

Labour Program  
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°: 030049

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization 041216 NB Ltd	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Sprucegrove Building Cleaners	Business [Redacted] Total number of employees in Canada (Permanent Full-Time and/or Part-Time)    190
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2007/list-liste-eng.htm</a> 56172	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 376 Champlain St	City Dieppe	Province NB	Postal Code E1A 1P3
Telephone Number 506-858-5085			

EMPLOYMENT EQUITY CONTACT			
Name (print) Bryan MacLean	Title General Manager	Telephone Number 506-850-8045 cell	E-mail Address bryan@sgcleaners.ca
			Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French

CERTIFICATION	
The above-named organization:	
<ul style="list-style-type: none"> <li>* having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND</li> <li>* intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes)</li> </ul> hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</a>	
<b>Important note:</b> If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.	

SIGNATORY		
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.		
Name (print) Patrick Arsenault	Title Vice President	Telephone Number 506 [Redacted] cleaners.ca
		Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
Signature 		Date (YYYY-MM-DD) 2016-01-11

The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPIJ 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS
<b>IMPORTANT</b> * The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: <a href="mailto:ee-eme@hrsdcc-rhdcc.gc.ca">ee-eme@hrsdcc-rhdcc.gc.ca</a> .



**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)

	Province				Census 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 Canada				183	N.B. less CMA	67	16	0	83
					P.E.I.	8	3	0	11
					Total Employees in Canada				183



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / Nova Scotia**  
**Reporting Period 2016-08-11 to 2019-04-12**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		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
<b>Other Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Total Number of Employees</b>		1		1									



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / Nova Scotia**  
**Reporting Period 2016-08-11 to 2019-04-12**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		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
<b>Other Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3		3									
	<b>Total</b>	3		3									
<b>Total Number of Employees</b>		3		3									





**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / New Brunswick**  
**Reporting Period 2016-08-11 to 2019-04-12**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		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
<b>Senior Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2		1	1							
	<b>Total</b>	2	2		1	1							
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	3	4							1	1	
	<b>Total</b>	7	3	4							1	1	
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / New Brunswick**  
**Reporting Period 2016-08-11 to 2019-04-12**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		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
<b>Other Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	121	77	44	1	1		8	5	3	2		2
	<b>Total</b>	121	77	44	1	1		8	5	3	2		2
<b>Total Number of Employees</b>		132	82	50	2	2		8	5	3	3	1	2



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / New Brunswick**  
**Reporting Period 2016-08-11 to 2019-04-12**

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		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
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Other Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	34	18	16	1	1		3	2	1	1	1	
	<b>Total</b>	34	18	16	1	1		3	2	1	1	1	
<b>Total Number of Employees</b>		<b>36</b>	<b>19</b>	<b>17</b>	<b>1</b>	<b>1</b>		<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	



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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		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
<b>Supervisors</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Other Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	4	3				1	1		1		1
	<b>Total</b>	7	4	3				1	1		1		1
<b>Total Number of Employees</b>		8	4	4				1	1		1		1



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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		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
<b>Other Sales and Service Personnel</b>  <b>Top Range: Under \$5,000</b>  <b>Bottom Range: Under \$5,000</b>	<b>4</b>												
	<b>3</b>												
	<b>2</b>												
	<b>1</b>	<b>3</b>	<b>2</b>	<b>1</b>									
	<b>Total</b>	<b>3</b>	<b>2</b>	<b>1</b>									
<b>Total Number of Employees</b>		<b>3</b>	<b>2</b>	<b>1</b>									



041216 NB Ltd (certificate # 030049)

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / Nova Scotia**  
**Reporting Period 2016-08-11 to 2019-04-12**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Under \$15,000</b>	1		1									
<b>Total Number of Employees</b>	1		1									



**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Part-Time / Nova Scotia**  
**Reporting Period 2016-08-11 to 2019-04-12**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Under \$5,000</b>	<b>3</b>		<b>3</b>									
<b>Total Number of Employees</b>	<b>3</b>		<b>3</b>									



**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / New Brunswick**  
**Reporting Period 2016-08-11 to 2019-04-12**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Under \$15,000</b>	132	82	50	2	2		8	5	3	3	1	2
<b>Total Number of Employees</b>	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**  
**Reporting Period 2016-08-11 to 2019-04-12**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Under \$5,000</b>	<b>36</b>	<b>19</b>	<b>17</b>	<b>1</b>	<b>1</b>		<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	
<b>Total Number of Employees</b>	<b>36</b>	<b>19</b>	<b>17</b>	<b>1</b>	<b>1</b>		<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	



041216 NB Ltd (certificate # 030049)

Form 3 A

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Under \$15,000</b>	<b>8</b>	<b>4</b>	<b>4</b>				<b>1</b>	<b>1</b>		<b>1</b>		<b>1</b>
<b>Total Number of Employees</b>	<b>8</b>	<b>4</b>	<b>4</b>				<b>1</b>	<b>1</b>		<b>1</b>		<b>1</b>

041216 NB Ltd (certificate # 030049)

Form 3 B

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Under \$5,000</b>	<b>3</b>	<b>2</b>	<b>1</b>									
<b>Total Number of Employees</b>	<b>3</b>	<b>2</b>	<b>1</b>									



041216 NB Ltd (certificate # 030049)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Nova Scotia

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Other Sales and Service Personnel</b>	3	2	1				1	1				
<b>Total Number of Employees Hired</b>	3	2	1				1	1				

041216 NB Ltd (certificate # 030049)

Form 4 B

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / Nova Scotia

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Other Sales and Service Personnel</b>	<b>8</b>	<b>1</b>	<b>7</b>									
<b>Total Number of Employees Hired</b>	<b>8</b>	<b>1</b>	<b>7</b>									

041216 NB Ltd (certificate # 030049)

Form 4 A

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / New Brunswick

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Supervisors</b>	8	5	3							2	2	
<b>Other Sales and Service Personnel</b>	223	143	80	6	4	2	16	10	6	11	4	7
<b>Total Number of Employees Hired</b>	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

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Supervisors</b>	1	1										
<b>Other Sales and Service Personnel</b>	114	62	52	2	2		10	6	4	4	2	2
<b>Total Number of Employees Hired</b>	115	63	52	2	2		10	6	4	4	2	2

041216 NB Ltd (certificate # 030049)

Form 4 A

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Prince Edward Island

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Other Sales and Service Personnel</b>	<b>8</b>	<b>5</b>	<b>3</b>							<b>1</b>		<b>1</b>
<b>Total Number of Employees Hired</b>	<b>8</b>	<b>5</b>	<b>3</b>							<b>1</b>		<b>1</b>





041216 NB Ltd (certificate # 030049)

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Other Sales and Service Personnel</b>	6	3	3				2		2			
<b>Total Number of Employees Hired</b>	6	3	3				2		2			



041216 NB Ltd (certificate # 030049)

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

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Other Sales and Service Personnel</b>	<b>3</b>	<b>2</b>	<b>1</b>				<b>1</b>	<b>1</b>				
<b>Total Number of Employees Terminated</b>	<b>3</b>	<b>2</b>	<b>1</b>				<b>1</b>	<b>1</b>				



041216 NB Ltd (certificate # 030049)

Form 6 B

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Part-Time / Nova Scotia

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Other Sales and Service Personnel</b>	7	1	6									
<b>Total Number of Employees Terminated</b>	7	1	6									

041216 NB Ltd (certificate # 030049)

Form 6 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Full-Time / New Brunswick

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Supervisors</b>	4	3	1							1	1	
<b>Other Sales and Service Personnel</b>	190	114	76	5	3	2	14	8	6	11	5	6
<b>Total Number of Employees Terminated</b>	<b>194</b>	<b>117</b>	<b>77</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>14</b>	<b>8</b>	<b>6</b>	<b>12</b>	<b>6</b>	<b>6</b>

041216 NB Ltd (certificate # 030049)

Form 6 B

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED****Part-Time / New Brunswick****Reporting Period 2016-08-11 to 2019-04-12**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Other Sales and Service Personnel</b>	<b>107</b>	<b>55</b>	<b>52</b>	<b>1</b>	<b>1</b>		<b>8</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>2</b>
<b>Total Number of Employees Terminated</b>	<b>107</b>	<b>55</b>	<b>52</b>	<b>1</b>	<b>1</b>		<b>8</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>2</b>

041216 NB Ltd (certificate # 030049)

Form 6 A

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Prince Edward Island

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Other Sales and Service Personnel</b>	7	3	4							2		2
<b>Total Number of Employees Terminated</b>	7	3	4							2		2



041216 NB Ltd (certificate # 030049)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Part-Time / Prince Edward Island**

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	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
<b>Other Sales and Service Personnel</b>	4	1	3				2		2			
<b>Total Number of Employees Terminated</b>	4	1	3				2		2			



Workplace Equity Information Management System - 041216 NB Ltd

**Workforce Analysis - Summary Report**

Date: 2019-11-11

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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
<b>Total</b>	<b>183</b>	<b>76</b>	<b>41.5 %</b>	<b>58.9 %</b>	<b>108</b>	<b>-32</b>

Total may not equal sum of components due to rounding.





### Workforce Analysis - Summary Report

Date: 2019-11-11

000029

#### Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		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
<b>Total</b>	<b>183</b>	<b>3</b>	<b>1.7 %</b>	<b>4.0 %</b>	<b>7</b>	<b>-4</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-11-11

000030

#### Members of Visible Minorities

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		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
<b>Total</b>	<b>183</b>	<b>5</b>	<b>2.8 %</b>	<b>4.5 %</b>	<b>7</b>	<b>-2</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-11-11

000031

#### Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities			Gap #	
		Representation		Availability		
		#	%	%		
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
<b>Total</b>	<b>183</b>	<b>12</b>	<b>6.6 %</b>	<b>11.4 %</b>	<b>20</b>	<b>-8</b>

Total may not equal sum of components due to rounding.



**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 recruitment 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



Workplace Equity Information Management System - 041216 NB Ltd

**Workforce Analysis - Detailed Report**

Date: 2019-11-11

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	2	0	0.0 %	27.6 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	1	1	100.0 %	39.4 %	0	1	National
<b>05 : Supervisors</b>		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
<b>07 : Administrative and Senior Clerical Personnel</b>		2	2	100.0 %	81.6 %	2	0	
Employment Equity Occupational Group	Moncton	2	2	100.0 %	81.6 %	2	0	Moncton
<b>13 : Other Sales and Service Personnel</b>		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
<b>Total</b>		<b>183</b>	<b>76</b>	<b>41.5 %</b>	<b>58.9 %</b>	<b>108</b>	<b>-32</b>	

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

000035

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	2	1	50.0 %	3.2 %	0	1	National
<b>02 : Middle and Other Managers</b>	National	1	0	0.0 %	2.7 %	0	0	National
<b>05 : Supervisors</b>		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
<b>07 : Administrative and Senior Clerical Personnel</b>		2	0	0.0 %	1.8 %	0	0	
Employment Equity Occupational Group	Moncton	2	0	0.0 %	1.8 %	0	0	Moncton
<b>13 : Other Sales and Service Personnel</b>		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
<b>Total</b>		<b>183</b>	<b>3</b>	<b>1.7 %</b>	<b>4.0 %</b>	<b>7</b>	<b>-4</b>	

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

000036

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	2	0	0.0 %	11.5 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	1	0	0.0 %	17.6 %	0	0	National
<b>05 : Supervisors</b>		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
<b>07 : Administrative and Senior Clerical Personnel</b>		2	0	0.0 %	2.4 %	0	0	
Employment Equity Occupational Group	Moncton	2	0	0.0 %	2.4 %	0	0	Moncton
<b>13 : Other Sales and Service Personnel</b>		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
<b>Total</b>		<b>183</b>	<b>5</b>	<b>2.8 %</b>	<b>4.5 %</b>	<b>7</b>	<b>-2</b>	

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

000037

#### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability %	Gap #	Recruitment Area	
			Representation #	Representation %				
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
<b>Total</b>		<b>183</b>	<b>12</b>	<b>6.6 %</b>	<b>11.4 %</b>	<b>20</b>	<b>-8</b>	

Total may not equal sum of components due to rounding.

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



## 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 recruitment 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 - 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 First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	08	11

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	04	12

**Table 1: Women**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			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	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	56	59.50
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>108</b>	<b>60</b>	<b>59.3</b>

**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	
169	68	59.0	
0	0	0.0	
<b>183</b>	<b>76</b>	<b>58.9</b>	

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2016 Census

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

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	08	11

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	04	12

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 2: Aboriginal Peoples</b>		
		<b>First/Previous Workforce Analysis</b>		
		All Employees	Aboriginal Peoples	
		#	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
<b>Total</b>		<b>108</b>	<b>4</b>	<b>3.0</b>

**\* Source:**  
2011 National Household Survey

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 6: Aboriginal Peoples</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		All Employees	Aboriginal Peoples	
		#	Representation	Availability*
		2	1	3.2
		1	0	2.7
		0	0	0.0
		0	0	0.0
		0	0	0.0
		9	0	2.9
		0	0	0.0
		2	0	1.8
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		169	2	4.1
		0	0	0.0
<b>Total</b>		<b>183</b>	<b>3</b>	<b>4.0</b>

**\* Source:**  
2016 Census

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

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	08	11

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	04	12

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 3: Members of Visible Minorities</b>		
		<b>First/Previous Workforce Analysis</b>		
		All Employees	Members of Visible Minorities	
		#	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
<b>Total</b>		<b>108</b>	<b>4</b>	<b>2.9</b>

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 7: Members of Visible Minorities</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
		2	0	11.5
		1	0	17.6
		0	0	0.0
		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
<b>Total</b>		<b>183</b>	<b>5</b>	<b>4.5</b>

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2016 Census

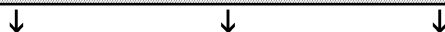
## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

041216 NB Ltd

2019-09-25

#### Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	08	11

#### Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	04	12

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	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
<b>Total</b>		<b>108</b>	<b>4</b>	<b>6.6</b>

**\* Source:**

2012 Canadian Survey on Disability

Employment Equity Occupational Group (EEOG)		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
		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
<b>Total</b>		<b>183</b>	<b>12</b>	<b>11.4</b>

**\* Source:**

2017 Canadian Survey on 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

End Date of Flow Data		
YYYY	MM	DD
2019	04	12

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	8	0	1	0	0	0	0	0	4	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	234	6	128	2	0	0	0	0	200	5	118	1
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>242</b>	<b>6</b>	<b>129</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>204</b>	<b>5</b>	<b>118</b>	<b>1</b>



<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>041216 NB Ltd</b>
<b>43733</b>

Start Date of Flow Data		
YYYY	MM	DD
2016	08	11

End Date of Flow Data		
YYYY	MM	DD
2019	04	12

<b>Data from Form 4 - Employees Hired</b>
---

<b>Data from Form 5 - Employees Promoted</b>
--

<b>Data from Form 6 - Employees Terminated</b>
--

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities			
	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities 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	2	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	12	128	4
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>242</b>	<b>14</b>	<b>129</b>	<b>4</b>

Employment Equity Occupational Group (EEOG)	Table 8: Members of Visible Minorities			
	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
	#	#	#	#
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	0	0	0	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	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Employment Equity Occupational Group (EEOG)	Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#
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	4	1	0	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	200	13	118	4
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>204</b>	<b>14</b>	<b>118</b>	<b>4</b>

Federal Contractors Program Achievement Report

Part 3: Goals

041216 NB Ltd

43733

000048

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 1: Women

Employment Equity Occupational Group (EOG)		All Employees							First/Previous Short-term Goals													
		Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Anticipated Hires Over 3 Years	Number			Turnover (Replacement of Terminated Employees)			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Number	Actual		Projected		Actual	Projected		YYYY-MM-DD	From - To		YYYY - YYYY									
		2016-08-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-08-11	Annually	Over 3 Years	Hires Required Over 3 Years	2016	2019							
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%			
01	Senior Managers	1	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	23.4%	0	0	0.0%	0.0%	
02	Middle & Other Managers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	40.4%	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%	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%	0	0	#DIV/0!	#DIV/0!	
05	Supervisors	5	21.6%		0	57.1%		0	0	3	0.0%	0	0	0	0	0	61.7%	0	0	60.0%	60.0%	
06	Supervisors: Crafts & Trades	0	0.0%		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	1	0.0%	0	0	0	0	0	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%	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%	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%	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%	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%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	100	19.1%		0	236.4%		0	0	56	0.0%	0	4	0	0	0	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%	0	0	#DIV/0!	#DIV/0!	
Total		108	19.2%		0	221.3%		0	0	60	0.0%	0	4	0	0	0	59.3%	-4	-4	55.6%	55.6%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

‡ 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.

Table 2: Women

Employment Equity Occupational Group (EOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	1	0.0	currently training middle manager for senior management role within the company.
02	Middle & Other 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		1		

Federal Contractors Program Achievement Report

Part 3: Goals

041216 NB Ltd

43733

000049

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 3: Aboriginal Peoples

Employment Equity Occupational Group (EOG)		All Employees										Aboriginal Peoples									
		First/Previous Short-term Goals										3 Year Goals									
		Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	From - To		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		YYYY - YYYY	2016					
		2016-08-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-08-11	Annually	Over 3 Years	Annually	Over 3 Years	2016	2019	%	#	#	%	%	
#	%	%	#	%	%	#	#	%	#	#	%	#	%	%	#	#	%	%			
01	Senior Managers	1	26.0%		0	0.0%		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%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	1.8%	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%	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%	0	0	#DIV/0!	#DIV/0!
05	Supervisors	5	21.6%		0	57.1%		0	0	0	0.0%	0	0	0	0	0	2.8%	0	0	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	0.0%		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	0	0	1.2%	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%	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%	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%	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%	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%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	100	19.1%		0	236.4%		0	0	4	0.0%	0	-1	0	0	0	3.0%	1	1	4.0%	4.0%
14	Other Manual Workers	0	0.0%		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%	0	-1	0	0	0	3.0%	1	1	3.7%	3.7%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

‡ 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.

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other 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	1	0.0	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	
Total		0		1		

Federal Contractors Program Achievement Report

Part 3: Goals

041216 NB Ltd

43733

000050

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)		All Employees										Persons with Disabilities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2016-08-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-08-11	Annually	Over 3 Years	Annually	Over 3 Years	2016	2019							
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	2	13.0%		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	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	0	#DIV/0!	#DIV/0!		
05	Supervisors	5	21.6%		0	57.1%		0	0	1	0.0%	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	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	1	26.0%		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	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	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	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	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	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	100	19.1%		0	236.4%		0	0	3	0.0%	0	3	0	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	0	#DIV/0!	#DIV/0!		
Total		108	19.2%		0	221.3%		0	0	4	0.0%	0	3	0	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)<sup>1/3</sup> - 1) x 100.

‡ 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.

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
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		

Federal Contractors Program Achievement Report

Part 3: Goals

041216 NB Ltd

43733

000051

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities								
		First/Previous Short-term Goals										3 Year Goals								
		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	From - To		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		Actual	Projected		Actual	Projected			Number	Turnover		YYYY-MM-DD	YYYY - YYYY							
		2016-08-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-08-11	Annually	Over 3 Years	2016	2019	%	#	#	%	%		
#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%			
01	Senior Managers	1	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	2.0%	0	0	0.0%	0.0%
02	Middle & Other Managers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	2.5%	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	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	0	#DIV/0!	#DIV/0!
05	Supervisors	5	21.6%		0	57.1%		0	0	0	0.0%	0	0	0	0	4.2%	0	0	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	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	0	2.2%	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	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	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	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	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	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	100	19.1%		0	236.4%		0	0	4	0.0%	0	-1	0	0	2.9%	1	1	4.0%	4.0%
14	Other Manual Workers	0	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%	0	-1	0	0	2.9%	1	1	3.7%	3.7%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

‡ 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.

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other 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	1	0.0	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	
Total		0		1		



Federal Contractors Program Achievement Report

Part 3: Goals

041216 NB Ltd

43733

000052

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 9: Women

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																				
		All Employees								Women												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2019-04-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-04-12		Annually	Over 3 Years	Annually	Over 3 Years		2019	2022					
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%				
01	Senior Managers	2	26.0%		0	0.0%		0	0	0	0.0%	0	1	0	27.6%	27.6%	-1	-1	0.0%	0.0%		
02	Middle & Other Managers	1	0.0%		0	0.0%		0	0	1	0.0%	0	-1	0	39.4%	39.4%	1	1	100.0%	100.0%		
03	Professionals	0	0.0%		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%	0	0	#DIV/0!	#DIV/0!		
05	Supervisors	9	21.6%		0	57.1%		0	0	5	0.0%	0	0	0	60.8%	60.8%	0	0	55.6%	55.6%		
06	Supervisors: Crafts & Trades	0	0.0%		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	2	26.0%		0	0.0%		0	0	2	0.0%	0	0	0	81.6%	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%	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%	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%	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%	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%	0	0	#DIV/0!	#DIV/0!		
13	Other Sales & Service	169	19.1%		0	236.4%		0	0	68	0.0%	0	32	0	50.0%	59.0%	-32	-32	40.2%	40.2%		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		183	19.2%		0	221.3%		0	0	76	0.0%	0	32	0	58.9%	58.9%	-32	-32	41.5%	41.5%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

‡ 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.

Table 10: Women

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	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			
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			
12	Semi-Skilled Manual		0.0			
13	Other Sales & Service		50.0		50.0	
14	Other Manual Workers		0.0			
Total			0.0			



Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)		All Employees							Aboriginal Peoples												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years	Annually		Over 3 Years	From - To					
		2019-04-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-04-12	Annually	Over 3 Years	Annually	Over 3 Years	2019	2022						
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01	Senior Managers	2	26.0%		0	0.0%		0	0	1	0.0%	0	-1	0		3.2%	1	1	50.0%	50.0%	
02	Middle & Other Managers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		2.7%	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	9	21.6%		0	57.1%		0	0	0	0.0%	0	0	0		2.9%	0	0	0.0%	0.0%	
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	2	26.0%		0	0.0%		0	0	0	0.0%	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%	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	169	19.1%		0	236.4%		0	0	2	0.0%	0	5	0	4.1%	4.1%	-5	-5	1.2%	1.2%	
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		183	19.2%		0	221.3%		0	0	3	0.0%	0	4	0		4.0%	-4	-4	1.6%	1.6%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

‡ 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.

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples		Comments
		Short-term Goals	Long-term Goals	
		%	%	
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		
12	Semi-Skilled Manual	0.0		
13	Other Sales & Service	4.1	4.1	
14	Other Manual Workers	0.0		
Total		0.0		

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EOG)		All Employees										Persons with Disabilities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To YYYY - YYYY						
		2019-04-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-04-12	Annually	Over 3 Years	Annually	Over 3 Years	2019	2022							
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	3	13.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	5.0%	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%	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%	0	0	#DIV/0!	#DIV/0!	
05	Supervisors	9	21.6%		0	57.1%		0	0	0	0.0%	0	2	0	27.5%	27.5%	-2	-2	0.0%	0.0%		
06	Supervisors: Crafts & Trades	0	0.0%		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	2	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	10.0%	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%	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%	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%	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%	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%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	169	19.1%		0	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%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		183	19.2%		0	221.3%		0	0	12	0.0%	0	9	0		11.4%	-9	-9	6.6%	6.6%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

‡ 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.

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01/02	Managers		0.0			
03	Professionals		0.0			
04	Semi-Professionals & Tech		0.0			
05	Supervisors		27.5		27.5	
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			
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 Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2019-04-12	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-04-12	Annually	Over 3 Years	Annually	Over 3 Years	2019	2022							
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01	Senior Managers	2	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	11.5%	0	0	0	0.0%	0.0%
02	Middle & Other Managers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	17.6%	0	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%	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%	0	0	0	#DIV/0!	#DIV/0!
05	Supervisors	9	21.6%		0	57.1%		0	0	1	0.0%	0	-1	0	0	0	4.8%	1	1	0	11.1%	11.1%
06	Supervisors: Crafts & Trades	0	0.0%		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	2	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	2.4%	0	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%	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%	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%	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%	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%	0	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	169	19.1%		0	236.4%		0	0	4	0.0%	0	3	0	0	4.3%	4.3%	-3	-3	0	2.4%	2.4%
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total		183	19.2%		0	221.3%		0	0	5	0.0%	0	3	0	0	0	4.5%	-3	-3	0	2.7%	2.7%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.

‡ 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.

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
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			
12	Semi-Skilled Manual		0.0			
13	Other Sales & Service		4.3		4.3	
14	Other Manual Workers		0.0			
Total			0.0			

Federal Contractors Program Achievement Report

Part 4: Results - Women

041216 NB Ltd

43733

000056

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap				All Employees	Women			All Employees	Women			All Employees	Women						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	%	#	#	%	#	#	#	#	%	%	#	#	%	#	#	#	#		
01 Senior Managers	2016	1	0	0.0	23.4	0	0	0.0																	
	2019	2	0	0.0	27.6	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2016	1	0	0.0	40.4	0	0	0.0																	
	2019	1	1	100.0	39.4	0	1	253.8	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	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	0	0	0
04 Semi-Professionals & Technicians	2016	0	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	0.0	0	0	0	0	0	0	0	0
05 Supervisors	2016	5	3	60.0	61.7	3	0	97.2																	
	2019	9	5	55.6	60.8	5	0	91.4	9	3	33.3	5	-2	0	0	0.0	0	0	0	4	1	25.0	2	-1	
06 Supervisors: Crafts & Trades	2016	0	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	0.0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
---------------	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	%	%	%	%					
01 Senior Managers	2019	0	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	0	0	0.0			27.6	0.0			27.6	0.0		
02 Middle & Other Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	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	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	9	3	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	9	3	33.3			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

041216 NB Ltd

43733

000057

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																	
		Workforce								Hires				Promotions				Terminations									
		All Employees	Women			Gap				All Employees	Women			All Employees	Women			All Employees	Women								
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference									
07	Administrative & Senior Clerical	2016	1	1	100.0	80.9	1	0	123.6																		
		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	0	0
08	Skilled Sales & Service Personnel	2016	0	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	0.0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2016	0	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	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																		
		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	0	0
11	Intermediate Sales & Service Personnel	2016	0	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	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																		
		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	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
---------------	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
07	Administrative & Senior Clerical	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2022	0	0	0.0									
08	Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2022	0	0	0.0									
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2022	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	
		2022	0	0	0.0									
11	Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2022	0	0	0.0									
12	Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2022	0	0	0.0									

Federal Contractors Program Achievement Report

Part 4: Results - Women

041216 NB Ltd

43733

000058

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
		#	#	%	Availability	#	%	#	%	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference			
13 Other Sales & Service Personnel	2016	100	56	56.0	59.5	60	-4	94.1																
	2019	169	68	40.2	59.0	100	-32	68.2	362	146	40.3	214	-68	0	0	0.0	0	0	0	318	142	44.7	178	-36
14 Other Manual Workers	2016	0	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	0.0	0	0	0	0	0	0.0	0	0
Total	2016	108	60	55.6	59.3	64	-4	93.7																
	2019	183	76	41.5	58.9	108	-32	70.5	371	149	40.2	219	-70	0	0	0.0	0	0	0	322	143	44.4	179	-36

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ 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
---------------	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women	Women		Women		Women		Women			
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
13 Other Sales & Service Personnel	2019	362	146	40.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	362	146	40.3			50.0	80.7			50.0	80.7	
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2019	371	149	40.2	0	0.0	0.0	0.0	1	14900.0	0.0	0.0	
	2022	371	149	40.2			0.0	0.0			0.0	0.0	



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

041216 NB Ltd

43733

000059

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples										
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference								
#	#	%	%	%	#	#	%	#	#	%	%	#	#	%	%	#	%									
01 Senior Managers	2016	1	0	0.0	4.1	0	0	0.0																		
	2019	2	1	50.0	3.2	0	1	1,562.5	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2016	1	0	0.0	1.8	0	0	0.0																		
	2019	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	0	0
03 Professionals	2016	0	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	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																		
	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	0	0
05 Supervisors	2016	5	0	0.0	2.8	0	0	0.0																		
	2019	9	0	0.0	2.9	0	0	0.0	9	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2016	0	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	0.0	0	0	0	0	0	0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
---------------	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	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	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	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	0.0		
	2022	9	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

041216 NB Ltd

43733

000060

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
		#	Representation	Availability		Gap	EE Result		#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference					
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	%					
07 Administrative & Senior Clerical	2016	1	0	0.0	1.2	0	0	0.0																	
	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	0
08 Skilled Sales & Service Personnel	2016	0	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	0.0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	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	0.0	0	0	0	0	0	0	0	0
10 Clerical Personnel	2016	0	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	0.0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	2016	0	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	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																	
	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	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
---------------	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07 Administrative & Senior Clerical	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			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		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

041216 NB Ltd

43733

000061

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																		
		Workforce								Hires				Promotions				Terminations										
		All Employees	Aboriginal Peoples				EE Result				All Employees	Aboriginal Peoples			Difference			All Employees	Aboriginal Peoples			Difference						
		#	#	%	Availability	Gap	EE Result	#	%	#	%	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	
13 Other Sales & Service Personnel	2016	100	4	4.0	3.0	3	1	133.3																				
	2019	169	2	1.2	4.1	7	-5	28.9	362	8	2.2	15	-7	0	0	0.0	0	0	0	318	6	1.9	13	-7				
14 Other Manual Workers	2016	0	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	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0
Total	2016	108	4	3.7	3.0	3	1	123.5																				
	2019	183	3	1.6	4.0	7	-4	41.0	371	8	2.2	15	-7	0	0	0.0	0	0	0	322	6	1.9	12	-6				

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ 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
---------------	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples	Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples			
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
13 Other Sales & Service Personnel	2019	362	8	2.2	0	0.0	0.0	0.0	1	800.0	0.0	0.0	
	2022	362	8	2.2			4.1	53.9			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	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2019	371	8	2.2	0	0.0	0.0	0.0	1	800.0	0.0	0.0	
	2022	371	8	2.2			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

041216 NB Ltd

43733

000062

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	%	#	%	%	#	%	%	#	%	%	#	%	%									
01 & 02 Managers	2016	2	0	0.0	4.3	0	0	0.0																	
	2019	3	0	0.0	5.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2016	0	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	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																	
	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	0	0
05 Supervisors	2016	5	1	20.0	13.9	1	0	143.9																	
	2019	9	0	0.0	27.5	2	-2	0.0	9	0	0.0	2	-2	0	0	0.0	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																	
	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	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
---------------	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	%	%	%	%	%	%	%	%			
01 & 02 Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	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	0	0.0	0.00	0.0		
	2022	0	0	0.0			0.0	0.0			0.00	0.0		
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	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	0.0	0	0.0	0.00	0.0		
	2022	9	0	0.0			27.5	0.0			27.50	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	0	0	0.0			0.0	0.0			0.00	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

041216 NB Ltd

43733

000063

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce							Hires				Promotions				Terminations								
			Persons with Disabilities							Persons with Disabilities				Persons with Disabilities				Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	1	0	0.0	3.4	0	0	0.0																		
	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	0	0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	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	0.0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	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	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																		
	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	0	0
11 Intermediate Sales & Service Personnel	2016	0	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	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																		
	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	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
---------------	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	%	#	%	%	#	%	%			
07 Administrative & Senior Clerical	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			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		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

041216 NB Ltd

43733

000064

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires				Promotions					Terminations						
			Persons with Disabilities							Persons with Disabilities				Persons with Disabilities					Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	#	%	#	#	#	%	#	#	%	#	#	#	#	%	#	%	#	#	%	#	#	#		
13	Other Sales & Service Personnel	2016	100	3	3.0	6.3	6	-3	47.6																
		2019	169	12	7.1	10.7	18	-6	66.4	362	29	8.0	39	-10	0	0	0.0	0	0	0	318	25	7.9	10	15
14	Other Manual Workers	2016	0	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	0.0	0	0	0	0	0	0.0	0	0
Total		2016	108	4	3.7	6.6	7	-3	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	0	322	25	7.8	12	13

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
---------------	--	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		All Employees	Persons with Disabilities	Short-term Goals				Long-term Goals						
				Persons with Disabilities				Persons with Disabilities						
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	2019	362	29	8.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2022	362	29	8.0			10.7	74.9			10.7	74.9	
14	Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		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	
		2022	371	29	7.8			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

041216 NB Ltd

43733

000065

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities			EE Result				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
		#	#	%	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
01 Senior Managers	2016	1	0	0.0	2.0	0	0	0.0																	
	2019	2	0	0.0	11.5	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2016	1	0	0.0	2.5	0	0	0.0																	
	2019	1	0	0.0	17.6	0	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	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	0	0	0
04 Semi-Professionals & Technicians	2016	0	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	0.0	0	0	0	0	0	0	0	0
05 Supervisors	2016	5	0	0.0	4.2	0	0	0.0																	
	2019	9	1	11.1	4.8	0	1	231.5	9	2	22.2	0	2	0	0	0.0	0	0	0	4	1	25.0	0	1	
06 Supervisors: Crafts & Trades	2016	0	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	0.0	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 ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
---------------	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2019	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0.0									
02 Middle & Other Managers	2019	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0.0									
03 Professionals	2019	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0.0									
04 Semi-Professionals & Technicians	2019	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0.0									
05 Supervisors	2019	9	22.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	9	22.2									
06 Supervisors: Crafts & Trades	2019	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0.0									

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

041216 NB Ltd

43733

000066

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce							Hires				Promotions				Terminations								
			Visible Minorities							Visible Minorities				Visible Minorities				Visible Minorities								
			Representation	Availability		Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	#	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	%		
07 Administrative & Senior Clerical	2016	1	0	0.0	2.2	0	0	0.0																		
	2019	2	0	0.0	2.4	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	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	0.0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	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	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																		
	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	0	0
11 Intermediate Sales & Service Personnel	2016	0	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	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																		
	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	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
---------------	----------------------------	----------------------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------	---------------	-----------------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		All Employees	Flow Data			Short-term Goals				Long-term Goals				
			Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	%	#	%	%	#	%	%	%		
07 Administrative & Senior Clerical	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			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		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

**041216 NB Ltd**

**43733**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																	
		Workforce								Hires				Promotions				Terminations									
		All Employees	Visible Minorities				Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability						Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
13 Other Sales & Service Personnel	2016	100	4	4.0	2.9	3	1	137.9																			
	2019	169	4	2.4	4.3	7	-3	55.0	362	16	4.4	16	0	0	0	0.0	0	0	0	0	0	0	0	318	17	5.3	13
14 Other Manual Workers	2016	0	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	0.0	0	0	0	0	0	0	0	0	0	0.0	0
Total	2016	108	4	3.7	2.9	3	1	127.7																			
	2019	183	5	2.7	4.5	8	-3	60.7	371	18	4.9	17	1	0	0	0.0	0	0	0	0	0	0	0	322	18	5.6	12

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ 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
---------------	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	#	%	#	%	#	%			
13 Other Sales & Service Personnel	2019	362	16	4.4	0	0.0	0.0	0.0	1	1600.0	0.0	0.0	
	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	0.0	
	2022	0	0	0.0			0.0	0.0		0.0	0.0		
Total	2019	371	18	4.9	0	0.0	0.0	0.0	1	1800.0	0.0	0.0	
	2022	371	18	4.9			0.0	0.0		0.0	0.0		



<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>041216 NB Ltd</b>
<b>43733</b>

## Efforts

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

### Required measures:

- Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
- 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.
- 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.
- 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).
- Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
- Ensured that any new gaps identified are addressed accordingly.
- 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.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- 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.
- 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 barrier-free workplace.
- 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):

### Operational Context

Please check the appropriate boxes and provide a brief overview of the events that have influenced your organization's activities during the period between the first/previous and subsequent/current compliance assessment.

- 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

### **Additional 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 immigrants 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:

Yes  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)
----	---------------------------------	----------------------

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**

- 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		Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)	Gap	Short-term	Long-term		

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

13	Other Sales & Service Personnel	-3	4.3	4.3	2.4	4.3
----	---------------------------------	----	-----	-----	-----	-----

Observations: None

### RECOMMENDATION

I recommend that the employer be found:

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 in representation.

**Name of Analyst: Maurice N. Yakibonge**

**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 Federal Contractors Program (FCP) under the Employment Equity Act.

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 under-represented; 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](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

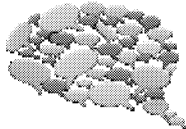
Your cooperation during the course of this compliance assessment was appreciated and we wish 041216 NB Ltd. continued success in achieving a diverse and inclusive workplace.

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](mailto: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](mailto:ee-eme@hrsdc-rhdcc.gc.ca)



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