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Employment and Emploi et Social Development Canada Développement social Canada

Labour Program Federal Contractors Program

PROTECTED WHEN COMPLETED - B

OFFICIAL USE ONLY Agreement N°:

Agreement to Implement Employment Equity

New Agreement	(All sections	must be comple	ted)		
Revised Agreement					
**************************************	792	ANIZATION		***************************************	
Legal Name of Organization	VNG	~~!!&~!!V!	Parent compan	y is located outside	? Canada
041216 NB Ltd				f=1 vaa	(T) 10
				Yes	☑ No
Operating Name (if different from Legal Name		••••••••••••••••••••••••••••••	Busine:		·
Sprucegrove Building Cleane	:XS				
				employees in Car I-Time and/or Part	
Organization's North American Industry Class To find your organization's four-digit NAICS or		e Number		#33.x3	
http://www.statcan.gc.ca/subjects-sujets/stand		ist-liste-eng.htm		Regulated Iv Reculated	
56172			in riverical	y regularsa	
	HEA	D OFFICE		***************************************	***************************************
Address (building number, street, suite, etc.) 376 Champlain St		City	······································	Province	Postal Code
and the second s		Disppe Telophone Number		NB	Ela 193
		506-858-5085	}		
	EMPLOYMENT	EQUITY CONT	ACT.	***************************************	***************************************
Name (print)		Title			······································
Bryan MacLean Telephone Number	E-mail Address	General Mana	ger		
506-850-8045 cell		~ *		*******	ge of Correspondence French
300,000,0043,0077	bryan@sgcleaners.	.ca		[/] English	rienai
The above-named organization;	CERT	IFICATION			
 intending to bid on, or being in receip Supply Arrangement, valued at \$1,00 hereby certifies its commitment to implem instrument, in keeping with the Federal C please refer to: http://www.esdc.gc.ca/eng Important note: If an audit of the Agreen 	0,000 or more (including a tent or maintain employme contractors Program requing glabour/equality/fcp/index. ment to Implement Employr	pplicable taxes) nt equity on an on-ç aments. For more ir shiml : nent Equity uncove	going basis, bey nformation on h	yond the period ow to implemen	of the procurement t employment equity
the procurement instrument(s) with the Gr	overnment of Canada may	be terminated.		***************************************	
		NATORY	***************************************	······································	
NOTE: The signatory must be the Chief contract on behalf of the organization		·	an executive po	osition with legal	authority to sign a
Name (print) Patrick Arsenault		Titte Vice Preside	. yr. 4-		
Telej	ess		***************************************	Preferred Langu	age of Correspondence
506	leaners.c	ā.		Z Englis	h French
Sign:	<u></u>	Date (YYYY-MM-DD			
У		3016-6) / = //		:
Ériv					***************************************
The faronnasion you provide on this ionn is con Contractors Program (FCP).	eccu under the authority of se	action 42 of the Emplo	syment Equity Ac	f to determine you	religibility for the Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal go	to provide personal information vernment goods or services co	n will result in the orga ontracts of any value a	unization's name and may also resi	being placed on th ult in the termination	e FCP Limited Eligibility on of the contract.
The information you provide may be used and/ disclosures of your personal information will ne				. However, these a	additional uses and/or
Your personal information is administered in ac your personal information, which is described it government publication entitled hin Source, wh accessed online at any Service Canada Centre	n Personal Information Bänk E nich is available at the followin	SDC PPU 721. Instru	ictions for obtainii	ng this information	are outlined in the
	RETURNII	VSTRUCTIONS			
IMPORTANT					
The signed Agreement to implement e-mail at: ee-eme@hrsdc-rhdcc.gc.		m must be sent to	the Labour P	rogram by	000000000000000000000000000000000000000

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2016-08-11 to 2019-04-12

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	1	Province				Cens	us Metropolitan	Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees		Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Nova Scotia	1	3	0	4	Halifax	1	3	0	4
New Brunswick	132	36	0	168	Moncton	37	16	0	53
Prince Edward Island	8	3	0	11	Saint John	28	4	0	32
Total Employees in C	anada			183	N.B. less CMA	67	16	0	83
					P.E.I.	8	3	0	11
					Total Employ	ees in Canada	•		183



Form 2 A

041216 NB Ltd (certificate # 030049)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Nova Scotia

Reporting Period 2016-08-11 to 2019-04-12

Occupational Group		,	All Employee	s	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		1		1									

041216 NB Ltd (certificate # 030049)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Nova Scotia

Reporting Period 2016-08-11 to 2019-04-12

Occupational Group		ı	All Employee	s	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	rs of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3		3									
	Total	3		3									
Total Number of Employees		3		3									

Canada

Form 2 B

041216 NB Ltd (certificate # 030049)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / New Brunswick

Reporting Period 2016-08-11 to 2019-04-12

Occupational Group			All Employee:			original Peop			ns with Disa			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2		1	1							
	Total	2	2		1	1							
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	3	4							1	1	
	Total	7	3	4							1	1	
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									

Page 3 of 7 Canada

Form 2 A

041216 NB Ltd (certificate # 030049)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / New Brunswick

Reporting Period 2016-08-11 to 2019-04-12

Occupational Group		,	All Employee:	s	Ab	original Peop	oles	Perso	ns with Disal	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	121	77	44	1	1		8	5	3	2		2
	Total	121	77	44	1	1		8	5	3	2		2
Total Number of Employees		132	82	50	2	2		8	5	3	3	1	2

041216 NB Ltd (certificate # 030049)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / New Brunswick

Reporting Period 2016-08-11 to 2019-04-12

Occupational Group		,	All Employee:	3	Ab	original Peor	ples	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	34	18	16	1	1		3	2	1	1	1	
	Total	34	18	16	1	1		3	2	1	1	1	
Total Number of Employees		36	19	17	1	1		3	2	1	1	1	

Canada

Form 2 B

Form 2 A

041216 NB Ltd (certificate # 030049)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Prince Edward Island

Reporting Period 2016-08-11 to 2019-04-12

Occupational Group		,	All Employee	S	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	4	3				1	1		1		1
	Total	7	4	3				1	1		1		1
Total Number of Employees		8	4	4				1	1		1		1

041216 NB Ltd (certificate # 030049) Form 2 B

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Prince Edward Island

Reporting Period 2016-08-11 to 2019-04-12

Occupational Group			All Employee	s	Ab	original Peo	ples	Perso	ons with Disa	bilities	Membe	rs of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3	2	1									
	Total	3	2	1									
Total Number of Employees		3	2	1									

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Nova Scotia

Reporting Period 2016-08-11 to 2019-04-12

		All Employees	;	Α	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	1		1									
Total Number of Employees	1		1									

Form 3 B

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Nova Scotia

Reporting Period 2016-08-11 to 2019-04-12

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$5,000	3		3									
Total Number of Employees	3		3									

Canadä

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / New Brunswick

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	132	82	50	2	2		8	5	3	3	1	2
Total Number of Employees	132	82	50	2	2		8	5	3	3	1	2

041216 NB Ltd (certificate # 030049)

Form 3 B

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / New Brunswick

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disabi	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$5,000	36	19	17	1	1		3	2	1	1	1	
Total Number of Employees	36	19	17	1	1		3	2	1	1	1	

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Prince Edward Island Reporting Period 2016-08-11 to 2019-04-12

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	8	4	4				1	1		1		1
7/19/1/55/1			•				_					4
Total Number of Employees	8	4	4				1	1		1		1

Form 3 B

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Prince Edward Island Reporting Period 2016-08-11 to 2019-04-12

		All Employees		A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$5,000	3	2	1									
Total Number of Employees	3	2	1									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Nova Scotia

	All Employees al Group Total Men Women				boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group				Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Other Sales and Service Personnel	3	2	1				1	1				
Total Number of Employees Hired	3	2	1				1	1				

Form 4 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Nova Scotia

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Other Sales and Service Personnel	8	1	7									
Total Number of Employees Hired	8	1	7									

041216 NB Ltd (certificate # 030049)

Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / New Brunswick

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disabi	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	8	5	3							2	2	
Other Sales and Service Personnel	223	143	80	6	4	2	16	10	6	11	4	7
Total Number of Employees Hired	231	148	83	6	4	2	16	10	6	13	6	7

041216 NB Ltd (certificate # 030049)

Form 4 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / New Brunswick

		All Employees		Al	ooriginal Peopl	es	Perso	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	1	1										
Other Sales and Service Personnel	114	62	52	2	2		10	6	4	4	2	2
Total Number of Employees Hired	115	63	52	2	2		10	6	4	4	2	2

Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Prince Edward Island

		All Employees		A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Other Sales and Service Personnel	8	5	3							1		1
Total Number of Employees Hired	8	5	3							1		1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Prince Edward Island

Reporting Period 2016-08-11 to 2019-04-12

		All Employees		Α	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Other Sales and Service Personnel	6	3	3				2		2			
Total Number of Employees Hired	6	3	3				2		2			

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Nova Scotia

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Other Sales and Service Personnel	3	2	1				1	1				
Total Number of Employees Terminated	3	2	1				1	1				

041216 NB Ltd (certificate # 030049)

Form 6 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Nova Scotia

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Other Sales and Service Personnel	7	1	6									
Total Number of Employees Terminated	7	1	6									

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / New Brunswick

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	4	3	1							1	1	
Other Sales and Service Personnel	190	114	76	5	3	2	14	8	6	11	5	6
Total Number of Employees Terminated	194	117	77	5	3	2	14	8	6	12	6	6

Form 6 B

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / New Brunswick

		All Employees		Aboriginal Peoples			Pers	ons with Disabi	lities	Members of Visible Minorities			
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	
Other Sales and Service Personnel	107	55	52	1	1		8	5	3	4	2	2	
Total Number of Employees Terminated	107	55	52	1	1		8	5	3	4	2	2	

041216 NB Ltd (certificate # 030049)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Prince Edward Island

		All Employees		Aboriginal Peoples			Pers	ons with Disab	ilities	Members of Visible Minorities			
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12	
Other Sales and Service Personnel	7	3	4							2		2	
Total Number of Employees Terminated	7	3	4							2		2	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Prince Edward Island

Reporting Period 2016-08-11 to 2019-04-12

		All Employees	3	Aboriginal Peoples			Pers	ons with Disab	ilities	Members of Visible Minorities			
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	
Other Sales and Service Personnel	4	1	3				2		2				
Total Number of Employees Terminated	4	1	3				2		2				

Workforce Analysis - Summary Report

Date: 2019-11-11

Women

	Women						
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	2	0	0.0 %	27.6 %	1	-1	
02 : Middle and Other Managers	1	1	100.0 %	39.4 %	0	1	
05 : Supervisors	9	5	55.6 %	60.8 %	5	0	
07 : Administrative and Senior Clerical Personnel	2	2	100.0 %	81.6 %	2	0	
13 : Other Sales and Service Personnel	169	68	40.2 %	59.0 %	100	-32	
Total	183	76	41.5 %	58.9 %	108	-32	



Workforce Analysis - Summary Report

Date: 2019-11-11

Aboriginal Peoples

	Aboriginal Peoples							
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap		
	#	#	%	%	#	#		
01 : Senior Managers	2	1	50.0 %	3.2 %	0	1		
02 : Middle and Other Managers	1	0	0.0 %	2.7 %	0	0		
05 : Supervisors	9	0	0.0 %	2.9 %	0	0		
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	1.8 %	0	0		
13 : Other Sales and Service Personnel	169	2	1.2 %	4.1 %	7	-5		
Total	183	3	1.7 %	4.0 %	7	-4		



Workforce Analysis - Summary Report

Date: 2019-11-11

Members of Visible Minorities

	Members of Visible Minorities							
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap		
	#	#	%	%	#	#		
01 : Senior Managers	2	0	0.0 %	11.5 %	0	0		
02 : Middle and Other Managers	1	0	0.0 %	17.6 %	0	0		
05 : Supervisors	9	1	11.1 %	4.8 %	0	1		
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	2.4 %	0	0		
13 : Other Sales and Service Personnel	169	4	2.4 %	4.3 %	7	-3		
Total	183	5	2.8 %	4.5 %	7	-2		



Workforce Analysis - Summary Report

Date: 2019-11-11

Persons with Disabilities

			Persons	with Disabili	ties		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	3	0	0.0 %	5.0 %	0	0	
05 : Supervisors	9	0	0.0 %	27.5 %	2	-2	
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	10.0 %	0	0	
13 : Other Sales and Service Personnel	169	12	7.1 %	10.7 %	18	-6	
Total	183	12	6.6 %	11.4 %	20	-8	



Workplace Equity Information Management System - 041216 NB Ltd **Workforce Analysis - Summary Report**

Date: 2019-11-11

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

Number 01 & 02 the realistic recuritment area is provincial rather than national.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2019-11-11

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



Workforce Analysis - Detailed Report

Date: 2019-11-11

Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation		ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	2	0	0.0 %	27.6 %	1	-1	National
02 : Middle and Other Managers	National	1	1	100.0 %	39.4 %	0	1	National
05 : Supervisors		9	5	55.6 %	60.8 %	5	0	
Employment Equity Occupational Group	Moncton	4	1	25.0 %	55.7 %	2	-1	Moncton
Employment Equity Occupational Group	N.B. less CMA	3	2	66.7 %	66.6 %	2	0	N.B. less CMA
Employment Equity Occupational Group	P.E.I.	1	1	100.0 %	61.8 %	1	0	P.E.I.
Employment Equity Occupational Group	Saint John	1	1	100.0 %	63.2 %	1	0	Saint John
07 : Administrative and Senior Clerical Personnel		2	2	100.0 %	81.6 %	2	0	
Employment Equity Occupational Group	Moncton	2	2	100.0 %	81.6 %	2	0	Moncton
13 : Other Sales and Service Personnel		169	68	40.2 %	59.0 %	100	-32	
Employment Equity Occupational Group	Halifax	4	4	100.0 %	55.8 %	2	2	Halifax
Employment Equity Occupational Group	Moncton	44	16	36.4 %	54.6 %	24	-8	Moncton
Employment Equity Occupational Group	N.B. less CMA	80	27	33.8 %	61.7 %	49	-22	N.B. less CMA
Employment Equity Occupational Group	P.E.I.	10	4	40.0 %	63.2 %	6	-2	P.E.I.
Employment Equity Occupational Group	Saint John	31	17	54.8 %	57.2 %	18	-1	Saint John
Total		183	76	41.5 %	58.9 %	108	-32	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-11-11

Aboriginal Peoples

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation		ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	2	1	50.0 %	3.2 %	0	1	National
02 : Middle and Other Managers	National	1	0	0.0 %	2.7 %	0	0	National
05 : Supervisors		9	0	0.0 %	2.9 %	0	0	
Employment Equity Occupational Group	Moncton	4	0	0.0 %	1.8 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	3	0	0.0 %	4.8 %	0	0	N.B. less CMA
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	1.7 %	0	0	P.E.I.
Employment Equity Occupational Group	Saint John	1	0	0.0 %	3.1 %	0	0	Saint John
07 : Administrative and Senior Clerical Personnel		2	0	0.0 %	1.8 %	0	0	
Employment Equity Occupational Group	Moncton	2	0	0.0 %	1.8 %	0	0	Moncton
13 : Other Sales and Service Personnel		169	2	1.2 %	4.1 %	7	-5	
Employment Equity Occupational Group	Halifax	4	0	0.0 %	4.7 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	44	1	2.3 %	3.0 %	1	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	80	1	1.3 %	5.4 %	4	-3	N.B. less CMA
Employment Equity Occupational Group	P.E.I.	10	0	0.0 %	2.3 %	0	0	P.E.I.
Employment Equity Occupational Group	Saint John	31	0	0.0 %	2.9 %	1	-1	Saint John
Total		183	3	1.7 %	4.0 %	7	-4	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-11-11

Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation		ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	2	0	0.0 %	11.5 %	0	0	National
02 : Middle and Other Managers	National	1	0	0.0 %	17.6 %	0	0	National
05 : Supervisors		9	1	11.1 %	4.8 %	0	1	
Employment Equity Occupational Group	Moncton	4	1	25.0 %	7.2 %	0	1	Moncton
Employment Equity Occupational Group	N.B. less CMA	3	0	0.0 %	1.8 %	0	0	N.B. less CMA
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	5.0 %	0	0	P.E.I.
Employment Equity Occupational Group	Saint John	1	0	0.0 %	4.0 %	0	0	Saint John
07 : Administrative and Senior Clerical Personnel		2	0	0.0 %	2.4 %	0	0	
Employment Equity Occupational Group	Moncton	2	0	0.0 %	2.4 %	0	0	Moncton
13 : Other Sales and Service Personnel		169	4	2.4 %	4.3 %	7	-3	
Employment Equity Occupational Group	Halifax	4	0	0.0 %	14.8 %	1	-1	Halifax
Employment Equity Occupational Group	Moncton	44	0	0.0 %	6.1 %	3	-3	Moncton
Employment Equity Occupational Group	N.B. less CMA	80	3	3.8 %	2.6 %	2	1	N.B. less CMA
Employment Equity Occupational Group	P.E.I.	10	1	10.0 %	4.9 %	0	1	P.E.I.
Employment Equity Occupational Group	Saint John	31	0	0.0 %	4.7 %	1	-1	Saint John
Total		183	5	2.8 %	4.5 %	7	-2	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - 041216 NB Ltd

Workforce Analysis - Detailed Report

Date: 2019-11-11

Persons with Disabilities

		Persons with Disabilities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	3	0	0.0 %	5.0 %	0	0	National
05 : Supervisors	National	9	0	0.0 %	27.5 %	2	-2	National
07 : Administrative and Senior Clerical Personnel	National	2	0	0.0 %	10.0 %	0	0	National
13 : Other Sales and Service Personnel	National	169	12	7.1 %	10.7 %	18	-6	National
Total		183	12	6.6 %	11.4 %	20	-8	_

Total may not equal sum of components due to rounding.

Sources: 2017 Canadian Survey on Disability and employer's internal data



Workplace Equity Information Management System - 041216 NB Ltd

Workforce Analysis - Detailed Report

Date: 2019-11-11

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

Number 01 & 02 the realistic recuritment area is provincial rather than national.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



Workplace Equity Information Management System - 041216 NB Ltd

Workforce Analysis - Detailed Report

Date: 2019-11-11

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



Federal Contractors Program Achievement Report Part 1: Workforce Analysis 041216 NB Ltd 2019-09-25

Data from Su	bsequent/Curr Analysis	ent Workforce
\	+	\

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	08	11

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	04	12

		Table 1: Women			
		First/Previous Workforce Analysis			
		All Employees	Women		
բար	oyment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	1	0	23.40	
02	Middle & Other Managers	1	0	40.40	
03	Professionals	0	0	0.00	
04	Semi-Professionals & Technicians	0	0	0.00	
05	Supervisors	5	3	61.70	
06	Supervisors: Crafts & Trades	0	0	0.00	
07	Administrative & Senior Clerical Personnel	1	1	80.90	
08	Skilled Sales & Service Personnel	0	0	0.00	
09	Skilled Crafts & Trades Workers	0	0	0.00	
10	Clerical Personnel	0	o	0.00	
11	Intermediate Sales & Service Personnel	0	0	0.00	
12	Semi-Skilled Manual Workers	0	0	0.00	
13	Other Sales & Service Personnel	100	56	59.50	
14	Other Manual Workers	0	0	0.00	
Total		108	60	59.3	

Table 5: Women				
Subsequent/Current Workforce Analysis				
All Employees	Women			
	Representation	Availability*		
#	#	%		
2	0	27.6		
1	1	39.4		
0	0	0.0		
0	0	0.0		
9	5	60.8		
0	0	0.0		
2	2	81.6		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
169	68	59.0		
0	0	0.0		
183	76	58.9		

* Source:			
2011 Natio	onal Household	Survey	

* Source:			
2016 Censu	S		

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

041216 NB Ltd

2019-09-25

2016	08	11
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from S	Subsequent/Curr Analysis	ent Workforce
<u> </u>	<u> </u>	<u> </u>

2019	04	12
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table	2: Aboriginal P	eoples
		First/Pr	evious Workforce	Analysis
Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	1	0	4.10
02	Middle & Other Managers	1	0	1.80
03	Professionals	0	0	0.00
04	Semi-Professionals & Technicians	0	0	0.00
05	Supervisors	5	0	2.80
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	1	0	1.20
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	100	4	3.00
14	Other Manual Workers	0	0	0.00
Total		108	4	3.0

Table 6: Aboriginal Peoples					
Subsequent	Subsequent/Current Workforce Analysis				
All Employees	Aboriginal Peoples				
	Representation	Availability*			
#	#	%			
2	1	3.2			
1	0	2.7			
0	0	0.0			
0	0	0.0			
9	0	2.9			
0	0	0.0			
2	ol	1.8			
0	ol	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	ol	0.0			
169	2	4.1			
0	ol	0.0			
183	3	4.0			

* Source:	
2011 National Household Survey	

* Source:	
2016 Census	

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

041216 NB Ltd

2019-09-25

2016	08	11
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from Su	ubsequent/Curre Analysis	ent Workforce
 	$\overline{}$	1

uent/Current Workforce Analysis	MM DD	04 12
quent/Current Wo	MM	04
Data from Subse	YYYY	2019

		Table 3: Me	mbers of Visibl	e Minorities
		First/Pr	evious Workforce	Analysis
Employment Equity Occupational Group (EEOG)		All Employees	Members of Vi	sible Minorities
Empio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	1	0	2.00
02	Middle & Other Managers	1	0	2.50
03	Professionals	0	0	0.00
04	Semi-Professionals & Technicians	0	0	0.00
05	Supervisors	5	0	4.20
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	1	0	2.20
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	100	4	2.90
14	Other Manual Workers	0	0	0.00
Total		108	4	2.9

Table 7: Me	mbers of Visible	Minorities		
Subsequent/Current Workforce Analysis				
All Employees	Members of Visible Minorities			
	Representation	Availability*		
#	#	%		
2	0	11.5		
1	0	17.6		
0	0	0.0		
0	0	0.0		
9	1	4.8		
0	0	0.0		
2	0	2.4		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
169	4	4.3		
0	0	0.0		
183	5	4.5		

* Source	· · · · · · · · · · · · · · · · · · ·		
2011 Na	tional Househ	old Survey	

* Source:	
2016 Census	

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

041216 NB Ltd

2019-09-25

2016	08	11
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from Su	ibsequent/Curro Analysis	ent Workforce
—	\	\

2019	04	12
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 4:	Persons with Di	sabilities
		First/Pr	evious Workforce .	Analysis
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Persons with	n Disabilities
Emplo,	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	2	0	4.30
03	Professionals	0	0	0.00
04	Semi-Professionals & Technicians	0	0	0.00
05	Supervisors	5	1	13.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	1	0	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	100	3	6,30
14	Other Manual Workers	0	0	0.00
Total	•	108	4	6.6

Table 8: Persons with Disabilities				
Subsequent/Current Workforce Analysis				
All Employees	Persons with	Disabilities		
	Representation	Availability*		
#	#	%		
3	0	5.0		
0	0	0.0		
0	0	0.0		
9	0	27.5		
0	0	0.0		
2	0	10.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
169	12	10.7		
0	0	0.0		
183	12	11.4		

* Source:			
2012 Canadia	n Survey on Disa	bility	

* Source:			
2017 Canadia	an Survey on D	Disability	

Federal Contractors Program Achievement Report	
Part 2: Flow Data Analysis	
041216 NB Ltd	
43733	

Start Date of Flow Data			
YYYY	MM	DD	
2016	08	11	

Data from Form 4 - Employees

Hired

End I	Date of Flow	Data
YYYY	MM	DD
2019	04	12

Data from Form 5 - Employees

Promoted

		<u> </u>	<u> </u>	
	Full-time /	Table 1: National	Part-time /	National
Employment Equity Occupational Group (EEOG) 01 Senior Managers 02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Technicians 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers 10 Clerical Personnel 11 Intermediate Sales & Service Personnel	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	o	0
05 Supervisors	8	3	1	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	o	0	o	0
08 Skilled Sales & Service Personnel	o	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	o	0	0	0
11 Intermediate Sales & Service Personnel	o	0	0	0
12 Semi-Skilled Manual Workers	o	0	0	0
13 Other Sales & Service Personnel	234	84	128	62
14 Other Manual Workers	o	0	0	0
Total	242	87	129	62

1	\downarrow	\downarrow	\downarrow
	Table 5:	Women	
Full-time	/ National	Part-time	National
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

T	1	1	1
	Table 9:	Women	
Full-time	/ National	Part-time	/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
4	- 1	0	C
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	C
0	0	0	C
0	0	0	C
200	81	118	61
0	0	0	0
204	82	118	61

Data from Form 6 - Employees

Terminated

Federal Contractors Program Achievement Report	
Part 2: Flow Data Analysis	
041216 NB Ltd	
43733	

Start	Date of Flov	v Data
YYYY	MM	DD
2016	08	11

End I	Date of Flow	Data
YYYY	MM	DD
2019	04	12

Data from Form 4 - Employees Hired

T 1 1

Data from Form 5 - Employees Promoted

Terminated

	Ψ		Ψ	Ψ
	Tal	ole 2: Abor	iginal Peo	ples
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	8	0	1	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	234	6	128	2
14 Other Manual Workers	0	0	0	0
Total	242	6	129	2

Full-time	National	Part-time	National							
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted							
#	#	#	#							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							

Labi	e 10: Abor	riginal Pec	oples
Full-time	/ National	Part-time	/ National
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
4	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
200	5	118	1
0	0	0	0
204	5	118	1

Data from Form 6 - Employees

Federal Contractors Program Achievement Report	
Part 2: Flow Data Analysis	
041216 NB Ltd	
43733	

Start	Date of Flov	v Data
YYYY	MM	DD
2016	08	11

End I	Date of Flow	Data
YYYY	MM	DD
2019	04	12

Table 3: Persons with Disabilities

Data from Form 5 - Employees Promoted

		Table.	<u> 3: Persons</u>	with Disa	bilities
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
		#	#	#	#
01	Senior Managers	0	0	0	0
02	Middle & Other Managers	0	0	0	0
03	Professionals	0	0	0	0
04	Semi-Professionals & Technicians	0	0	0	0
05	Supervisors	8	0	1	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	0	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0
10	Clerical Personnel	0	0	0	0
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	0	0	0	0
13	Other Sales & Service Personnel	234	17	128	12
14	Other Manual Workers	0	0	0	0
Tot	al	242	17	129	12

Full-time	/ National	Part-time	/ National
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Data from Form 6 - Employees Terminated

Table 11: Persons with Disabilities Full-time / National Part-time / National All Persons with All Persons with Employees Disabilities Employees Disabilities Terminated Terminated Terminated Terminated 10 200 15 118 204 15 118 10

Federal Contractors Program Achievement Report Part 2: Flow Data Analysis

041216 NB Ltd

43733

2016	08	11
YYYY	MM	DD
Start	Date of Flow	Data

End I	Date of Flow	Data
YYYY	MM	DD
2019	04	12

Members of

Visible

Minorities

Promoted

Full-time / National

Data from Form 4 - Employees Hired

Table 4: Members of Visible Minorities

Members of

Visible

Minorities

Hired

Full-time / National

All

Employees

Hired

234

Employment Equity Occupational Group

04 Semi-Professionals & Technicians

07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers

11 Intermediate Sales & Service Personnel 12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel

06 Supervisors: Crafts & Trades

(EEOG)

01 Senior Managers 02 Middle & Other Managers

10 Clerical Personnel

14 Other Manual Workers

03 Professionals

05 Supervisors

Total

Data from Form 5 - Employees Promoted

Table 8: Members of Visible Minorities

Part-time / National

All

Employees

Promoted

Members of

Visible

Minorities

Promoted

	, . vaccount	* **** *****
All imployees Hired	Members of Visible Minorities Hired	All Employees Promoted
#	#	#
0	0	(
0	0	(
0	0	(
0	0	(
1	0	(
0	0	(
0	0	(
0	0	(
0	0	(
0	0	(
0	0	(

128

129

Part-time / National

Data from Form 6 - Employees Terminated

Full-time	/ National	Part-time	/ National
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
4	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
200	13	118	4
0	0	0	0
204	14	118	4

									Data	or First/F	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	1	Į.	↓	1	↓		Ţ	Ţ	↓	1	\	Ţ	Ţ	Ţ	Ţ	Ţ	↓	↓ ·	J.
										Table 1:									
				AHE					First/	Previous Sh	iort-term G	oals		11	omen				
		1		All En	nployees					1			2.2	r Goals	omen	1	1		
	Number	Gren	wth (New Posit	tions)	Turnover (Re	placement of Employees)	Terminated		Number		eplacement of	Hires		r Goais n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proi	jected	Actual Projected			Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gan	Projected	Present	Projected Representation in 3
roup (EEOG)			<u>'</u>	Over 3		,	Over 3	Vears			Over 3	Over 3 Years		I	Availability		Gap	Representation	Years
	2016-08-11	Annually	Annually	Years	Annually	Annually	Years		2016-08-11	Annually	Years		2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	26.0%		C	0.0%		0	0	0	0.0%	0	0	C		23.4%	0	0	0.0%	0.0%
02 Middle & Other Managers	1	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		40.4%	0	0	0.0%	0.0%
03 Professionals	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	5	21.6%		C	57.1%		0	0	3	0.0%	0	0	C		61.7%	0	0	60.0%	60.0%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	1	26.0%		C	0.0%		0	0	1	0.0%	0	0	C		80.9%	0	0	100.0%	100.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	100	19.1%		C	236.4%		0	0	56	0.0%	0	4	C		59.5%	-4	-4	56.0%	56.0%
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	108	19.2%		[C	221.3%		0	0	60	0.0%	0	4	0		59.3%	-4	-4	55.6%	55.6%

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis) + Total number of employees from Current

Workforce Analysis) ÷ 2) x 100

+	Workforce Analysis) ÷ 2) x 10	0.				
						Table 2: Women
E			Wome	en		
	oyment Equity Occupational p (EEOG)	Short-ter	rm Goals	Long-te	erm Goals	Comments
		#	%	#	%	
01	Senior Managers	0	0.0		0.0	currently training middle manager for senior management role within the company.
02	Middle & Other Managers	0	0.0	(0.0	
03	Professionals	0	0.0	(0,0	
04	Semi-Professionals & Tech	0	0.0	(0.0	
05	Supervisors	0	0.0	(0.0	
06	Supervisors: Crafts & Trades	0	0.0	(0.0	
07	Administrative & Sr Clerical	0	0.0	(0.0	
08	Skilled Sales & Service	0	0.0	(0.0	
09	Skilled Crafts & Trades	0	0.0	(0.0	
10	Clerical Personnel	0	0.0	(0.0	
11	Intermediate Sales & Service	0	0.0	(0.0	
12	Semi-Skilled Manual	0	0.0	(0.0	
13	Other Sales & Service	0	0.0	(0.0	
14	Other Manual Workers	0	0.0	(0.0	
Total		0			1	

									Data	or First/I	Previous (Goals							
AB	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
		Ţ	1	\	Ţ	Ţ	Ţ	\	1	1	Ţ	Ţ	1	1	\	Ţ	Ţ	↓	J
											iginal Peo								
									First/	Previous Sl	nort-term G	oals							
		1		All En	nployees			1		1		1			nal Peoples			1	,
	Number	Gro	wth (New Posi	tions)	Turnover (Re	eplacement o Employees)	f Terminated		Number	Turnover (R	enlacement of	Hires	3 Yea						
Employment Equity Occupation:	II YYYY-MM-DD	Actual	David	jected	Actual		jected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		ı - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	1111-300-00	Actual	F10,		Actual	F10		Years	1111-MM-DD		0	Over 3 Years	1111	- 1111 	Availability	rresent Gap	Gap	Representation	Years
	2016-08-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-08-11	Annually	Over 3 Years	tears	2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	26.0%	,	C	0.0%		0	0	0	0.0%	0	0	0		4.1%	0	0	0.0%	0.0%
02 Middle & Other Managers	1	0.0%	,	C	0.0%		0	0	0	0.0%	0	0	0		1.8%	0	0	0.0%	0.0%
03 Professionals	0	0.0%	,	C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%	,	C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	5	21.6%	,	C	57.1%		0	0	0	0.0%	0	0	0		2.8%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trade	1	0.0%	,	C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerica	l 1	26.0%		C	0.0%		0	0	0	0.0%	0	0	0		1.2%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%	L	C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Servic	e 0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	100	19.1%		C	236.4%		0	0	4	0.0%	0	-1	0		3.0%	1	1	4.0%	4.0%
14 Other Manual Workers	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	108	19.2%		0	221.3%		0	0	4	0.0%	0	-1	0		3.0%	1	1	3.7%	3.7%

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis + 2) x 100.

	workforce Analysis) = 2) x 10	v.				
						Table 4: Aboriginal Peoples
E	yment Equity Occupational		Aboriginal I	Peoples		
		Short-ter	rm Goals	Long-te	erm Goals	Comments
Grou	(EEOG)	#	%	#	%	
01	Senior Managers	0	0.0	(0 0	0.0
02	Middle & Other Managers	0	0.0	(0 0	0.0
03	Professionals	0	0.0	(0 0	0.0
04	Semi-Professionals & Tech	0	0.0	(0 (0.0
05	Supervisors	0	0.0	(0 (0.0
06	Supervisors: Crafts & Trades	0	0.0	(0 0	0.0
07	Administrative & Sr Clerical	0	0.0	(0 0	0.0
08	Skilled Sales & Service	0	0.0	(0 0	0.0
09	Skilled Crafts & Trades	0	0.0	(0 0	0.0
10	Clerical Personnel	0	0.0	(0 0	0.0
11	Intermediate Sales & Service	0	0.0	(0 0	0.0
12	Semi-Skilled Manual	0	0.0	(0 0	0.0
13	Other Sales & Service	0	0.0		1 (Recently taken aboriginal awareness course to help work with first nations groups in bringing in more staff in our workforce.
14	Other Manual Workers	0	0.0	(0 0	0.0
Total		0			1	

									Data	for First/F	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	1	1	\	↓	Ţ	1	\	↓	1	↓	1	1	1	↓	Ţ	1	↓	1
										Persons									
				AHEA	nplovees				First/	Previous Sh	iort-term G	oais		Dorcone w	ith Disabilitie:	,			
				An En	1		tont			1			3 Yea		in Disabilities	,			
	Number	Grov	vth (New Posit	tions)	Turnover (Re	Employees)	terminated	Anticipated	Number		eplacement of	Hires		n - To					Projected
Employment Equity Occupational	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	ected	Hires Over 3	YYYY-MM-DD	Terminated	l Employees)	Required Over 3		- YYYY	Present Availability	Present Gap	Projected	Present Representation	Representation in 3
Group (EEOG)	2016-08-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-08-11	Annually	Over 3 Years	Years	2016	2019	Avanaomiy		Gap	Representation	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	2	13.0%		0	0.0%		0	0	0	0.0%	0	0	0		4.3%	0	0	0.0%	0.0%
03 Professionals	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	5	21.6%		0	57.1%		0	0	1	0.0%	0	0	0		13.9%	0	0	20.0%	20.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	1	26.0%		0	0.0%		0	0	0	0.0%	0	0	0		3.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	100	19.1%		0	236.4%		0	0	3	0.0%	0	3	0		6.3%	-3	-3	3.0%	3.0%
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	108	19.2%		0	221.3%		0	0	4	0.0%	1/2	3	0		6.6%	-3	-3	3.7%	3.7%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

, , ,					Table 6: Persons with Disabilities
Employment Equity Occupational		ersons with D			
Group (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
-	#	%	#	%	
01/02 Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0,0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0		0		

									Data	or First/F	revious (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	1	Ţ	↓	Ţ	J.	V	\	Ţ	1	\	1	Ţ	1	\	Ţ	1	↓	↓
									Table 7: M				S						
				AHE					First/	Previous Sh	iort-term G	oals			/isible Minori	14°			
		1		All Ell	nployees							1		empers of v	isible Minori	Ties			1
	Number	Gren	wth (New Posit	tions)	Turnover (Re	placement of Employees)	Terminated		Number		eplacement of	Hires	ļ	r Goais n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proi	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)		rectair	,	Over 3	Accum		Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	2016-08-11	Annually	Annually	Years	Annually	Annually	Years		2016-08-11	Annually	Years		2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	26.0%		C	0.0%		0	0	0	0.0%	0	0	C		2.0%	0	0	0.0%	0.0%
02 Middle & Other Managers	1	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		2.5%	0	0	0.0%	0.0%
03 Professionals	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	5	21.6%		C	57.1%		0	0	0	0.0%	0	0	C		4.2%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	1	C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	1	26.0%	1	C	0.0%		0	0	0	0.0%	0	0	C		2.2%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%	1	C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%	1	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	100	19.1%	1	0	236.4%		0	0	1 4	0.0%	0	-1	0		2.9%		1	4.0%	4.0%
14 Other Manual Workers	0	0.0%	1	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	108	19.2%		1 0	221.3%		1 0	0	1 4	0.0%	0	-1	1 0		2.9%	<u> 1</u>	1	3.7%	3.7%

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

	workforce Analysis) = 2) x 10	v.				
						Table 8: Members of Visible Minorities
E	yment Equity Occupational	Men	nbers of Visib	le Minori	ities	
	(EEOG)	Short-ter	rm Goals	Long-te	erm Goals	Comments
Grou	(EEOG)	#	%	#	%	
01	Senior Managers	0	0.0	0	0	0.0
02	Middle & Other Managers	0	0.0	0	0	0.0
03	Professionals	0	0.0	0	0	0.0
04	Semi-Professionals & Tech	0	0,0	0	0	0.0
	Supervisors	0	0.0	0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0	0.0
07	Administrative & Sr Clerical	0	0.0	0	0	0.0
08	Skilled Sales & Service	0	0.0	0	0	0.0
09	Skilled Crafts & Trades	0	0,0	0	0	0.0
10	Clerical Personnel	0	0.0	0	0	0.0
11	Intermediate Sales & Service	0	0.0	0	0	0.0
12	Semi-Skilled Manual	0	0.0	0	0 0	0.0
13	Other Sales & Service	0	0.0	1	1 0	O.0 Currently working with Multi culture group and investing in technology to bridge language barrier in helping employees adjust and work.
14	Other Manual Workers	0	0.0	0	0	0.0
Total		0		1	1	

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	_ ↓	↓	1	\	↓	↓	1	\	↓	Ţ	\	1	1	Ţ	\	Ţ	Ţ	↓	J
									~ .	Table 9:		~ .							
				AHE					Subsequ	ent/Current	Short-tern	n Goals		***	omen				
		1		All Ell	nployees			Τ		T		1	1 23	r Goals	omen				
	Number	Grov	wth (New Posi	tions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goais n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proi	iected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	1111-3111-00	Actual	110)		Actual	110)	Over 3	Years	1111-MM-DD		Over 3	Over 3 Years			Availability	rresem oup	Gap	Representation	Years
	2019-04-12	Annually	Annually	Over 3 Years	Annually	Annually	Years		2019-04-12	Annually	Years	i cais	2019	2022					
	#	%	%	#	%	%	#	#	#	%	#	#	#	e/e	%	#	#	%	%
01 Senior Managers	2	26.0%		C	0.0%		0	0		0.0%	0	1	C	27.6%	27.6%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	1	0.0%		C	0.0%		0	0) 1	0.0%	0	-1	C		39.4%	1	1	100.0%	100.0%
03 Professionals	0	0.0%		C	0.0%		0	0	(0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		C	0.0%		0	0		0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	9	21.6%		C	57.1%		0	0) 5	0.0%	0	0	C		60.8%	0	0	55.6%	55.6%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	(0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	2	26.0%		0	0.0%		0			0.0%	0	0	0		81.6%	0	0	100.0%	100.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0			0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%			0.0%		0			0.0%	0	0	0		0.0%	1 0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%			0.0%		0			0.0%	0	1 0			0.0%	1 0	1 0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%			0.0%		0			0.0%	0	1 0			0.0%	1 0		#DIV/0!	#DIV/0!
12 Semi-Skilled Manual 13 Other Sales & Service	160	0.0% 19.1%			0.0%			<u>'</u>	68	0.0%] 2		50.0%	0.0%	1 2	1	#DIV/0! 40.2%	#DIV/0!
13 Other Sales & Service 14 Other Manual Workers	169	0.0%			0.0%]	68	0.0%	"	32		30.0%	59.0% 0.0%	-32	-32	40.2% #DIV/0!	40.2% #DIV/0!
Total	183	19.2%		1	221.3%		0		76		0	32	1	1	58.9%	-32	-32	#DI V/0!	41.5%

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

	workforce Analysis) = 2) x 10	v.			
					Table 10: Women
Famil	oyment Equity Occupational		Women		
	(EEOG)	Short-tern	n Goals Long-te	erm Goals	Comments
			%	%	
	Senior Managers		27.6	27.6	
02	Middle & Other Managers		0.0		
03	Professionals		0.0		
04	Semi-Professionals & Tech		0.0		
05	Supervisors		0.0		
	Supervisors: Crafts & Trades		0.0		
07	Administrative & Sr Clerical		0.0		
08	Skilled Sales & Service		0.0		
09	Skilled Crafts & Trades		0.0		
	Clerical Personnel		0.0		
11	Intermediate Sales & Service		0.0		
12	Semi-Skilled Manual		0.0		
	Other Sales & Service		50.0	50.0	
14	Other Manual Workers		0.0		
Total			0.0		

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) ÷ (C + F)
	↓	↓	1	\	↓	1	Ţ	Ţ	1	1	\	1	Ţ	1	↓	↓	Ţ	J	↓
										11: Abor									
									Subsequ	ent/Current	Short-tern	n Goals							
		,		All En	nployees			·		,				Aborigi	nal Peoples				
	Number	Crow	vth (New Posi	tions)	Turnover (R		Terminated		Number				3 Yea	r Goals					
Employment Equity Occupational	rumoci	0.00	in (iii ii oan	innisj		Employees)		Anticipated	1401111761	Terminated	eplacement of Employees)	Hires Required	Fro	n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD		• •	Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
0.04 (0.00)	2019-04-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-04-12	Annually	Over 3 Years	Years	2019	2022			·		Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	2	26.0%		C	0.0%		C	0	1	0.0%	0	-1	(3.2%	5 1	1	50.0%	50.0%
02 Middle & Other Managers	1	0.0%		C	0.0%		C	0	C	0.0%	0	0	(2.7%	6 0	0	0.0%	0.0%
03 Professionals	0	0.0%		C	0.0%		C	0	C	0.0%	0	0	(0.0%	6 0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		C	0.0%		C	0	C	0.0%	0	0	(0.0%	6 0	0	#DIV/0!	#DIV/0!
05 Supervisors	9	21.6%		C	57.1%		C	0	C	0.0%	0	0	(2.9%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		C	0	C	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	2	26.0%		0	0.0%		0	0	C	0.0%	0	0			1.8%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0		0	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		(0.0%	0	0			0.0%		0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		0	0.0%		(0.0%	0	1 0	(0.0%			#DIV/0!	#DIV/0!
11 Intermediate Sales & Service		0.0%		"	0.0%			<u>'</u>		0.0%	0] 0			0.0%			#DIV/0!	#DIV/0!
12 Semi-Skilled Manual 13 Other Sales & Service	1.00	0.0% 19.1%			0.0%			<u>'</u>		0.0%] 0		4.1%	0.0%] 0	#DIV/0! 1.2%	#DIV/0!
13 Other Sales & Service 14 Other Manual Workers	169	0.0%			0.0%]		0.0%	"] 3		4.1%	4.1% 0.0%	->] -3	#DIV/0!	1.2% #DIV/0!
Total	183				221.3%			1 0	1 2	0.0%	1	1 4	<u> </u>		4.0%	-4	-4	#DIV/0!	#DI V/0!

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Total number of employees from Previous Workforce Analysis + Total number of employees from Current

Workforce Analysis + 2) x 100

+	Workforce Analysis) ÷ 2) x 10	0.			
					Table 12: Aboriginal Peoples
Email	oyment Equity Occupational		Aboriginal Peoples		
	o (EEOG)	Short-ter	m Goals Long-ter	m Goals	Comments
			%	%	
01	Senior Managers		0.0		
02	Middle & Other Managers		0.0		
03	Professionals		0.0		
04	Semi-Professionals & Tech		0.0		
05	Supervisors		0.0		
06	Supervisors: Crafts & Trades		0.0		
07	Administrative & Sr Clerical		0.0		
08	Skilled Sales & Service		0.0		
09	Skilled Crafts & Trades		0.0		
10	Clerical Personnel		0.0		
11	Intermediate Sales & Service		0.0	Γ	
12	Semi-Skilled Manual		0.0	Γ	
13	Other Sales & Service		4.1	4.1	
14	Other Manual Workers		0.0		
Total			0.0		

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	J	1	1	↓	1	1	1	↓	1	Ţ	1	1	1	Ţ	↓	Į.	1	↓ ·	↓
											with Disa								
				411.5					Subsequ	ent/Current	t Short-tern	n Goals			64 1994				
				All En	nployees			ı							ith Disabilitie	s I			
	Number	Grov	vth (New Posit	ions)	Turnover (R	eplacement of Employees)	Terminated		Number		eplacement of	Hires		r Goals n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Beri	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD		l Employees)	Required		n - 10 - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	1111-3111-00	Attuai	110)		Actual	110,		Years	1111-303-00			Over 3 Years			Availability	1	Gap	Representation	Years
	2019-04-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-04-12	Annually	Over 3 Years	rears	2019	2022					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	3	13.0%		C	0.0%		0	0	C	0.0%	0	0	0		5.0%	0	0	0.0%	0.0%
03 Professionals	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	9	21.6%		C	57.1%		0	0	C	0.0%	0	2	0	27.5%	27.5%	-2	-2	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	2	26.0%		C	0.0%		0	0	C	0.0%	0	0	0		10.0%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	169	19.1%		C	236.4%		0	0	12	0.0%	0	6	0	10.7%	10.7%	-6	-6	7.1%	7.1%
14 Other Manual Workers	0	0.0%		C	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	183	19.2%		C	221.3%		0	0	12	0.0%	0	9	0		11.4%	-9	-9	6.6%	6.6%

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

Workforce Allarysis) · 2) x	100.			
				Table 14: Persons with Disabilities
Employment Equity Occupations	, Р	ersons with Disabilitie	28	
Group (EEOG)	Short-ter	m Goals Long-t	erm Goals	Comments
Group (EEOG)		%	%	
01/02 Managers		0.0		
03 Professionals		0.0		
04 Semi-Professionals & Tech		0.0		
05 Supervisors		27.5	27.5	
06 Supervisors: Crafts & Trade	s	0.0		
07 Administrative & Sr Clerica		0.0		
08 Skilled Sales & Service		0.0		
09 Skilled Crafts & Trades		0.0		
10 Clerical Personnel		0.0		
11 Intermediate Sales & Service	:	0.0		
12 Semi-Skilled Manual		0.0		
13 Other Sales & Service		10.7	10.7	
14 Other Manual Workers		0.0		
Total		0.0		

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	\	1	Ţ	V	↓	1	1	\	↓ ·	1	\	1	1	↓	\	1	1	↓	1
									Table 15: N	<u>lembers o</u> ent/Current			es						
				All En	nployees				Subsequ	ent/Current	Short-tern	ii Guais	N	lembers of V	isible Minori	ities			
		Π.			Turnover (R	eplacement of	Terminated	Π				Π		ır Goals		Ï			
Employment Equity Occupational	Number	Gres	wth (New Posit	nons)		Employees)		Anticipated	Number	Turnover (Re Terminated	eplacement of Employees)	Hires Required	Fro	m - To	Danisasi		Projected	P	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	jected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Present Availability	Present Gap	Gap	Present Representation	Representation in 3 Years
	2019-04-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	rears	2019-04-12	Annually	Over 3 Years	Years	2019	2022					Tears
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	2	26.0%		(0.0%		0	(0	0.0%	0	0	(11.5%	0	0	0.0%	0.0%
02 Middle & Other Managers	1	0.0%		(0.0%		0	() c	0.0%	0	0	()	17.6%	0	0	0.0%	0.0%
03 Professionals	0	0.0%	,	(0.0%		0	() c	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		(0.0%		0	· C) c	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	9	21.6%		(57.1%		0	· C	1	0.0%	0	-1	()	4.8%	1	1	11.1%	11.1%
06 Supervisors: Crafts & Trades	0	0.0%		(0.0%		0	· C	ol c	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	2	26.0%		(0.0%		0	· · · · · ·		0.0%	0	0	()	2.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		(0.0%		0	9		0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%			0.0%		0	9		0.0%	0	0	9)	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%			0.0%		0			0.0%	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		(0.0%		0			0.0%	0	0	()	0.0%		0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		(0.0%		0			0.0%	0	1 0	1 9	'l	0.0%	1 0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	169	19.1%		(236.4%		0] 4	0.0%] 3	(4.3%	4.3%	1 -3	-3	2.4%	2.4%
14 Other Manual Workers	183	0.0%		(0.0%		0	1 0	1 .	0.0%	0	1 0	1 (7	0.0%	-3	-3	#DIV/0!	#DIV/0!
Total	183	19.2%	1	1	221.3%		1 0	ή (כ וי	0.0%	L 0	1 3	1	7	4.5%	<u> -3</u>	-3	2.7%	2.7%

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis) + Total number of employees from Current

Workforce Analysis) ÷ (1) x 100

+	Workforce Analysis) ÷ 2) x 10	0.			
					Table 16: Members of Visible Minorities
E	oyment Equity Occupational	Mem	bers of Visible Minorit	ies	
	p (EEOG)	Short-teri	m Goals Long-ter	m Goals	Comments
			%	%	
01	Senior Managers		0.0	L	
02	Middle & Other Managers		0.0		
03	Professionals		0.0		
04	Semi-Professionals & Tech		0.0		
05	Supervisors		0.0		
06	Supervisors: Crafts & Trades		0.0		
07	Administrative & Sr Clerical		0.0		
08	Skilled Sales & Service		0.0		
09	Skilled Crafts & Trades		0.0		
10	Clerical Personnel		0.0		
11	Intermediate Sales & Service		0.0	Γ	
12	Semi-Skilled Manual		0.0	Γ	
13	Other Sales & Service		4.3	4.3	
14	Other Manual Workers		0.0		
Total			0.0		

										Fede	ral Contr	actors l				Report									
													216 NB												950000
													43733												—8 -
A	В	3	С	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U	V	W	X	Y
**************************************				Part 1:	Part 1:	E÷D	Part 1:	DvG		E÷H	Part 2: Flow	Part 2: Flow	L÷K	4		Part 2: Flow	Part 2: Flow		••••••		Part 2: Flow	Part 2: Flow	V÷Ux		
Data s	ources:			Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	÷ 100	E-H	x 100	Data Analysis	Data Analysis	x 100	K x G ÷ 100		Data Analysis	Analysis	Q ÷ P x 100			Data Analysis	Data Analysis	100	U x F ÷ 100	
				1		↓ Workfo	↓ orce An	↓ palveis			1						↓ Flow	↓ Data An	↓ alveis						
Emp	oloyment E	Equity					orkforce						Hires					romotion	•			Т	erminati	ons	
Occi	upational (Year	.ur 1		•		omen			107 1			omen		lur i			men					Vomen	
(EE	OG)			All Employees	Represe	entation	Avail	lability	Gap	EE Result	All Employees	Act	tual	Expected	Difference	All Employee	S Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference
			#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Mana	agers	2016 2019	1	0	0.0	23.4 27.6		_1	0.0		0	0.0	<u> </u>				0.0	0	0	1	0	0.0)
	Middle & Ot	Other	2016	1	0	0.0	40.4	-	0	0.0			0.0			1	, 0	0.0					0.0	,	<u> </u>
1 0/1	Managers		2019	1	1	100.0	39.4		1	253.8	0	0	0.0	0	C) (0	0.0	0	0	0	0	0.0) (0
03	Professionals	ls	2016	0	0	0.0	0.0	-	0	0.0	-														
\Box			2019 2016	0	0	0.0	0.0		0	0.0		0	0.0	0	C		0	0.0	0	0	0	0	0.0		1 0
04	Semi-Profess Technicians		2010	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0) 0	0.0	0	0	0	0	0.0) (
05			2016	5	3	60.0	61.7		0	97.2	•		0.0	<u> </u>			1	0,0							†
	Supervisors		2019	9	5	55.6	60.8	-	0	91.4	9	3	33.3	5	-2	2	0	0.0	0	0	4	1	25.0) 2	<u>!</u> -1
	Supervisors: Trades	: Crafts &	2016	0	0	0.0	0.0		0	0.0			0.0		0			0.0	0						
Ш	Trades		2019	0	1 0	0.0	0.0	1 0		0.0	1 0	0	0.0	1 0) (0	0.0	0	0	0	0	0.0	<u>'I</u>	1
Data s	ources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F÷M x 100											
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				Nev	v Entra	nts				G	loals														
Emp	oloyment E	Equity	Year	F	low Data			Short-te		i		Long-ter													
	upational C	Group		All Employees	Wo	men			men	la		Won	nen	I 5					(Commen	ts				
(EE	UG)			p	Act	tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
			#	#	#	%	#	%	%	%	#	%	%	%											
01	Senior Mana	agers	2019	0	0	0.0	0	0.0	0.0 27.6	0.0		0.0	0.0 27.6	0.0	-										
0.5	Middle & Ot	Other	2019	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
1 02 1	Managers		2022	0	0	0.0			0.0	0.0			0.0												
03	Professionals	ls	2019	0			0	0.0	0.0	0.0	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	0.0													
\sqcup			2022	0	0	0.0	0	0.0	0.0	0.0	*************************	0.0	0.0	0.0											
	Semi-Profess Technicians		2019	0	0		0	0.0	0.0	0.0		0.0	0.0		-										
			2019	9			0	0.0	0.0	0.0		0.0		0.0											
	Supervisors		2022	9	3	33.3			0.0	0.0			0.0												
	Supervisors:	: Crafts &	2019	0	Ů		0	0.0	0.0	0.0	***************************************	0.0													
Ш	Trades		2022	0	0	0.0			0.0	0.0			0.0	0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employment Equity	Year			Ŋ	orkforce/						Hires				F	romotion	S			Te	rminati	ns	
Occupational Group (EEOG)		All Employees	-		Wor		T	r	All Employees			omen	Γ	All Employees	, <u> </u>	······································	omen	T	All Employees			omen	T
(LEOG)	#	#	Represen	tation %	Availa %	ibility #	Gap #	EE Result	a	Act	ual %	Expected	Difference	#	Ac	tual %	Expected	Difference		Act #	ual %	Expected #	Difference #
Administrative &	2016	1	1	100.0	80.9	# 1	7 0	123.6	#	*	/0	T.	#	т.	#	76	π	*	T T	rt .	/0	#	#
97 Senior Clerical	2019	2	2	100.0	81.6	2	0	122.5	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
08 Skilled Sales &	2016	0	0	0.0	0.0	0	0	0.0															
Service Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
1 09 1	Skilled Crafts & 2016 0 0 0.0 0.0 0 0.0 0.0 Trades Workers 2019 0 0 0.0 0 </td <td></td> <td></td> <td></td> <td>0.0</td> <td>0</td> <td></td> <td></td> <td></td> <td>0.0</td> <td>0</td> <td></td>															0.0	0				0.0	0	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	1 0	1 0	0.0	0	0	0	U	0.0	0	0
10 Clerical Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
11 Intermediate Sales &	2016	0	0	0.0	0.0	0	0	0.0															
Service Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0		0.0	0	0			0.0	0	0	0	0	0.0	0	
WOIKEIS	2019	U	U	0.0	0.0	U		0.0	0		0.0	0	0	1 0	<u>' </u>	0.0	0		0	U	0.0	0	
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals		Part 3: Goals	F÷M x 100											
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Employment Equity	Year	F	low Data				rm Goals	;		Long-teri													
Occupational Group (EEOG)		All Employees	Wom			Wo Percent of		Percent of		Won Percent of		Percent of					(Sommen	ts				
(EEOG)			Actu.	al	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
1	#	#	#	%	#	%	%	%	#	%	%	%											
07 Administrative & Senior Clerical	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Skilled Sales &	2022	0	0	0.0	n	0.0	0.0	0.0	0	0.0	0.0	0.0											
08 Service Personnel	vice Personnel 2022 0 0 0.0 0.0 0.0 0.0																						
09 Skilled Crafts &																							
Trades Workers	2022	0	0	0.0			0.0	0.0	-		0.0	0.0											
10 Clerical Personnel	Jerical Personnel																						
Intermediate Sales &	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Service Personnel	2022	0	0	0.0	, and a	0.0	0.0	0.0		0.0	0.0	0.0											
12 Semi-Skilled Manual	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											

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Data so	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis		P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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	loyment Equity upational Group	Year		ı	W	orkforce						Hires				P	romotio				Te	rminatio		
(EE			All Employees	Represen	tetion	Wor Avails		Gap	EE Result	All Employees	Act		omen Expected	Difference	All Employees	A.	ual	Expected	Difference	All Employees	Acti		omen Expected	Difference
`	,	#	#	# #	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
13	Other Sales & Service	2016	100	56	56.0	59.5	60	-4	94.1												Ī			
13	Personnel	2019	169	68	40.2	59.0	100	-32	68.2	362	146	40.3	214	-68	0	0	0.0	0	0	318	142	44.7	178	-36
14	Other Manual Workers	2016	0	0	0.0	0.0	i	0	0.0			0.0		0		0	0.0		0	0	0	0.0	0	
		2019 2016	108	60	55.6	59.3		-4	93.7	0	0	0.0	0	0	0	0	0.0	0	0	0	- 0	0.0	0	0
Total		2019	183	76	41.5	58.9	108	-32	70.5	371	149	40.2	219	-70	0	0	0.0	0	0	322	143	44.4	179	-36
f**********									 !	<u> </u>	·		i											
Data so	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
3			Ţ	1	1	<u> </u>	Į į	Ţ	1	Ŭ ↓	<u> </u>	1	1											
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Emp	loyment Equity	Year	F	low Data			Short-ter		i		Long-teri													
	ipational Group	I Cai	All Employees	Wom	en		Wor	nen			Wom	en	l n					C	ommen	ts				
(EE	JG)			Actus		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
— T	Other Sales & Service	2019	# 362	# 146	40.3	#	%	0.0	%	#	0.0	0,0	% 0.0											
1 1 3 1	Personnel	2022	362	146	40.3	V	0.0	50.0	80.7		0.0	50.0	80.7											
	Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Janes Francisco Frontino	2022	0	0	0.0		0.0	0.0	0.0		14000.0	0.0	0.0											
Total		2019	371 371	149 149	40.2	0	0.0	0.0	0.0		14900.0	0.0	0.0											
		2022	3/1	147	+∪.∠			0.0	L 0.0		1	0.0	0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis		P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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			1		orce An	•										Data Ar							
Employment Equity Occupational Group	Year		ı	V	orkforce					1	Hires				I	Promotion				Tei	rminatio		
(EEOG)		All Employees	Represe	ntation	Aborigin: Avail:	al Peoples	Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Δ,	Aborigi tual	nal Peoples Expected	Difference	All Employees	Acti		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01 Senior Managers	2016	1	0	0.0	4.1	0	0	0.0														_	
Middle & Other	2019 2016	2	0	50.0	3.2		1	1,562.5	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
02 Managers	2010	1	0	0.0	2.7	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
03 Professionals	2016	0	0	0.0		0	0	0.0															
	2019	0	0	0.0	0.0		0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2016	0	0	0.0	0.0		0	0.0													0.0		
Technicians	2019 2016	5	0	0.0	0.0 2.8		0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
05 Supervisors	2019	9	0	0.0	2.9		0	0.0		0	0.0	0	0	0	0	0.0	0	0	4	0	0.0	0	0
06 Supervisors: Crafts &	2016	0	0	0.0	-		0	0.0															
Trades	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷K x 100	Part 3: Goals	F÷M x 100											
		1	↓	1	, ,	Ţ	Ψ.	1	↓	↓	↓	↓											
		New	/ Entrar	its				G	oals														
Employment Equity	Year	F	low Data				rm Goals	S		Long-ter													
Occupational Group (EEOG)		All Employees	Aborigina		6.1	Aborigin Percent of	al Peoples	Percent of	6.1	Aboriginal Percent of		Percent of					(Commen	ts				
(Acti		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
	# 2019	# 0	# 0	0.0	# 0	% 0.0	0.0	0.0	# 0	0,0	0.0	0.0											
01 Senior Managers	2022	0	0	0.0		0.0	0.0	0.0		0,0	0.0	0.0											
02 Middle & Other	2019	0	0	0.0		0.0		0.0		0.0	0.0		-										
Managers	2022 2019	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
03 Professionals	2022	0	0	0.0			0.0	0.0			0.0	0.0											
04 Semi-Professionals & Technicians	2019 2022	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0	-										
05 Supervisors	2019	9	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
Supervisors: Crafts &	2022 2019	9	0	0.0	n	0.0	0.0	0.0		0.0	0.0	0.0											
06 Trades	2019	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0												

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employment Equity					orce An	alysis					111			T		Data Aı	•		Т	т.			
Occupational Group	Year				orkforce Aborigina	d Peoples					Hires Aborigi	nal Peoples			r	Promotion Aborigi	nal Peoples			1 6	rminatio Aborigi	nal Peoples	
(EEOG)		All Employees	Represer	itation	Availa	bility	Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Acti		Expected	Difference
A description of the control of the	2016	# 1	# 0	0.0	% 1.2	#	#	0.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative & Senior Clerical	2019	2	0	0.0	1.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0) 0
08 Skilled Sales &	2016	0	0	0.0	0.0	0	0	0.0															
Service Personnel Skilled Crafts &	2019 2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Trades Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0) 0
10 Clerical Personnel	2016	0	0	0.0	0.0	0	0	0.0															
1. Intermediate Sales &	2019 2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
Service Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Semi-Skilled Manual Workers	2016 2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0 0	0	0.0	0	0		0	0.0	0	
	1 2015 1			0.0	0.0		l v	0.0		, v	0.0	l		·1 ·		. 0.0			<u>′1 </u>		0.0		<u> </u>
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷K x 100	Part 3: Goals	F÷M x 100											
1		Ţ	<u> </u>	Ţ	J	1	Ţ	1	J	<u> </u>	Ţ	\											
			v Entran	ts					oals														
Employment Equity	Year	F	low Data Aboriginal	Peoples			rm Goal: al Peoples	S		Long-teri Aboriginal								~	.4				
Occupational Group (EEOG)		All Employees			Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Sommen	its				
	#	#	# .	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
07 Administrative &	2019	0		0.0	0	0.0	0.0	0.0	0		0.0	0.0											
Senior Clerical	2022	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
08 Skilled Sales & Service Personnel	2019	0	ı "i	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
09 Skilled Crafts &	2019	0		0.0	0	0.0	0.0	0.0	0	0.0		0.0											
Trades Workers 10 Clerical Personnel	2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0		0.0											
11 Intermediate Sales & Service Personnel	2022 2019 2022	0	0 0	0.0	0	0.0	0.0 0.0 0.0	0.0 0.0 0.0	0	0.0	0.0 0.0 0.0	0.0 0.0 0.0											
12 Semi-Skilled Manual Workers	2022 2019 2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data (Analysis	÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis		÷Ux 100	U x F ÷ 100	V - X
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Employment Equity Occupational Group	Year			W	orkforce						Hires				Pr	omotio					inatio		
(EEOG)		All Employees	Represe	ntation	Aborigin	al Peoples ability	Gap	EE Result	All Employees	Act	Aborig tual	nal Peoples Expected	Difference	All Employees	Actu		Expected	Difference	All Employees	Actual	Aborigin	al Peoples Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Other Sales & Service	2016	100	4	4.0	3.0	3	1	133.3															
Personnel	2019	169	2	1.2	4.1		-5	28.9	362	8	2.2	15	-7	0	0	0.0	0	0	318	6	1.9	13	-7
14 Other Manual Workers	2016 2019	0	0	0.0	0.0	;		0.0	0	0	0.0		0	0	0	0.0		0			0.0	0	
	2019	108	4	3.7	3.0		ı "	123.5	0	0	0.0	0	- 0	0	0	0.0	0	0		0	0.0	0	
Total	2019	183	3	1.6	4.0		-4	41.0	371	8	2.2	15	-7	0	0	0.0	0	0	322	6	1.9	12	-6
			D 4 5				I I					I											
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F ÷ M x 100											
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Occupational Group (EEOG)		All Employees	Aborigina	·		Aborigin Percent of	al Peoples	Percent of		Aborigina Percent of	· ·	Percent of					(Commen	ts				
(EEGG)			Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Other Sales & Service	# 2019	# 362	# 8	2.2	#	% 0,0	% 0.0	0.0	#	% 800,0	0,0	%											
13 Personnel	2019	362	8	2.2	U	0.0	4.1	53.9	1	800.0	4.1	53.9											
14 Other Manual Workers	2019	0	0	0.0	0	0.0		0.0	0	0.0	0.0	0.0											
1. Stilet ivianical violikers	2022	0	0	0.0			0.0	0.0		000 -	0.0												
Total	2019	371 371	8 8	2.2	0	0.0	0.0	0.0	1	800.0	0.0												
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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flov Data Analysis		P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Occupational Group	Year				Orkforce Persons wit		S				Hires Persons w	ith Disabilitie	s			Promotio Persons w	ith Disabilitie	·s		16	rminatio	th Disabilitie	s
(EEOG)		All Employees	Represe		Avail	S	Gap	EE Result	All Employees	Ac		Expected	Difference	All Employees	A	ctual	Expected	Difference	All Employees	Act		Expected	Difference
01	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
& Managers	2016	2	0	0.0	4.3		0	0.0															
02	2019	0	0	0.0	5.0		0	0.0	0	0	0.0	0	0		(0.0	0	0	0	0	0.0	0	0
03 Professionals	2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	C	(0.0	0	0	0	0	0.0	0	0
04 Semi-Professionals &	2016	0	0	0.0			0	0.0			0.0												
Technicians	2019 2016	5	0	0.0 20.0	0.0		0	0.0 143.9	0	0	0.0	0	0	o c	(0.0	0	0	0	0	0.0	0	0
05 Supervisors	2019	9	0	0.0	27.5	2	-2	0.0	9	0	0.0	2	-2	: C	(0.0	0	0	4	0	0.0	1	-1
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0) (0.0	0	0	0	0	0.0	0	
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷K x 100	Part 3: Goals	F ÷ M x 100											
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Employment Equity	Year	F	low Data Person				rm Goals			Long-ter								Commen	4				
Occupational Group (EEOG)		All Employees	Disab Act		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					•	Johnnen	15				
	#	H	#	%	#	Goal Met	%	Goal Met	4 4	Goal Met	%	Goal Met											
01	2019	0	0	0.0	0	0.0	0.0	0.0		0.0	0.00	0.0											
& Managers	2022	0	0	0.0			0.0	0.0			0.00	0.0											
03 Professionals	2019	0	0	0.0		0.0		0.0		0.0	0.00	0.0											
Cami Darfarrianala fo	2022	0	0	0.0		0.0	0.0	0.0		0,0	0.00	0.0											
04 Technicians	2022	0	0	0.0			0.0	0.0			0.00	0.0											
05 Supervisors	2019	9	0	0.0	0	0.0	0.0 27.5	0.0		0.0	0.00 27.50	0.0											
06 Supervisors: Crafts &	2019	0	0	0.0	0	0.0	0.0	0.0		0.0	0.00	0.0											
Trades	2022	0	0	0.0			0.0	0.0			0.00	0.0											

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	tional Group	Year					e th Disabilitie	S				Hires Persons w	ith Disabilitie	s			romotion Persons wi	ith Disabilitie	es		1	erminatio	th Disabilitie	s
(EEOG))		All Employees	Represe	entation		lability	Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employee	S Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference
Admi	inistrative &	2016	#	# 0	%	% 3.4	#	# 0	0.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
	or Clerical	2019	2	0	0.0	10.0		0	0.0	0	0	0.0	0	0		0	0.0	0) (0	0	0.0	0	0
1 0x 1	ed Sales &	2016	0	0	0.0	0.0	÷	0	0.0															
Skille	ice Personnel ed Crafts &	2019	0	0	0.0	0.0	•	0	0.0	0	0	0.0	0	(0 (0	0.0	0	0 (0	0	0.0	0	0
	es Workers	2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	(0	0.0	0		0	0	0.0	0	0
10 Clerio	ical Personnel	2016	0	0	0.0	0.0		0	0.0															_
	mediate Sales &	2019	0	0	0.0	0.0	-	0	0.0	0	0	0.0	0	() (0	0.0	0) (0	0	0.0	0	0
	ice Personnel	2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	(0	0.0	0		0	0	0.0	0	0
1 1 / 1	i-Skilled Manual	2016	0		0.0	0.0		0	0.0															
Work	kers	2019	0	0	0.0	0.0) <u> </u>	1 0	0.0	0	0	0.0	0) (0	0.0	0) (0	0	0.0	0	0
Data sources:	3:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷K x 100	Part 3: Goals	F÷M x 100											
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			Nev	v Entrai	nts				G	oals														
	ment Equity	Year	F	low Data Person				rm Goals			Long-ter													
Occupati (EEOG)	tional Group		All Employees	Disab	ilities		Persons wit	h Disabilities	Percent of		Persons with		Percent of					(Commen	its				
			#	Act		Goal #	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
OZ Admi	inistrative &	2019	# 0	# 0	% 0.0	7 0	0.0	0.0	%	# 0	0.0		0.0											
\vdash	or Clerical	2022	0	0	0.0			0.0	0.0			0.0	0.0											
	ed Sales & ice Personnel	2019 2022	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0	-										
	ed Crafts &	2019	0	- v	0.0	0	0.0		0.0		0.0	0.0	0.0											
Trade	es Workers	2022	0	0	0.0	-		0.0	0.0			0.0	0.0											
10 Cleric	ical Personnel	2019 2022	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0	_										
	mediate Sales & ice Personnel	2019	0	0	0.0	0	0.0		0.0		0.0		0.0	-										
Cami	i-Skilled Manual	2022	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
12 Work		2022	0	0	0.0			0.0	0.0			0.0	0.0											

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(EEOG)		All Employees	Represo			ability		EE Result	All Employees	Act		Expected	Difference	All Employees	Acti		Expected	Difference	All Employees	Actual		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
1 13 1	2016	100	3	3.0	6.3		-	47.6	262	20	0.0	20	10		0	0.0			210	25	7.0	10	1.5
Personnel	2019	169	12 0	7.1 0.0	10.7			66.4 0.0	362	29	8.0	39	-10	0	0	0.0	0	0	318	25	7.9	10	15
14 Other Manual Workers	2019	0	0	0.0	0.0	ŧ	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2016	108	4		6.6	8	-	56.1															
	2019	183	12	6.6	11.4	21	-9	57.5	371	29	7.8	42	-13	0	0	0.0	0	0	322	25	7.8	12	13
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Occupational Group	1 cai	All Employees	Disab				h Disabilities			Persons with	Disabilities						(Sommen	ts				
(EEOG)			Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	9/6	%	%											
Other Sales & Service Personnel	2019	362 362	29 29	8.0 8.0	0	0.0	0.0 10.7	0.0 74.9	0	0.0	0.0 10.7	0.0 74.9											
	2019	0	0		0	0.0	0.0	0.0	0	0.0	0.0												
14 Other Manual Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											
Total 2019 371 29 7.8 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0																							
	2022	5/1	29	7.8			0.0	0.0			0.0	0.0											

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	pioyment Equity upational Group				<u> </u>	Vorkforce Visible !	e Minorities					Hires	Minorities			1	Promotio Visible	ns Minorities			1	erminati Visible	ONS Minorities	
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		#	#	#	%	%	#	#	0/0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	Ħ
01	Senior Managers	2016		0	0.0			0	0.0	-					<u> </u>								<u></u>	
	Middle & Other	2019 2016		0 0	0.0	11.5		0	0.0		0	0.0	0) () (0	0.0) () (0	0	0.0	 0	0
02	Managers	2019		1 0	0.0			0	0.0	-	0	0.0	0	0		0	0.0) (0	0	0.0	1	0
03	Professionals	2016		0	0.0	0.0	0	0	0.0)														
		2019		0	0.0		-	0	0.0		0	0.0	0) () (0	0.0) (0	0	0.0	· 0	0
04	Semi-Professionals Technicians	2016 2019		0	0.0	0.0		0	0.0	-		0.0) (0.0					0.0		
0.5		2016		5 0	0.0		:	0	0.0	ļ	,	0.0		,		1	0.0	1		, 0	0	7. 0.0	 	1
	Supervisors	2019) 1	11.1	4.8		1	231.5	9	2	22.2	0	2	2 () 0	0.0) () () 4	1	25.0	0	1
06	Supervisors: Crafts Trades	2016 2019		0	0.0			0	0.0	-	0	0.0) () (0.0			0	0	0.0	1	
Ш	Trades	2019		7 0	0.0	0.0	<u> </u>	1 0	<u> </u>	' 0	, U	0.0		' (71 (71 0	0.0	' '	7	71 0		0.0		<u>' </u>
Data s	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals		Goals	F÷M x 100	•										
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				v Entra						Goals				_										
	ployment Equity		.	low Data	linorities		Short-te	rm Goal	S		Long-ter			-					C.					
	upational Group OG))	All Employee			Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Commen	IES				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met	-										
01	Capiar M	2019		0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
01	Senior Managers	2022		0	0.0			0.0	0.0			0.0	0.0											
02	Middle & Other	2019		0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
Н	Managers	2022 2019		0 0	0.0	0 0	0.0	0.0	0.0		0.0	0.0	0.0											
03	Professionals	2022		0	0.0	***************************************	0.0	0.0		•	0.0	0.0	0.0	-										
04	Semi-Professionals			0	0.0		0.0				0.0		0.0	_										
Ë	Technicians	2022		0	0.0			0.0				0.0	0.0											
05	Supervisors	2019 2022		2	22.2 22.2		0.0	0.0	0.0		0.0	0.0	0.0	-										
06	Supervisors: Crafts			+	0.0		0.0	4			0.0	0.0	0.0											
06	Trades	2022		0	0.0			0.0	0.0			0.0	0.0											

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								Par	t 7: Resu	ılts - Me	mbers	of Visib	le Mino	rities									
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Employment Equity	Year			W	orkforce					,	Hires				P	romotio				Ter	minatio		
Occupational Group (EEOG)		All Employees	Represen	tation	Visible M Availe		Gap	EE Result	All Employees	Act	Visible	Minorities Expected	Difference	All Employees	Act		Minorities Expected	Difference	All Employees	Actu		Minorities Expected	Difference
Ì	#	#	#	%	%	#	#	%	#	#	₩ %	##	#	#	# #	%	##	#	#	#	%	##	#
Other Sales & Service	2016	100	4	4.0	2.9		1	137.9															
Personnel	2019 2016	169	4	2.4 0.0	4.3 0.0		-3	55.0 0.0	362	16	4.4	16	(0	0	0.0	0	0	318	17	5.3	13	4
14 Other Manual Workers	2016	0	0	0.0	0.0		0	0.0	0	0	0.0	0	(0 0	0	0.0	0	0	0	0	0.0	0	0
Total	2016	108	4	3.7	2.9	3	1	127.7														-	
Total	2019	183	5	2.7	4.5	8	-3	60.7	371	18	4.9	17	1	1 0	0	0.0	0	0	322	18	5.6	12	6
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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Employment Equity	Year	Fl	ow Data			Short-te		3		Long-teri													
Occupational Group (EEOG)		All Employees	Visible Mi			Visible N Percent of		Percent of	6.	Visible Mi Percent of		Percent of					(Commen	ts				
(2200)	#	Ħ	Actu	aı %	Goal	Goal Met	Goal %	Goal Met	Goal #	Goal Met	Goal %	Goal Met											
Other Sales & Service	2019	362	16	4.4	# 0	0.0	0.0	0.0	# 1	1600.0	0.0												
13 Personnel	2022	362	16	4.4			4.3	102.8			4.3	102.8											
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
	2022 2019	371	0 18	0.0 4.9	0	0.0	0.0	0.0	1	1800.0	0.0												
Total	2022	371	18	4.9	V	0.0	0.0	0.0	1	1000.0	0.0												

Federal Contractors Program Achievement Report Part 8: Reasonable Efforts 041216 NB Ltd 43733

Efforts

Please check the appropriate boxes next to the efforts that your organization made to implement the Federal Contractors Program.

-						
Rec	mm	$^{\circ}$	m	696	1114	26.
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Requi	red measures:
√.	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
V	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
\checkmark	Adjusted survey results to reflect hires, promotions and terminations.
√	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
4	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
V	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
\checkmark	Ensured that any new gaps identified are addressed accordingly.
V	Maintained appropriate records in all required areas.
Other	measures:
✓	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
V	Ensured ongoing senior-level support for employment equity and its implementation.
V	Established accountability mechanisms to ensure that the short-term goals would be met.
V	Communicated the goals to relevant managers as well as monitored and recorded the results.
✓	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
	Consulted employee/union representatives on communication and implementation of employment equity.
V	Kept all staff, including new employees and managers, informed of the purpose of employment

equity, the steps taken to implement it and the progress made in its implementation.

✓	Put in place a strategy to ensure a partier-free workplace.
V	Undertook initiatives to increase representation where gaps in representation were found.
✓	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	rational Context
Please	check the appropriate boxes and provide a brief overview of the events that have influenced your zation's activities during the period between the first/previous and subsequent/current compliance ment.
100	Impact of economic and industrial conditions on the organization.
	Currently recent increase of workers comp rates with limited notice had a strong negative impact on our industry and of course our company, also minimum wage increases also have had a negative impact on us financially as we are locked into some cleaning contracts from 3 o 5 years.
	Any reorganization or other corporate structural changes.
	None
	Acquisitions, mergers or transfers of employees.
	none
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).
	None

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	None
	Other.
	NA
Addi	tional Details
Please	provide any additional information (optional):
	We recently invested in tablets in each project, this helps with some of the language barriers for new immagrants looking to work, as well as helps with some of our disability groups we work with, especially one staff who can't speak and can only sign.

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: 041216 NB Ltd.

Primary Location: Dieppe (New Brunswick)

Number of Employees: 183

 Nova Scotia 	4
 New Brunswick 	168
Prince Edward Island	11

Organization Overview:

NAICS - 5617 : Services to Buildings and Dwellings

041216 NB Ltd., also known as Spruce Grove Building Cleaners, offers commercial janitorial cleaning, lawn care, waste management and recycling programs, floor care, window cleaning, carpet cleaning and care, snow and building maintenance services.

Key Dates - First Year Assessment

Initiated: 2016-05-02 Received: 2016-08-11 Closed: 2016-08-15 Workforce Analysis: 2016-08-11

Key Dates – Subsequent Assessment

Initiated: 2019-03-05 Received: 2019-11-13 Workforce Analysis: 2019-04-12

DATA VERIFICATION

I have verified that the data provided as part of the subsequent assessment package is consistent with that provided during the previous submission:

 \boxtimes Yes \boxtimes No

Comments: None

I have verified that the data provided in the Achievement Report is consistent with that found

in Forms 1 to 6: ⊠ Yes □ No

Comments: None

ASSESSMENT OF REASONABLE PROGRESS

• The previous compliance assessment revealed two gaps and one goal was set.

Women

13	Other Sales & Service Personnel	No goal set (Gap -4)
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Assessment/Observations

• EEOG 13: A goal was not required given that the availability was above 50%

Aboriginal Peoples

Assessment/Observations

• There were no gaps.

Persons with Disabilities

13 Other Sales & Service Personnel Goal met at 1450%
--

Assessment/Observations

None

Members of Visible Minorities

Assessment/Observations

There were no gaps.

ASSESSMENT OF REASONABLE EFFORTS

 \times An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.

ASSESSMENT OF GOALS

 A goal has been set for every gap in representation uncovered by the workforce analysis. All short-term and long-term goals were set in percentage format and are, at minimum, equal to LMA.

Women

Workforce Analysis Results	,		als	Representation	LMA
Employment Equity Occupational Group (EEOG)	Gap	Short- term	Long- term	Representation	LIVIA

			(1 to 3 years)	(+3 years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	27.6	27.6	0.0	27.6
13	Other Sales & Service Personnel	-32	50.0	50.0	40.2	59.0

Observations: None

Aboriginal Peoples

Workforce Analysis Results		Goals				
	oloyment Equity Occupational Group (EEOG) Ga		Short-	Long-	Representation	LMA
Employ		Gap	term	term	Representation	LIVIA
Embio			Gap	(1 to 3	(+3	
			years)	years)		
#	Description	#	%	%	%	%
13	Other Sales & Service Personnel	-5	4.1	4.1	1.2	4.1

Observations: None

Persons with Disabilities

Workforce Analysis Results			Goals			
			Short-	Long-		LMA
Employ	Employment Equity Occupational Group (EEOG)	Gap	term	term		
Employ			(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
05	Supervisors	-2	27.5	27.5	0.0	27.5
13	Other Sales & Service Personnel	-6	10.7	10.7	7.1	10.7

Observations: None

Members of Visible Minorities

	Workforce Analysis Results		Goals			
			Short- term	Long- term	Representation	LMA
Employ	Employment Equity Occupational Group (EEOG)	Gap	(1 to 3	(+3	-	
			years)	years)		
#	Description	#	%	%	%	%

RECOMMENDATION I recommend that the employer be found:	13	Other Sales & Service Personnel	-3	4.3	4.3	2.4	4.3
 I recommend that the employer be found:	Obse	rvations: None					
 ☑ in compliance ☐ in non-compliance Having assessed the data submitted by the employer regarding its workforce and, considering their unique circumstances, I recommend the closing letter include the following: The current workforce analysis revealed that all of the previous gaps are still present and new gaps have emerged in your organization. To ensure that 041216 NB Ltd. continues to see reasonable progress towards achieving a representative workplace, we recommend that this organization implement tailored hiring practices that encourage recruitment in the designated groups to reduce the gaps 	RECO	MMENDATION					
 The current workforce analysis revealed that all of the previous gaps are still present and new gaps have emerged in your organization. To ensure that 041216 NB Ltd. continues to see reasonable progress towards achieving a representative workplace, we recommend that this organization implement tailored hiring practices that encourage recruitment in the designated groups to reduce the gaps 		·					
 and new gaps have emerged in your organization. To ensure that 041216 NB Ltd. continues to see reasonable progress towards achieving a representative workplace, we recommend that this organization implement tailored hiring practices that encourage recruitment in the designated groups to reduce the gaps 			•			· ·	ng
	•	and new gaps have emerged in your organise To ensure that 041216 NB Ltd. continues a representative workplace, we recommend the practices that encourage recruitments.	anizatic s to see end tha	n. reasonal t this org	ble progr ganization	ess towards achiev n implement tailore	ing ed

Can;000074

Date: 2019-12-12

From: Yakibonge, Ntambwe N [NC]
Sent: December 18, 2019 11:09 AM
To: 'pat@sbc-fs.ca' <pat@sbc-fs.ca>
Cc: 'bryan@sbc-fs.ca' <bryan@sbc-fs.ca>

Subject: Government of Canada Agreement Number: 030049 - Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Patrick Arsenault:

I am writing to inform you that the subsequent compliance assessment initiated on March 5, 2019 has been completed. As a result of the assessment, 041216 NB Ltd. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

The purpose of this subsequent assessment was to verify whether or not your organization has maintained compliance with the requirements of the FCP and made reasonable progress and/or reasonable efforts to achieve employment equity.

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of 041216 NB Ltd.'s employment equity program.

- The current workforce analysis revealed that all of the previous gaps are still present and new gaps have emerged in your organization.
- To ensure that 041216 NB Ltd. continues to see reasonable progress towards achieving a representative workplace, we recommend that this organization implement tailored hiring practices that encourage recruitment in the designated groups to reduce the gaps in representation.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on March 5, 2022. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, 041216 NB Ltd will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

The FCP does not prescribe measures to be undertaken. Each federal contractor is encouraged to implement employment equity in ways that are meaningful and relevant to their organization. Evidence of reasonable efforts could include:

the implementation of initiatives to foster a diverse and inclusive workplace;

- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS) which can assist you in generating your workforce data and analysis.

Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish 041216 NB Ltd. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ee-eme@hrsdc-rhdcc.gc.ca

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca



<u>Un espace collaboratif pour les employeurs!</u> Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne. Envoyer-nous <u>un courriel</u> pour vous joindre! <u>A collaborative space for employers!</u> Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF). Send us <u>an email</u> to join!