506	479	427	427	7	6	7	6	6	1.4%	1.2%	1.5%	1.4%	1.4%
SK Gaming Corporation	607	N/A	752	919	1034	18	N/A	39	32	46	3.0%	N/A	5.2%	3.5%	4.4%
SK Human Rights Commission	33	39	34	31	33	3	5	7	6	5	9.1%	12.8%	20.6%	19.4%	15.2%
SK Legal Aid Commission	141	136	143	157	163	10	9	10	12	12	7.1%	6.6%	7.0%	7.6%	7.4%
SK Liquor and Gaming Authority			1010	1022	1043			34	28	27			3.4%	2.7%	2.6%
SK Opportunities Corporation	90	107	74	91	116	2	2	2	4	6	2.2%	1.9%	2.7%	4.4%	5.2%
SK Research Council	217	207	205	311	N/A	4	3	3	6	N/A	1.8%	1.4%	1.5%	1.9%	N/A
SK Teachers' Federation	89	99	95	98	95	5	6	6	7	4	5.6%	6.1%	6.3%	7.1%	4.2%
SK Water Corporation	229	239	75	96	95	2	1	1	2	1	0.9%	0.4%	1.3%	2.1%	1.1%
SK Watershed Authority	26	25	179	230	227	0	0	2	1	2	0.0%	0.0%	1.1%	2.3%	0.9%
SK Workers' Compensation Board				422	421				30	33				7.1%	7.8%
STC	234	237	233	244	231	10	10	25	20	14	4.3%	4.2%	10.7%	8.2%	6.1%
University of Regina	1089	1144	1187	2989	2973	44	46	43	36	36	4.0%	4.0%	3.6%	1.2%	1.2%
University of Saskatchewan	4010	3892	3862	4320	2569	66	65	67	62	52	1.6%	1.7%	1.7%	1.4%	2.0%
TOTAL	39461	39656	38906	45400	45031	1358	1423	1430	1521	1552	3.4%	3.6%	3.7%	3.4%	3.4%

A5 - Visible Minorities in Equity Workforce: 5-year Comparison

EMPLOYERS	All Employees					VMs - Number					VMs - Percent				
	2001	2002	2003	2007	2008	2001	2002	2003	2007	2008	2001	2002	2003	2007	2008
City of Prince Albert	394	340	302	309	637	8	4	3	1	8	2.0%	1.2%	1.0%	0.3%	1.3%
City of Regina	2279	2264	2293	2175	2383	33	34	36	37	50	1.4%	1.5%	1.6%	1.7%	2.1%
City of Saskatoon	2470	2470	2399	2676	2949	58	73	70	84	117	2.3%	3.0%	2.9%	3.1%	4.0%
Crown Investments Corporation	74	74	81	74	72	1	1	1	2	4	1.4%	1.4%	1.2%	2.7%	5.6%
Government of Saskatchewan	13021	13386	10477	13064	13167	363	372	246	410	429	2.8%	2.8%	2.3%	3.1%	3.3%
Information Services Corporation of SK				243	262				4	10				1.6%	3.8%
John Howard Society	N/A	N/A	25	36	42	N/A	N/A	1	4	4	N/A	N/A	4.0%	11.1%	9.5%
Law Society of Saskatchewan	22	22.7	22.7	25	26	4	4	4	1	3	18.2%	17.6%	17.6%	4.0%	11.5%
Northlands College	113	150	172	181	175	4	1	1	4	3	3.5%	0.7%	0.6%	2.2%	1.7%
Parkland Regional College		72	77	158	147		1	2	2	1		1.4%	2.6%	1.3%	0.7%
P.A. Co-operative Health Centre	99	112	138	93	84	1	0	1	1	1	1.0%	0.0%	0.7%	1.1%	1.2%
Regina Police Service-Civilian	123	125	484	525	539	3	2	13	19	24	2.4%	1.6%	2.7%	3.6%	4.5%
Regina Police Service-Officers	328	317				14	12				4.3%				
Regina Public School Division	2037	2070	2087	2119	2160	44	44	45	55	58	2.2%	2.1%	2.2%	2.6%	2.7%
Regina Women's Community Centre	7	6	6	6	6	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%
Saskatoon Community Clinic	128	133	132	132	131	5	4	5	8	9	3.9%	3.0%	3.8%	6.1%	6.9%
Saskatoon Police Service			386	460	477			7	17	18			1.8%	3.7%	3.8%
SaskEnergy	984	1014	993	1031	1100	12	15	16	19	30	1.2%	1.5%	1.6%	1.8%	2.7%
SaskPower	2452	2738	2736	2769	2835	32	32	34	62	74	1.3%	1.2%	1.2%	2.2%	2.6%
SaskTel	4246	4186	4315	4283	4268	92	112	132	206	203	2.2%	2.7%	3.1%	4.8%	4.8%
SGI	1588	1594	1613	1711	1811	40	38	49	63	80	2.5%	2.4%	3.0%	3.7%	4.4%
SIAST	1825	1927	1813	1878	2249	20	40	42	45	56	1.1%	2.1%	2.3%	2.4%	2.5%
SK Apprenticeship & Trade Cert. Comm.				61	56				4	3				6.6%	5.4%
SK Communications Network	22	24	26	34	28	2	1	1	3	4	9.1%	4.2%	3.8%	8.8%	14.3%
SK Crop Insurance Corpn.	484	506	479	427	427	2	2	2	2	2	0.4%	0.4%	0.4%	0.5%	0.5%
SK Gaming Corporation	607	N/A	752	919	1034	40	N/A	53	94	127	6.6%	N/A	7.1%	10.2%	12.3%
SK Human Rights Commission	33	39	34	31	33	4	4	4	3	4	12.1%	10.3%	11.8%	9.7%	12.1%
SK Legal Aid Commission	141	136	143	157	163	3	3	2	2	2	2.1%	2.2%	1.4%	1.3%	1.2%
SK Liquor and Gaming Authority			1010	1022	1043			22	28	25			2.2%	2.7%	2.4%
SK Opportunities Corporation	90	107	74	91	116	5	4	1	2	6	5.6%	3.7%	1.4%	2.2%	5.2%
SK Research Council	217	207	205	311	N/A	25	23	20	35	N/A	11.5%	11.1%	9.8%	11.3%	N/A
SK Teachers' Federation	89	99	95	98	95	1	2	2	4	4	1.1%	2.0%	2.1%	4.1%	4.2%
SK Water Corporation	229	239	75	96	95	5	7	1	5	3	2.2%	2.9%	1.3%	5.2%	3.2%
SK Watershed Authority	26	25	179	230	227	1	0	8	11	6	3.8%	0.0%	4.5%	4.8%	2.6%
SK Workers' Compensation Board				422	421				11	12				2.6%	2.9%
STC	234	237	233	244	231	6	5	4	8	7	2.6%	2.1%	1.7%	3.3%	3.0%
University of Regina	1089	1144	1187	2989	2973	105	108	107	160	149	9.6%	9.4%	9.0%	5.4%	5.0%
University of Saskatchewan	4010	3892	3862	4320	2569	295	293	299	236	201	7.4%	7.5%	7.7%	5.5%	7.8%
TOTAL	39461	39656	38906	45400	45031	1228	1241	1234	1652	1737	3.1%	3.1%	3.2%	3.6%	3.9%

B1 - All Equity Groups in Management 2007- 2008

EMPLOYERS	TOTAL MGRS	Women		AP		PWDs		VMs	
		W	% W	AP	% AP	PWD	% PWD	VM	% VM
City of Prince Albert	51	19	37.3%	5	9.8%	2	3.9%	0	0.0%
City of Regina	93	33	35.5%	2	2.2%	5	5.4%	1	1.1%
City of Saskatoon	190	44	23.2%	1	0.5%	2	1.1%	4	2.1%
Crown Investments Corporation	28	14	50.0%	4	14.3%	3	10.7%	1	3.6%
Government of Saskatchewan	1051	377	35.9%	48	4.6%	21	2.0%	20	1.9%
Information Services Corporation of SK	19	10	52.6%	1	5.3%	1	5.3%	0	0.0%
John Howard Society	4	2	50.0%	0	0.0%	0	0.0%	0	0.0%
Law Society of Saskatchewan	3	2	66.7%	0	0.0%	0	0.0%	0	0.0%
Northlands College	9	4	44.4%	3	33.3%	0	0.0%	0	0.0%
P.A. Co-operative Health Centre	11	7	63.6%	0	0.0%	0	0.0%	0	0.0%
Parkland Regional College	11	7	63.6%	0	0.0%	0	0.0%	1	9.1%
Regina Police Service	17	14	82.4%	0	0.0%	0	0.0%	0	0.0%
Regina Public School Division	37	12	32.4%	0	0.0%	0	0.0%	1	2.7%
Regina Women's Community Centre	1	1	100%	0	0.0%	0	0.0%	0	0.0%
Saskatoon Community Clinic	13	9	69.2%	1	7.7%	0	0.0%	0	0.0%
Saskatoon Police Service	127	10	7.9%	5	1.0%	1	0.8%	1	0.8%
SaskEnergy	134	43	32.1%	3	2.2%	2	1.5%	3	2.2%
SaskPower	71	15	21.1%	1	1.4%	1	1.4%	0	0.0%
SaskTel	723	291	40.2%	44	6.1%	27	3.7%	33	4.6%
SGI	244	105	43.0%	17	7.0%	14	5.7%	3	1.2%
SIAST	65	37	56.9%	3	4.6%	0	0.0%	1	1.5%
SK Apprenticeship & Trade Certification	11	6	54.5%	2	18.2%	0	0.0%	1	9.1%
SK Communications Network	12	6	50.0%	0	0.0%	0	0.0%	2	16.7%
SK Crop Insurance Corpn.	43	16	37.2%	2	4.7%	0	0.0%	0	0.0%
SK Gaming Corporation	22	7	31.8%	2	9.1%	2	9.1%	1	4.5%
SK Human Rights Commission	7	6	85.7%	1	14.3%	0	0.0%	0	0.0%
SK Legal Aid Commission	18	6	33.3%	0	0.0%	0	0.0%	0	0.0%
SK Liquor and Gaming Authority	182	95	52.2%	9	4.9%	3	1.6%	94	51.6%
SK Opportunities Corporation	24	8	33.3%	0	0.0%	0	0.0%	0	0.0%
SK Research Council	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SK Teachers' Federation	19	12	63.2%	0	0.0%	1	5.3%	1	5.3%
SK Water Corporation	16	6	37.5%	0	0.0%	0	0.0%	1	6.3%
SK Watershed Authority	33	4	12.1%	0	0.0%	0	0.0%	1	3.0%
SK Workers' Compensation Board	52	18	34.6%	1	1.9%	8	15.4%	1	1.9%
STC	22	6	27.3%	0	0.0%	0	0.0%	0	0.0%
University of Regina	55	17	30.9%	1	1.8%	0	0.0%	4	7.3%
University of Saskatchewan	353	242	68.6%	12	3.4%	6	1.7%	19	5.4%
TOTAL	3771	1511	40%	168	4.5%	99	3%	194	5.1%

Due to privacy concerns some information may not be available or employers have a temporary exemption from reporting

B2 - Women in Management 2007-2008

EMPLOYERS	ALL MANAGERS		
	TOTAL	Women	% W
City of Prince Albert	51	19	37.3%
City of Regina	93	33	35.5%
City of Saskatoon	190	44	23.2%
Crown Investments Corporation	28	14	50.0%
Government of Saskatchewan	1051	377	35.9%
Information Services Corporation of SK	19	10	52.6%
John Howard Society	4	2	50.0%
Law Society of Saskatchewan	3	2	66.7%
Northlands College	9	4	44.4%
P.A. Co-operative Health Centre	11	7	63.6%
Parkland Regional College	5	4	80.0%
Regina Police Service	17	14	82.4%
Regina Public School Division	37	12	32.4%
Regina Women's Community Centre	1	1	100%
Saskatoon Community Clinic	13	12	92.3%
Saskatoon Police Service	127	10	7.9%
SaskEnergy	134	43	32.1%
SaskPower	71	15	21.1%
SaskTel	723	291	40.2%
SGI	244	105	43.0%
SIAST	65	37	56.9%
SK Apprenticeship & Trade Certification	11	6	54.5%
SK Communications Network	12	6	50.0%
SK Crop Insurance Corpn.	43	16	37.2%
SK Gaming Corporation	22	7	31.8%
SK Human Rights Commission	7	6	85.7%
SK Legal Aid Commission	18	6	33.3%
SK Liquor and Gaming Authority	182	95	52.2%
SK Opportunities Corporation	24	8	33.3%
SK Research Council	N/A	N/A	N/A
SK Teachers' Federation	19	12	63.2%
SK Water Corporation	16	6	37.5%
SK Watershed Authority	33	4	12.1%
SK Workers' Compensation Board	52	18	34.6%
STC	22	6	27.3%
University of Regina	55	17	30.9%
University of Saskatchewan	353	242	68.6%
TOTAL	3765	1511	40.1%

B3 - Aboriginal People in Management 2007- 2008

EMPLOYERS	ALL MANAGERS			SENIOR MANAGERS			MIDDLE MANAGERS		
	TOTAL	AP	% AP	TOTAL	AP	% AP	TOTAL	AP	% AP
City of Prince Albert	51	5	9.8%	8	2	25.0%	43	3	7.0%
City of Regina	93	2	2.2%	N/A	0	N/A	N/A	2	N/A
City of Saskatoon	190	1	0.5%	9	0	0.0%	181	1	0.6%
Crown Investments Corporation	28	4	14.3%	5	1	20.0%	23	3	13.0%
Government of Saskatchewan	1051	48	4.6%	174	8	4.6%	877	40	4.6%
Information Services Corporation of SK	19	1	5.3%	5	0	0.0%	14	1	7.1%
John Howard Society	4	0	0.0%	1	0	0.0%	3	0	0.0%
Law Society of Saskatchewan	3	0	0.0%	2	0	0.0%	1	0	0.0%
Northlands College	9	3	33.3%	1	0	0.0%	8	3	37.5%
P.A. Co-operative Health Centre	11	0	0.0%	1	0	0.0%	4	0	0.0%
Parkland Regional College	11	0	0.0%	5	0	0.0%	6	0	0.0%
Regina Police Service	17	0	0.0%	1	0	0.0%	16	0	0.0%
Regina Public School Division	37	0	0.0%	3	0	0.0%	34	0	0.0%
Regina Women's Community Centre	1	0	0.0%	1	0	0.0%	0	0	0.0%
Saskatoon Community Clinic	13	1	7.7%	1	0	0.0%	12	1	8.3%
Saskatoon Police Service	127	5	3.9%	15	0	0.0%	112	5	4.5%
SaskEnergy	134	3	2.2%	10	0	0.0%	124	3	2.4%
SaskPower	71	1	1.4%	13	0	0.0%	58	1	1.7%
SaskTel	723	44	6.1%	9	0	0.0%	714	44	6.2%
SGI	244	17	7.0%	27	1	3.7%	217	16	7.4%
SIAST	65	3	4.6%	15	1	6.7%	50	2	4.0%
SK Apprenticeship & Trade Certification	11	2	18.2%	3	0	0.0%	8	2	25.0%
SK Communications Network	12	0	0.0%	4	0	0.0%	8	0	0.0%
SK Crop Insurance Corpn.	43	2	4.7%	18	2	11.1%	25	0	0.0%
SK Gaming Corporation	22	2	9.1%	5	0	0.0%	17	2	11.8%
SK Human Rights Commission	7	1	14.3%	2	0	0.0%	5	1	20.0%
SK Legal Aid Commission	18	0	0.0%	1	0	0.0%	14	0	0.0%
SK Liquor and Gaming Authority	182	9	4.9%	6	1	16.7%	176	8	4.5%
SK Opportunities Corporation	24	0	0.0%	6	0	0.0%	18	0	0.0%
SK Research Council	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SK Teachers' Federation	19	0	0.0%	2	0	0.0%	17	0	0.0%
SK Water Corporation	16	0	0.0%	4	0	0.0%	12	0	0.0%
SK Watershed Authority	33	0	0.0%	5	0	0.0%	28	0	0.0%
SK Workers' Compensation Board	52	1	1.9%	7	0	0.0%	45	1	2.2%
STC	22	0	0.0%	4	0	0.0%	18	0	0.0%
University of Regina	55	1	1.8%	35	0	0.0%	20	1	5.0%
University of Saskatchewan	353	12	3.4%	89	3	3.4%	264	9	3.4%
TOTAL	3771	168	4.5%	497	19	3.8%	3172	149	4.7%

Due to privacy concerns some information may not be available or employers have a temporary exemption from reporting

B4 - Persons with Disabilities in Management 2007-2008

EMPLOYERS	ALL MANAGERS			SENIOR MANAGERS			MIDDLE MANAGERS		
	TOTAL	PWD	% PWD	TOTAL	PWD	% PWD	TOTAL	PWD	% PWD
City of Prince Albert	51	2	3.9%	8	1	12.5%	43	1	2.3%
City of Regina	93	5	5.4%	N/A	0	N/A	N/A	5	N/A
City of Saskatoon	190	2	1.1%	9	0	0.0%	181	2	1.1%
Crown Investments Corporation	28	3	10.7%	5	0	0.0%	23	3	13.0%
Government of Saskatchewan	1051	21	2.0%	174	3	1.7%	877	18	2.1%
Information Services Corporation of SK	19	1	5.3%	5	0	0.0%	14	1	7.1%
John Howard Society	4	0	0.0%	1	0	0.0%	3	0	0.0%
Law Society of Saskatchewan	3	0	0.0%	2	0	0.0%	1	0	0.0%
Northlands College	9	0	0.0%	1	0	0.0%	8	0	0.0%
P.A. Co-operative Health Centre	11	0	0.0%	1	0	0.0%	4	0	0.0%
Parkland Regional College	11	0	0.0%	5	0	0.0%	6	0	0.0%
Regina Police Service	17	0	0.0%	1	0	0.0%	16	0	0.0%
Regina Public School Division	37	0	0.0%	3	0	0.0%	34	0	0.0%
Regina Women's Community Centre	1	0	0.0%	1	0	0.0%	0	0	0.0%
Saskatoon Community Clinic	13	0	0.0%	1	0	0.0%	12	0	0.0%
Saskatoon Police Service	127	1	0.8%	15	0	0.0%	112	1	0.9%
SaskEnergy	134	2	1.5%	10	0	0.0%	124	2	1.6%
SaskPower	71	1	1.4%	13	1	7.7%	58	0	0.0%
SaskTel	723	27	3.7%	9	1	11.1%	714	26	3.6%
SGI	244	14	5.7%	27	2	7.4%	217	12	5.5%
SIAST	65	0	0.0%	15	0	0.0%	50	0	0.0%
SK Apprenticeship & Trade Certification	11	0	0.0%	3	0	0.0%	8	0	0.0%
SK Communications Network	12	0	0.0%	4	0	0.0%	8	0	0.0%
SK Crop Insurance Corpn.	43	0	0.0%	18	0	0.0%	25	0	0.0%
SK Gaming Corporation	22	2	9.1%	5	0	0.0%	17	2	11.8%
SK Human Rights Commission	7	0	0.0%	2	0	0.0%	5	0	0.0%
SK Legal Aid Commission	18	0	0.0%	1	0	0.0%	17	0	0.0%
SK Liquor and Gaming Authority	182	3	1.6%	6	0	0.0%	176	3	1.7%
SK Opportunities Corporation	24	0	0.0%	6	0	0.0%	18	0	0.0%
SK Research Council	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SK Teachers' Federation	19	1	5.3%	2	0	0.0%	17	1	5.9%
SK Water Corporation	16	0	0.0%	4	0	0.0%	12	0	0.0%
SK Watershed Authority	33	0	0.0%	5	0	0.0%	28	0	0.0%
SK Workers' Compensation Board	52	8	15.4%	7	2	28.6%	45	6	13.3%
STC	22	0	0.0%	4	0	0.0%	18	0	0.0%
University of Regina	55	0	0%	35	0	0.0%	20	0	0%
University of Saskatchewan	353	6	1.7%	89	1	1.1%	264	5	1.9%
TOTAL	3771	99	2.6%	497	11	2.2%	3175	88	2.8%

Due to privacy concerns some information may not be available or employers have a temporary exemption from reporting

B5 - Visible Minorities in Management 2007-2008

Employers	ALL MANAGERS			SENIOR MANAGERS			MIDDLE MANAGERS		
	TOTAL	VM	% VM	TOTAL	VM	% VM	TOTAL	VM	% VM
City of Prince Albert	51	0	0.0%	8	0	0.0%	43	0	0.0%
City of Regina	93	1	1.1%	17	1	5.9%	76	0	0.0%
City of Saskatoon	190	4	2.1%	9	0	0.0%	181	4	2.2%
Crown Investments Corporation	28	1	3.6%	5	0	0.0%	23	1	4.3%
Government of Saskatchewan	1051	20	1.9%	174	2	1.1%	877	18	2.1%
Information Services Corporation of SK	19	0	0.0%	5	0	0.0%	14	0	0.0%
John Howard Society	4	0	0.0%	1	0	0.0%	3	0	0.0%
Law Society of Saskatchewan	3	0	0.0%	2	0	0.0%	1	0	0.0%
Northlands College	9	0	0.0%	1	0	0.0%	8	0	0.0%
P.A. Co-operative Health Centre	11	0	0.0%	1	0	0.0%	4	0	0.0%
Parkland Regional College	11	1	9.1%	5	0	0.0%	6	1	16.7%
Regina Police Service	17	0	0.0%	1	0	0.0%	16	0	0.0%
Regina Public School Division	37	1	2.7%	3	0	0.0%	34	1	2.9%
Regina Women's Community Centre	1	0	0.0%	1	0	0.0%	0	0	0%
Saskatoon Community Clinic	13	0	0.0%	1	0	0.0%	12	0	0.0%
Saskatoon Police Service	127	1	0.8%	15	0	0.0%	112	1	0.9%
SaskEnergy	134	3	2.2%	10	0	0.0%	124	3	2.4%
SaskPower	71	0	0.0%	13	0	0%	58	0	0.0%
SaskTel	723	33	4.6%	9	0	0.0%	714	33	4.6%
SGL	244	3	1.2%	27	1	3.7%	217	2	0.9%
SIASST	65	1	1.5%	15	0	0.0%	50	1	2.0%
SK Apprenticeship & Trade Certification	11	1	9.1%	3	1	33.3%	8	0	0.0%
SK Communications Network	12	2	16.7%	4	1	25.0%	8	1	12.5%
SK Crop Insurance Corp.	43	0	0.0%	18	0	0.0%	25	0	0.0%
SK Gaming Corporation	22	1	4.5%	5	0	0.0%	17	1	5.9%
SK Human Rights Commission	7	0	0.0%	2	0	0.0%	5	0	0.0%
SK Legal Aid Commission	18	0	0.0%	1	0	0.0%	17	0	0.0%
SK Liquor and Gaming Authority	182	94	51.6%	6	1	16.7%	176	93	52.8%
SK Opportunities Corporation	24	0	0.0%	6	0	0.0%	18	0	0.0%
SK Research Council	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SK Teachers' Federation	19	1	5.3%	2	0	0.0%	17	1	5.9%
SK Water Corporation	16	1	6.3%	4	0	0.0%	12	1	8.3%
SK Watershed Authority	33	1	3.0%	5	0	0.0%	28	1	3.6%
SK Workers' Compensation Board	52	1	1.9%	7	0	0.0%	45	1	2.2%
STC	22	0	0.0%	4	0	0.0%	18	0	0.0%
University of Regina	55	4	7.3%	35	1	2.9%	20	3	15.0%
University of Saskatchewan	353	19	5.4%	89	5	5.6%	264	14	5.3%
TOTAL	3771	194	5.1%	514	13	2.5%	3251	181	5.6%

C1 - Equity Workforce Achievements 2007- 2008

Employers	Total Employees	Women	%	Aboriginal	%	People with Disabilities	%	Visible Minorities	%
City of Prince Albert	637	230	36.1%	106	16.6%	9	1.4%	8	1.3%
City of Regina	2383	726	30.5%	170	7.1%	111	4.7%	50	2.1%
City of Saskatoon	N/A	N/A	N/A	N/A	N/A	N/A	NA	N/A	N/A
Crown Investments Corporation	72	49	68.1%	8	11.1%	5	6.9%	4	5.6%
Government of Saskatchewan	13167	7050	53.5%	1499	11.4%	431	3.3%	429	3.3%
Information Services Corporation of SK	262	Women	68.3%	16	6.1%	24	9.2%	10	3.8%
John Howard Society	42	31	73.8%	8	19.0%	2	4.8%	4	9.5%
Law Society of Saskatchewan	26	22	84.6%	0	0.0%	0	0.0%	3	11.5%
Northlands College	175	112	64.0%	83	47.4%	10	5.7%	3	1.7%
Parkland Regional College	147	110	74.8%	9	6.1%	7	4.8%	1	0.7%
P.A. Co-operative Health Centre	84	73	86.9%	23	27.4%	4	4.8%	1	1.2%
Regina Police Service	539	217	40.3%	43	8.0%	26	4.8%	24	4.5%
Regina Public School Division	2160	1524	70.6%	170	7.9%	48	2.2%	58	2.7%
Regina Women's Community Centre	6	6	100.0%	1	16.7%	0	0.0%	0	0.0%
Saskatoon Community Clinic	131	121	92.4%	32	24.4%	8	6.1%	9	6.9%
Saskatoon Police Service	477	126	26.4%	42	8.8%	5	1.0%	18	3.8%
SaskEnergy	1100	427	38.8%	149	13.5%	31	2.8%	30	2.7%
SaskPower	2835	819	28.9%	165	5.8%	53	1.9%	74	2.6%
SaskTel	4268	1998	48.2%	401	9.4%	246	5.8%	203	4.8%
SGI	1811	1058	58.4%	194	10.7%	136	7.5%	80	4.4%
SIAST	2249	1369	60.9%	107	4.8%	63	2.8%	56	2.5%
SK Apprenticeship & Trades Cert.Comm.	56	37	66.1%	9	16.1%	3	5.4%	3	5.4%
SK Communications Network	28	13	46.4%	1	3.6%	0	0.0%	4	14.3%
SK Crop Insurance Corporation	427	165	38.6%	6	1.4%	6	1.4%	2	0.5%
SK Gaming Corporation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NA/
SK Human Rights Commission	33	27	81.8%	4	12.1%	5	15.2%	4	12.1%
SK Legal Aid Commission	163	115	70.6%	22	13.5%	12	7.4%	2	1.2%
SK Liquor and Gaming Authority	1043	648	62.1%	55	5.3%	27	2.6%	25	2.4%
SK Opportunities Corporation	116	46	39.7%	9	7.8%	6	5.2%	6	5.2%
SK Research Council	N/A	N/A	NA/	N/A	N/A	N/A	N/A	N/A	N/A
SK Teachers' Federation	95	66	69.5%	5	5.3%	4	4.2%	4	4.2%
SK Water Corporation	95	35	36.8%	4	4.2%	1	1.1%	3	3.2%
SK Watershed Authority	227	84	37.0%	4	1.8%	2	0.9%	6	2.6%
SK Workers' Compensation Board	421	296	70.3%	9	2.1%	33	7.8%	12	2.9%
Saskatchewan Transportation Company	231	57	24.7%	26	11.3%	14	6.1%	7	3.0%
University of Regina	2973	1299	43.7%	49	1.6%	36	1.2%	149	5.0%
University of Saskatchewan	2569	1328	51.7%	58	2.3%	52	2.0%	201	7.8%
TOTAL	41048	20463	49.9%	3487	8.5%	1420	3.5%	1493	3.6%

Employers listed in blue have achieved representative workforce goals for each indicated group.

C2 – Equity Achievements in Management Workforce, 2007-2008

EMPLOYERS	TOTAL MGRS	Women		AP		PWDs		VMs	
		W	% W	AP	% AP	PWD	% PWD	VM	% VM
City of Prince Albert	51	19	37.3%	5	9.8%	2	3.9%	0	0.0%
City of Regina	93	33	35.5%	2	2.2%	5	5.4%	1	1.1%
City of Saskatoon	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Crown Investments Corporation	28	14	50.0%	4	14.3%	3	10.7%	1	3.6%
Government of Saskatchewan	1051	377	35.9%	48	4.6%	21	2.0%	20	1.9%
Information Services Corporation of SK	19	10	52.6%	1	5.3%	1	5.3%	0	0.0%
John Howard Society	4	2	50.0%	0	0.0%	0	0.0%	0	0.0%
Law Society of Saskatchewan	3	2	66.7%	0	0.0%	0	0.0%	0	0.0%
Northlands College	9	4	44.4%	3	33.3%	0	0.0%	0	0.0%
P.A. Co-operative Health Centre	11	7	63.6%	0	0.0%	0	0.0%	0	0.0%
Parkland Regional College	11	7	63.6%	0	0.0%	0	0.0%	1	9.1%
Regina Police Service	17	14	82.4%	0	0.0%	0	0.0%	0	0.0%
Regina Public School Division	37	12	32.4%	0	0.0%	0	0.0%	1	2.7%
Regina Women's Community Centre	1	1	100%	0	0.0%	0	0.0%	0	0.0%
Saskatoon Community Clinic	13	9	69.2%	1	7.7%	0	0.0%	0	0.0%
Saskatoon Police Service	127	10	7.9%	5	1.0%	1	0.8%	1	0.8%
SaskEnergy	134	43	32.1%	3	2.2%	2	1.5%	3	2.2%
SaskPower	71	15	21.1%	1	1.4%	1	1.4%	0	0.0%
SaskTel	723	291	40.2%	44	6.1%	27	3.7%	33	4.6%
SGI	244	105	43.0%	17	7.0%	14	5.7%	3	1.2%
SIAST	65	37	56.9%	3	4.6%	0	0.0%	1	1.5%
SK Apprenticeship & Trade Certification Commn	11	6	54.5%	2	18.2%	0	0.0%	1	9.1%
SK Communications Network	12	6	50.0%	0	0.0%	0	0.0%	2	16.7%
SK Crop Insurance Corpn.	43	16	37.2%	2	4.7%	0	0.0%	0	0.0%
SK Gaming Corporation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SK Human Rights Commission	7	6	85.7%	1	14.3%	0	0.0%	0	0.0%
SK Legal Aid Commission	18	6	33.3%	0	0.0%	0	0.0%	0	0.0%
SK Liquor and Gaming Authority	182	95	52.2%	9	4.9%	3	1.6%	94	51.6%
SK Opportunities Corporation	24	8	33.3%	0	0.0%	0	0.0%	0	0.0%
SK Research Council	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SK Teachers' Federation	19	12	63.2%	0	0.0%	1	5.3%	1	5.3%
SK Water Corporation	16	6	37.5%	0	0.0%	0	0.0%	1	6.3%
SK Watershed Authority	33	4	12.1%	0	0.0%	0	0.0%	1	3.0%
SK Workers' Compensation Board	52	18	34.6%	1	1.9%	8	15.4%	1	1.9%
STC	22	6	27.3%	0	0.0%	0	0.0%	0	0.0%
University of Regina	55	17	30.9%	1	1.8%	0	0.0%	4	7.3%
University of Saskatchewan	353	242	68.6%	12	3.4%	6	1.7%	19	5.4%
TOTAL	3559	1460	41%	165	4.6%	95	3%	189	5.3%

Employers listed in blue achieved representation where indicated.

C3 - Progress of Equity Groups

The bar graphs below illustrate sponsor progress from 2001 to 2008. Due to suspension of the employment equity plan, statistics for the years 2004, 2005 and 2006 are unavailable. Progress for women in underrepresented occupations cannot be charted because of the differences between individual employers.



Equity Group	Representative Workforce Goals				
	2001	2002	2003	2007	2008
Women in Underrepresented Occupations	45.0%	45.0%	45.0%	47%	47%
Aboriginal People	12.2%	12.2%	12.2%	13.9%	14.3%
People with Disabilities	9.7%	9.7%	9.7%	9.7%	9.7%
Visible Minorities					
Saskatchewan	2.8%	2.8%	2.8%	3.1%	3.1%
Regina	5.4%	5.4%	5.4%	5.5%	5.6%
Saskatoon	5.2%	5.2%	5.2%	5.8%	5.6%

Notes

1. Women are considered a designated group in classifications where their representation is lower than 47 percent.
2. The Saskatchewan Human Rights Commission adopts, in principle, the definition of visible minorities used in the federal Employment Equity Act. However there is growing criticism of this term by individuals and community groups in Saskatchewan and by organizations such as the Canadian Race Relations Foundation and the United Nations Committee on the Elimination of Racial Discrimination.
3. In April 1988, the Commission adopted a definition of disability to be used by all employers with approved equity plans. See SHRC policy on the SHRC equity website: www.shrc.gov.sk.ca/equity.
4. For more details, see the SHRC policy definition of Aboriginal people on the SHRC equity website www.shrc.gov.sk.ca/equit

D Equity Sponsors

Equity Employers

	Date Approved
City of Prince Albert	May 1997
City of Regina	February 1987
City of Saskatoon	February 1987
Community (Saskatoon) Health Services Association	June 1996
Crown Investments Corporation	March 1995
Government of Saskatchewan	
Out of Scope	June 1987
Sask. Government Employees Union	November 1988
Canadian Union of Public Employees	July 1989
John Howard Society	June 1996
Information Services Corporation of Saskatchewan	November 2004
Law of Saskatchewan	November 1999
MicroAge Regina	March 2009
Northlands College	September 1995
Parkland Regional College	March 2002
Prince Albert Co-operative Health Centre	October 1991
Regina Police Service	March 1992
Regina Public School Division	March 1994
Regina Women's Community Centre	March 1998
Saskatchewan Apprenticeship and Trade Certification Commission	March 2006
Saskatchewan Communications Network	February 1996
Saskatchewan Crop Insurance Corporation	May 1997
Saskatchewan Gaming Corporation	January 1999
Saskatchewan Government Insurance	February 1984
Saskatchewan Human Rights Commission	January 1980
Saskatchewan Institute of Applied Science & Technology (SIAST)	March 2001
Saskatchewan Legal Aid Commission	March 1994
Saskatchewan Liquor and Gaming Authority	January 1999
Saskatchewan Opportunities Corporation	November 1996
Saskatchewan Research Council	December 1992
Saskatchewan Teachers' Federation	January 1991
Saskatchewan Transportation Company	August 1994
Saskatchewan Water Corporation	August 1994
Saskatchewan Watershed Authority	August 1994
Saskatchewan Workers' Compensation Board	February 2006
Saskatoon Police Service	October 2002
SaskEnergy	March 1994
SaskPower	August 1995
SaskTel	October 1992
University of Regina	October 1997
University of Saskatchewan	September 1992

**SASKATCHEWAN HUMAN RIGHTS
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