

s.19(1)  
s.24(1)

Labour Program  
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization BlackBerry Limited	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) BlackBerry	Business Number [REDACTED]
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-scian/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm</a> 5415	Total number of employees in Canada (Permanent Full-Time and/or Part-Time)    3432  <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 2200 University Avenue W	City Waterloo	Province ON	Postal Code N2K 0A9
Telephone Number (519) 888-7465			

EMPLOYMENT EQUITY CONTACT			
Name (print) John Mazurek	Title Senior Director, Employee Relations & Compliance		
Telephone Number (519) 597-4756	E-mail Address jmazurek@blackberry.com	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 <b>OR</b> an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) Nita White-Ivy	Title EVP, Human Resources		
Telephone Number 925-[REDACTED]	E-mail Address [REDACTED]@blackberry.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature [REDACTED]	Date (YYYY-MM-DD) 2015-12-09		

**Privacy:** The information you provide is used to determine your eligibility for the Federal Contractors Program under section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program.

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 PPU 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> <ul style="list-style-type: none"> <li>• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a>.</li> </ul>



FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2016-07-01 to 2017-10-25

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	
Ontario	1839	7	0	1846	Halifax	1	0	0	1
Québec	7	0	0	7	Montréal	7	0	0	7
Nova Scotia	28	0	0	28	Toronto	334	0	0	334
British Columbia	23	0	0	23	Kingston	1	0	0	1
Total Employees in Canada				1904	Ottawa - Gatineau	417	6	0	423
					Hamilton	3	0	0	3
					Kitchener - Cambridge - Waterloo	1084	1	0	1085
					Victoria	2	0	0	2
					B.C. less CMAs	21	0	0	21
					N.S. less CMA	27	0	0	27
					Total Employees in Canada				1904



**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-07-01 to 2017-10-25**

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: \$100,000 and over Bottom Range: \$100,000 and over	4	2	1	1									
	3	1	1										
	2	9	8	1									
	1	12	11	1							2	2	
	<b>Total</b>	24	21	3							2	2	
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 65,000 - \$69,999	4	1	1										
	3	6	6								1	1	
	2	50	43	7							7	6	1
	1	162	121	41	1	1					34	27	7
	<b>Total</b>	219	171	48	1	1					42	34	8
<b>Professionals</b>  Top Range: \$100,000 and over Bottom Range: \$ 45,000 - \$49,999	4	8	7	1									
	3	72	63	9	1	1		2	2		9	8	1
	2	566	484	82	1	1		18	14	4	157	127	30
	1	547	392	155	4	2	2	6	5	1	183	126	57
	<b>Total</b>	1193	946	247	6	4	2	26	21	5	349	261	88
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over Bottom Range: \$ 50,000 - \$54,999	4	1	1										
	3												
	2	60	51	9				2	2		16	11	5
	1	236	196	40	2	1	1	3	3		49	39	10
	<b>Total</b>	297	248	49	2	1	1	5	5		65	50	15



BlackBerry Limited (certificate # 061191)

Form 2 A

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-07-01 to 2017-10-25**

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: \$100,000 and over Bottom Range: \$ 75,000 - \$79,999	4	5	5								2	2	
	3	1	1										
	2	4	3	1									
	1	8	5	3									
	<b>Total</b>		18	14	4							2	2
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999	4	2	2										
	3	3	2	1							1	1	
	2	7		7							1		1
	1	14		14							1		1
	<b>Total</b>		26	4	22							3	1
<b>Skilled Sales and Service Personnel</b>  Top Range: \$100,000 and over Bottom Range: \$ 80,000 - \$84,999	4	6	5	1									
	3	10	9	1							1	1	
	2	19	16	3				1	1		4	2	2
	1	14	8	6							3	3	
	<b>Total</b>		49	38	11				1	1		8	6
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 55,000 - \$59,999	4	1		1									
	3												
	2												
	1	2	2										
	<b>Total</b>		3	2	1								



BlackBerry Limited (certificate # 061191)

Form 2 A

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2016-07-01 to 2017-10-25**

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>Clerical Personnel</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>2</b>									
<b>Top Range: \$ 90,000 - \$94,999</b>	<b>3</b>	<b>9</b>	<b>2</b>	<b>7</b>				<b>1</b>	<b>1</b>		<b>1</b>		<b>1</b>
<b>Bottom Range: \$ 35,000 - \$39,999</b>	<b>2</b>	<b>17</b>	<b>4</b>	<b>13</b>							<b>2</b>		<b>2</b>
	<b>1</b>	<b>30</b>	<b>2</b>	<b>28</b>	<b>1</b>		<b>1</b>				<b>7</b>		<b>7</b>
<b>Total</b>		<b>59</b>	<b>9</b>	<b>50</b>	<b>1</b>		<b>1</b>	<b>1</b>	<b>1</b>		<b>10</b>		<b>10</b>
<b>Intermediate Sales and Service Personnel</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>1</b>									
<b>Top Range: \$ 60,000 - \$64,999</b>	<b>3</b>												
<b>Bottom Range: \$ 45,000 - \$49,999</b>	<b>2</b>												
	<b>1</b>	<b>5</b>	<b>4</b>	<b>1</b>									
<b>Total</b>		<b>7</b>	<b>5</b>	<b>2</b>									
<b>Semi-Skilled Manual Workers</b>	<b>4</b>	<b>1</b>		<b>1</b>									
<b>Top Range: \$ 80,000 - \$84,999</b>	<b>3</b>												
<b>Bottom Range: \$ 75,000 - \$79,999</b>	<b>2</b>												
	<b>1</b>	<b>1</b>	<b>1</b>										
<b>Total</b>		<b>2</b>	<b>1</b>	<b>1</b>									
<b>Total Number of Employees</b>		<b>1897</b>	<b>1459</b>	<b>438</b>	<b>10</b>	<b>6</b>	<b>4</b>	<b>33</b>	<b>28</b>	<b>5</b>	<b>481</b>	<b>356</b>	<b>125</b>

**BlackBerry Limited (certificate # 061191)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Part-Time / National**  
**Reporting Period 2016-07-01 to 2017-10-25**

Form 2 B

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>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: \$ 50,000 - \$54,999	<b>4</b>	1	1										
	<b>3</b>	2	2										
	<b>2</b>	2	2										
	<b>1</b>	2		2							1		1
	<b>Total</b>	7	5	2							1		1
<b>Total Number of Employees</b>		7	5	2							1		1



BlackBerry Limited (certificate # 061191)

Form 3 A

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / National**  
**Reporting Period 2016-07-01 to 2017-10-25**

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
\$ 37,500 - \$39,999	1		1									
\$ 40,000 - \$44,999	10	1	9							4		4
\$ 45,000 - \$49,999	29	6	23							4		4
\$ 50,000 - \$59,999	93	50	43	2		2				24	19	5
\$ 60,000 - \$69,999	180	118	62	1	1		5	4	1	38	28	10
\$ 70,000 - \$84,999	307	226	81	2		2	4	4		84	57	27
\$ 85,000 - \$99,999	394	308	86	3	3		7	4	3	126	90	36
\$100,000 and over	883	750	133	2	2		17	16	1	201	162	39
<b>Total Number of Employees</b>	<b>1897</b>	<b>1459</b>	<b>438</b>	<b>10</b>	<b>6</b>	<b>4</b>	<b>33</b>	<b>28</b>	<b>5</b>	<b>481</b>	<b>356</b>	<b>125</b>


**BlackBerry Limited (certificate # 061191)**

Form 3 B

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**
**Part-Time / National**
**Reporting Period 2016-07-01 to 2017-10-25**

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>\$ 50,000 and over</b>	7	5	2							1		1
<b>Total Number of Employees</b>	7	5	2							1		1





**BlackBerry Limited (certificate # 061191)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / National**

**Reporting Period 2016-07-01 to 2017-10-25**

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
Senior Managers	4	3	1									
Middle and Other Managers	7	5	2									
Professionals	115	97	18	2	1	1	2	2		34	27	7
Semi-Professionals and Technicians	40	32	8	1		1				10	8	2
Administrative and Senior Clerical Personnel	1		1									
Skilled Sales and Service Personnel	18	16	2				1	1				
Clerical Personnel	8	1	7									
<b>Total Number of Employees Hired</b>	<b>193</b>	<b>154</b>	<b>39</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>		<b>44</b>	<b>35</b>	<b>9</b>



**BlackBerry Limited (certificate # 061191)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2016-07-01 to 2017-10-25**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	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
Senior Managers	6	6								1	1	
Middle and Other Managers	46	36	10							9	8	1
Professionals	177	138	39	1	1		3	1	2	58	42	16
Semi-Professionals and Technicians	32	29	3				1	1		5	4	1
Supervisors	3	1	2									
Skilled Sales and Service Personnel	7	3	4							3	1	2
Clerical Personnel	9	1	8							2		2
Intermediate Sales and Service Personnel	1	1										
<b>Total Number of Employees Promoted</b>	<b>281</b>	<b>215</b>	<b>66</b>	<b>1</b>	<b>1</b>		<b>4</b>	<b>2</b>	<b>2</b>	<b>78</b>	<b>56</b>	<b>22</b>
<b>Total Number of Promotions</b>	<b>282</b>	<b>216</b>	<b>66</b>	<b>1</b>	<b>1</b>		<b>4</b>	<b>2</b>	<b>2</b>	<b>79</b>	<b>57</b>	<b>22</b>

**BlackBerry Limited (certificate # 061191)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Part-Time / National**  
**Reporting Period 2016-07-01 to 2017-10-25**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	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>Professionals</b>	1		1							1		1
<b>Total Number of Employees Promoted</b>	1		1							1		1
<b>Total Number of Promotions</b>	1		1							1		1

BlackBerry Limited (certificate # 061191)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2016-07-01 to 2017-10-25

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
Senior Managers	14	13	1							2	2	
Middle and Other Managers	112	91	21	1	1					20	17	3
Professionals	646	476	170	1	1		3	2	1	180	135	45
Semi-Professionals and Technicians	45	39	6	1	1		1	1		11	10	1
Supervisors	1	1										
Administrative and Senior Clerical Personnel	7		7									
Skilled Sales and Service Personnel	27	18	9							5	5	
Skilled Crafts and Trades Workers	6	6								2	2	
Clerical Personnel	14	3	11							5		5
Intermediate Sales and Service Personnel	9	8	1				1	1		1		1
Semi-Skilled Manual Workers	44	20	24							17	10	7
<b>Total Number of Employees Terminated</b>	<b>925</b>	<b>675</b>	<b>250</b>	<b>3</b>	<b>3</b>		<b>5</b>	<b>4</b>	<b>1</b>	<b>243</b>	<b>181</b>	<b>62</b>

**BlackBerry Limited (certificate # 061191)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Part-Time / National**  
**Reporting Period 2016-07-01 to 2017-10-25**

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>Professionals</b>	<b>2</b>	<b>2</b>										
<b>Total Number of Employees Terminated</b>	<b>2</b>	<b>2</b>										



Workplace Equity Information Management System - BlackBerry Limited

Workforce Analysis - Detailed Report

Date: 2017-10-31

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	24	3	12.5 %	27.4 %	7	-4	National
<b>02 : Middle and Other Managers</b>	National	219	48	21.9 %	38.9 %	85	-37	National
<b>03 : Professionals</b>		1200	249	20.8 %	25.7 %	308	-59	
1111 : Financial auditors and accountants	National	17	11	64.7 %	55.1 %	9	2	National
1112 : Financial and investment analysts	National	39	20	51.3 %	50.1 %	20	0	National
1121 : Human resources professionals	National	18	15	83.3 %	71.1 %	13	2	National
1122 : Professional occupations in business management consulting	National	127	57	44.9 %	42.0 %	53	4	National
1123 : Professional occupations in advertising, marketing and public relations	National	29	11	37.9 %	66.4 %	19	-8	National
2133 : Electrical and electronics engineers	National	11	1	9.1 %	11.3 %	1	0	National
2147 : Computer engineers (except software engineers and designers)	National	11	3	27.3 %	12.6 %	1	2	National
2161 : Mathematicians, statisticians and actuaries	National	2	1	50.0 %	46.7 %	1	0	National
2171 : Information systems analysts and consultants	National	97	18	18.6 %	28.3 %	27	-9	National
2172 : Database analysts and data administrators	National	22	1	4.5 %	35.2 %	8	-7	National
2173 : Software engineers and designers	National	783	99	12.6 %	17.4 %	136	-37	National
2174 : Computer programmers and interactive media developers	National	6	0	0.0 %	17.9 %	1	-1	National
4112 : Lawyers and Quebec notaries	National	12	4	33.3 %	42.5 %	5	-1	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	2	0	0.0 %	41.0 %	1	-1	National
4162 : Economists and economic policy researchers and analysts	National	2	1	50.0 %	42.3 %	1	0	National
4163 : Business development officers and marketing researchers and consultants	National	6	1	16.7 %	50.7 %	3	-2	National
5121 : Authors and writers	National	16	6	37.5 %	54.9 %	9	-3	National
<b>04 : Semi-Professionals and Technicians</b>		297	49	16.5 %	24.6 %	73	-24	
2241 : Electrical and electronics engineering technologists and technicians	Ontario	1	0	0.0 %	12.1 %	0	0	Ontario
2281 : Computer network technicians	Ontario	126	11	8.7 %	20.8 %	26	-15	Ontario
2282 : User support technicians	Nova Scotia	13	2	15.4 %	32.1 %	4	-2	Nova Scotia



Workplace Equity Information Management System - BlackBerry Limited

Workforce Analysis - Detailed Report

Date: 2017-10-31

000867

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Ontario	149	28	18.8 %	24.2 %	36	-8	Ontario
4211 : Paralegal and related occupations	Ontario	8	8	100.0 %	82.0 %	7	1	Ontario
<b>05 : Supervisors</b>		18	4	22.2 %	54.1 %	10	-6	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	16	3	18.8 %	54.2 %	9	-6	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Toronto	2	1	50.0 %	53.0 %	1	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		26	22	84.6 %	82.4 %	21	1	
<b>Employment Equity Occupational Group</b>	B.C. less CMAs	1	1	100.0 %	87.5 %	1	0	B.C. less CMAs
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	21	18	85.7 %	83.0 %	17	1	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	3	2	66.7 %	77.2 %	2	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	1	1	100.0 %	80.1 %	1	0	Toronto
<b>08 : Skilled Sales and Service Personnel</b>		49	11	22.4 %	28.7 %	14	-3	
6221 : Technical sales specialists - wholesale trade	British Columbia	2	0	0.0 %	26.3 %	1	-1	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	42	10	23.8 %	28.7 %	12	-2	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	5	1	20.0 %	29.1 %	1	0	Québec
<b>09 : Skilled Crafts and Trades Workers</b>		3	1	33.3 %	6.3 %	0	1	
7241 : Electricians (except industrial and power system)	Ontario	1	1	100.0 %	1.5 %	0	1	Ontario
9241 : Power engineers and power systems operators	Ontario	2	0	0.0 %	8.8 %	0	0	Ontario
<b>10 : Clerical Personnel</b>		59	50	84.7 %	67.7 %	40	10	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	53	47	88.7 %	67.9 %	36	11	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	6	3	50.0 %	65.8 %	4	-1	Ottawa - Gatineau
<b>11 : Intermediate Sales and Service Personnel</b>		7	2	28.6 %	67.5 %	5	-3	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	5	2	40.0 %	69.4 %	3	-1	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	1	0	0.0 %	61.8 %	1	-1	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	63.9 %	1	-1	Toronto



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>12 : Semi-Skilled Manual Workers</b>		2	1	50.0 %	23.0 %	0	1	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	2	1	50.0 %	23.0 %	0	1	Kitchener - Cambridge
<b>Total</b>		1904	440	23.1 %	29.6 %	563	-123	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data





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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	Representation %	Availability %		
<b>01 : Senior Managers</b>	National	24	0	0.0 %	2.9 %	1	National
<b>02 : Middle and Other Managers</b>	National	219	1	0.5 %	2.2 %	5	National
<b>03 : Professionals</b>		1200	6	0.5 %	0.9 %	11	
1111 : Financial auditors and accountants	National	17	0	0.0 %	1.3 %	0	National
1112 : Financial and investment analysts	National	39	0	0.0 %	0.9 %	0	National
1121 : Human resources professionals	National	18	0	0.0 %	2.7 %	0	National
1122 : Professional occupations in business management consulting	National	127	1	0.8 %	1.6 %	2	National
1123 : Professional occupations in advertising, marketing and public relations	National	29	1	3.4 %	2.1 %	1	National
2133 : Electrical and electronics engineers	National	11	0	0.0 %	0.7 %	0	National
2147 : Computer engineers (except software engineers and designers)	National	11	0	0.0 %	0.9 %	0	National
2161 : Mathematicians, statisticians and actuaries	National	2	0	0.0 %	1.0 %	0	National
2171 : Information systems analysts and consultants	National	97	1	1.0 %	1.1 %	1	National
2172 : Database analysts and data administrators	National	22	0	0.0 %	1.3 %	0	National
2173 : Software engineers and designers	National	783	3	0.4 %	0.6 %	5	National
2174 : Computer programmers and interactive media developers	National	6	0	0.0 %	1.0 %	0	National
4112 : Lawyers and Quebec notaries	National	12	0	0.0 %	1.6 %	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	2	0	0.0 %	2.7 %	0	National
4162 : Economists and economic policy researchers and analysts	National	2	0	0.0 %	1.2 %	0	National
4163 : Business development officers and marketing researchers and consultants	National	6	0	0.0 %	2.0 %	0	National
5121 : Authors and writers	National	16	0	0.0 %	1.9 %	0	National
<b>04 : Semi-Professionals and Technicians</b>		297	2	0.7 %	1.6 %	5	
2241 : Electrical and electronics engineering technologists and technicians	Ontario	1	0	0.0 %	1.8 %	0	Ontario
2281 : Computer network technicians	Ontario	126	1	0.8 %	1.4 %	2	Ontario
2282 : User support technicians	Nova Scotia	13	1	7.7 %	3.2 %	0	Nova Scotia



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### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Ontario	149	0	0.0 %	1.6 %	2	-2	Ontario
4211 : Paralegal and related occupations	Ontario	8	0	0.0 %	1.5 %	0	0	Ontario
<b>05 : Supervisors</b>		18	0	0.0 %	1.0 %	0	0	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	16	0	0.0 %	1.0 %	0	0	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Toronto	2	0	0.0 %	1.0 %	0	0	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		26	0	0.0 %	2.0 %	1	-1	
<b>Employment Equity Occupational Group</b>	B.C. less CMAs	1	0	0.0 %	7.7 %	0	0	B.C. less CMAs
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	21	0	0.0 %	1.6 %	0	0	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	3	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	0.8 %	0	0	Toronto
<b>08 : Skilled Sales and Service Personnel</b>		49	0	0.0 %	1.0 %	0	0	
6221 : Technical sales specialists - wholesale trade	British Columbia	2	0	0.0 %	2.5 %	0	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	42	0	0.0 %	1.0 %	0	0	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	5	0	0.0 %	1.0 %	0	0	Québec
<b>09 : Skilled Crafts and Trades Workers</b>		3	0	0.0 %	2.2 %	0	0	
7241 : Electricians (except industrial and power system)	Ontario	1	0	0.0 %	1.8 %	0	0	Ontario
9241 : Power engineers and power systems operators	Ontario	2	0	0.0 %	2.4 %	0	0	Ontario
<b>10 : Clerical Personnel</b>		59	1	1.7 %	1.1 %	1	0	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	53	1	1.9 %	0.9 %	0	1	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	6	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
<b>11 : Intermediate Sales and Service Personnel</b>		7	0	0.0 %	1.6 %	0	0	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	5	0	0.0 %	1.5 %	0	0	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	1	0	0.0 %	3.0 %	0	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	0.6 %	0	0	Toronto



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	Representation %	Availability %			
<b>12 : Semi-Skilled Manual Workers</b>		2	0	0.0 %	1.2 %	0	0	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	2	0	0.0 %	1.2 %	0	0	Kitchener - Cambridge
<b>Total</b>		1904	10	0.5 %	1.2 %	24	-14	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



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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	24	2	8.3 %	10.1 %	2	0	National
<b>02 : Middle and Other Managers</b>	National	219	42	19.2 %	15.0 %	33	9	National
<b>03 : Professionals</b>		1200	350	29.2 %	35.3 %	424	-74	
1111 : Financial auditors and accountants	National	17	5	29.4 %	27.5 %	5	0	National
1112 : Financial and investment analysts	National	39	13	33.3 %	35.4 %	14	-1	National
1121 : Human resources professionals	National	18	2	11.1 %	14.1 %	3	-1	National
1122 : Professional occupations in business management consulting	National	127	26	20.5 %	21.6 %	27	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	29	4	13.8 %	16.9 %	5	-1	National
2133 : Electrical and electronics engineers	National	11	3	27.3 %	34.9 %	4	-1	National
2147 : Computer engineers (except software engineers and designers)	National	11	5	45.5 %	38.2 %	4	1	National
2161 : Mathematicians, statisticians and actuaries	National	2	0	0.0 %	27.7 %	1	-1	National
2171 : Information systems analysts and consultants	National	97	27	27.8 %	31.4 %	30	-3	National
2172 : Database analysts and data administrators	National	22	9	40.9 %	32.3 %	7	2	National
2173 : Software engineers and designers	National	783	249	31.8 %	40.5 %	317	-68	National
2174 : Computer programmers and interactive media developers	National	6	3	50.0 %	31.5 %	2	1	National
4112 : Lawyers and Quebec notaries	National	12	0	0.0 %	12.5 %	2	-2	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	2	0	0.0 %	13.6 %	0	0	National
4162 : Economists and economic policy researchers and analysts	National	2	1	50.0 %	26.3 %	1	0	National
4163 : Business development officers and marketing researchers and consultants	National	6	1	16.7 %	21.9 %	1	0	National
5121 : Authors and writers	National	16	2	12.5 %	10.7 %	2	0	National
<b>04 : Semi-Professionals and Technicians</b>		297	65	21.9 %	33.7 %	100	-35	
2241 : Electrical and electronics engineering technologists and technicians	Ontario	1	0	0.0 %	31.4 %	0	0	Ontario
2281 : Computer network technicians	Ontario	126	29	23.0 %	34.1 %	43	-14	Ontario
2282 : User support technicians	Nova Scotia	13	0	0.0 %	11.3 %	1	-1	Nova Scotia



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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
			#	%	%	#		
2282 : User support technicians	Ontario	149	35	23.5 %	35.9 %	53	-18	Ontario
4211 : Paralegal and related occupations	Ontario	8	1	12.5 %	22.3 %	2	-1	Ontario
<b>05 : Supervisors</b>		18	2	11.1 %	15.8 %	3	-1	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	16	2	12.5 %	12.0 %	2	0	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Toronto	2	0	0.0 %	45.8 %	1	-1	Toronto
<b>07 : Administrative and Senior Clerical Personnel</b>		26	3	11.5 %	10.6 %	3	0	
<b>Employment Equity Occupational Group</b>	B.C. less CMAs	1	0	0.0 %	3.4 %	0	0	B.C. less CMAs
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	21	2	9.5 %	9.5 %	2	0	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	3	1	33.3 %	12.2 %	0	1	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	37.3 %	0	0	Toronto
<b>08 : Skilled Sales and Service Personnel</b>		49	8	16.3 %	19.7 %	10	-2	
6221 : Technical sales specialists - wholesale trade	British Columbia	2	0	0.0 %	24.7 %	0	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	42	8	19.0 %	20.8 %	9	-1	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	5	0	0.0 %	8.5 %	0	0	Québec
<b>09 : Skilled Crafts and Trades Workers</b>		3	0	0.0 %	14.6 %	0	0	
7241 : Electricians (except industrial and power system)	Ontario	1	0	0.0 %	13.1 %	0	0	Ontario
9241 : Power engineers and power systems operators	Ontario	2	0	0.0 %	15.4 %	0	0	Ontario
<b>10 : Clerical Personnel</b>		59	10	16.9 %	11.8 %	7	3	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	53	10	18.9 %	11.5 %	6	4	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	6	0	0.0 %	14.7 %	1	-1	Ottawa - Gatineau
<b>11 : Intermediate Sales and Service Personnel</b>		7	0	0.0 %	20.0 %	1	-1	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	5	0	0.0 %	13.8 %	1	-1	Kitchener - Cambridge
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	1	0	0.0 %	22.0 %	0	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	48.9 %	0	0	Toronto



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**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>12 : Semi-Skilled Manual Workers</b>		2	0	0.0 %	18.5 %	0	0	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	2	0	0.0 %	18.5 %	0	0	Kitchener - Cambridge
<b>Total</b>		1904	482	25.3 %	30.6 %	583	-101	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



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Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	243	0	0.0 %	4.3 %	10	-10	National
03 : Professionals	National	1200	26	2.2 %	3.8 %	46	-20	National
04 : Semi-Professionals and Technicians	National	297	5	1.7 %	4.6 %	14	-9	National
05 : Supervisors	National	18	0	0.0 %	13.9 %	3	-3	National
07 : Administrative and Senior Clerical Personnel	National	26	0	0.0 %	3.4 %	1	-1	National
08 : Skilled Sales and Service Personnel	National	49	1	2.0 %	3.5 %	2	-1	National
09 : Skilled Crafts and Trades Workers	National	3	0	0.0 %	3.8 %	0	0	National
10 : Clerical Personnel	National	59	1	1.7 %	7.0 %	4	-3	National
11 : Intermediate Sales and Service Personnel	National	7	0	0.0 %	5.6 %	0	0	National
12 : Semi-Skilled Manual Workers	National	2	0	0.0 %	4.8 %	0	0	National
<b>Total</b>		<b>1904</b>	<b>33</b>	<b>1.8 %</b>	<b>4.2 %</b>	<b>80</b>	<b>-47</b>	

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



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

Changing back to WEIMS default.

**WFA Defaults - Women, Aboriginal Peoples and Visible Minorities**

<b>Employment Equity Occupational Group</b>	<b>Perform Analysis By</b>	<b>Recruitment Area</b>
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA





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#### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National



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Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	24	3	12.5 %	27.4 %	7	-4
02 : Middle and Other Managers	219	48	21.9 %	38.9 %	85	-37
03 : Professionals	1200	249	20.8 %	25.7 %	308	-59
04 : Semi-Professionals and Technicians	297	49	16.5 %	24.6 %	73	-24
05 : Supervisors	18	4	22.2 %	54.1 %	10	-6
07 : Administrative and Senior Clerical Personnel	26	22	84.6 %	82.4 %	21	1
08 : Skilled Sales and Service Personnel	49	11	22.4 %	28.7 %	14	-3
09 : Skilled Crafts and Trades Workers	3	1	33.3 %	6.3 %	0	1
10 : Clerical Personnel	59	50	84.7 %	67.7 %	40	10
11 : Intermediate Sales and Service Personnel	7	2	28.6 %	67.5 %	5	-3
12 : Semi-Skilled Manual Workers	2	1	50.0 %	23.0 %	0	1
<b>Total</b>	<b>1904</b>	<b>440</b>	<b>23.1 %</b>	<b>29.6 %</b>	<b>563</b>	<b>-123</b>

Total may not equal sum of components due to rounding.



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**Aboriginal Peoples**

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Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	24	0	0.0 %	2.9 %	1	-1
02 : Middle and Other Managers	219	1	0.5 %	2.2 %	5	-4
03 : Professionals	1200	6	0.5 %	0.9 %	11	-5
04 : Semi-Professionals and Technicians	297	2	0.7 %	1.6 %	5	-3
05 : Supervisors	18	0	0.0 %	1.0 %	0	0
07 : Administrative and Senior Clerical Personnel	26	0	0.0 %	2.0 %	1	-1
08 : Skilled Sales and Service Personnel	49	0	0.0 %	1.0 %	0	0
09 : Skilled Crafts and Trades Workers	3	0	0.0 %	2.2 %	0	0
10 : Clerical Personnel	59	1	1.7 %	1.1 %	1	0
11 : Intermediate Sales and Service Personnel	7	0	0.0 %	1.6 %	0	0
12 : Semi-Skilled Manual Workers	2	0	0.0 %	1.2 %	0	0
<b>Total</b>	<b>1904</b>	<b>10</b>	<b>0.5 %</b>	<b>1.2 %</b>	<b>24</b>	<b>-14</b>

Total may not equal sum of components due to rounding.



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**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	24	2	8.3 %	10.1 %	2	0
02 : Middle and Other Managers	219	42	19.2 %	15.0 %	33	9
03 : Professionals	1200	350	29.2 %	35.3 %	424	-74
04 : Semi-Professionals and Technicians	297	65	21.9 %	33.7 %	100	-35
05 : Supervisors	18	2	11.1 %	15.8 %	3	-1
07 : Administrative and Senior Clerical Personnel	26	3	11.5 %	10.6 %	3	0
08 : Skilled Sales and Service Personnel	49	8	16.3 %	19.7 %	10	-2
09 : Skilled Crafts and Trades Workers	3	0	0.0 %	14.6 %	0	0
10 : Clerical Personnel	59	10	16.9 %	11.8 %	7	3
11 : Intermediate Sales and Service Personnel	7	0	0.0 %	20.0 %	1	-1
12 : Semi-Skilled Manual Workers	2	0	0.0 %	18.5 %	0	0
<b>Total</b>	<b>1904</b>	<b>482</b>	<b>25.3 %</b>	<b>30.6 %</b>	<b>583</b>	<b>-101</b>

Total may not equal sum of components due to rounding.



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**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	243	0	0.0 %	4.3 %	10	-10
03 : Professionals	1200	26	2.2 %	3.8 %	46	-20
04 : Semi-Professionals and Technicians	297	5	1.7 %	4.6 %	14	-9
05 : Supervisors	18	0	0.0 %	13.9 %	3	-3
07 : Administrative and Senior Clerical Personnel	26	0	0.0 %	3.4 %	1	-1
08 : Skilled Sales and Service Personnel	49	1	2.0 %	3.5 %	2	-1
09 : Skilled Crafts and Trades Workers	3	0	0.0 %	3.8 %	0	0
10 : Clerical Personnel	59	1	1.7 %	7.0 %	4	-3
11 : Intermediate Sales and Service Personnel	7	0	0.0 %	5.6 %	0	0
12 : Semi-Skilled Manual Workers	2	0	0.0 %	4.8 %	0	0
<b>Total</b>	<b>1904</b>	<b>33</b>	<b>1.8 %</b>	<b>4.2 %</b>	<b>80</b>	<b>-47</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2017-10-31

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

Changing back to WEIMS default.

**WFA Defaults - Women, Aboriginal Peoples and Visible Minorities**

<b>Employment Equity Occupational Group</b>	<b>Perform Analysis By</b>	<b>Recruitment Area</b>
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA



### Workforce Analysis - Summary Report

Date: 2017-10-31

000883

#### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**BlackBerry Limited**  
**[Date:2018-10-16]**

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	03

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	10	25

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 1: Women</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
01	Senior Managers	26	4	27.4
02	Middle & Other Managers	390	72	38.9
03	Professionals	1,789	385	25.6
04	Semi-Professionals & Technicians	353	48	24.8
05	Supervisors	21	5	54.2
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	35	29	81.9
08	Skilled Sales & Service Personnel	57	16	28.6
09	Skilled Crafts & Trades Workers	9	1	3.1
10	Clerical Personnel	67	55	67.6
11	Intermediate Sales & Service Personnel	15	2	68.0
12	Semi-Skilled Manual Workers	44	21	23.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>2,806</b>	<b>638</b>	<b>0.0</b>

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 5: Women</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
		<b>#</b>	<b>%</b>	
		24	3	27.4
		219	48	38.9
		1,200	249	25.7
		297	49	24.6
		18	4	54.1
		0	0	0.0
		26	22	82.4
		49	11	28.7
		3	1	6.3
		59	50	67.7
		7	2	67.5
		2	1	23.0
		0	0	0.0
		0	0	0.0
<b>Total</b>		<b>1,904</b>	<b>440</b>	<b>29.6</b>

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

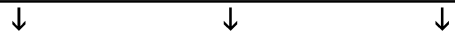
**\* Source:**  
2011 National Household Survey





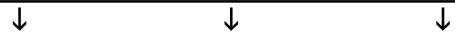
**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**BlackBerry Limited**  
**[Date:2018-10-16]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	03

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	10	25

**Table 3: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	26	1	10.1
02	Middle & Other Managers	390	70	15.0
03	Professionals	1,789	465	35.1
04	Semi-Professionals & Technicians	353	66	34.4
05	Supervisors	21	3	14.9
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	35	2	12.2
08	Skilled Sales & Service Personnel	57	8	19.9
09	Skilled Crafts & Trades Workers	9	2	13.6
10	Clerical Personnel	67	14	11.9
11	Intermediate Sales & Service Personnel	15	1	17.3
12	Semi-Skilled Manual Workers	44	18	18.5
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>2,806</b>	<b>650</b>	<b>0.0</b>

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

**Table 7: Members of Visible Minorities**

		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
		24	2	10.1
		219	42	15.0
		1,200	350	35.3
		297	65	33.7
		18	2	15.8
		0	0	0.0
		26	3	10.6
		49	8	19.7
		3	0	14.6
		59	10	11.8
		7	0	20.0
		2	0	18.5
		0	0	0.0
		0	0	0.0
		<b>1,904</b>	<b>482</b>	<b>30.6</b>

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

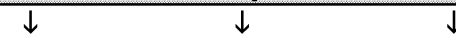
**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**BlackBerry Limited**  
**[Date:2018-10-16]**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	06	03

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	10	25

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
01/02	Managers	416	3	4.3
03	Professionals	1,789	25	3.8
04	Semi-Professionals & Technicians	353	4	4.6
05	Supervisors	21	0	13.9
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	35	0	3.4
08	Skilled Sales & Service Personnel	57	1	3.5
09	Skilled Crafts & Trades Workers	9	0	3.8
10	Clerical Personnel	67	2	7.0
11	Intermediate Sales & Service Personnel	15	1	5.6
12	Semi-Skilled Manual Workers	44	0	4.8
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>2,806</b>	<b>36</b>	<b>0.0</b>

\* Source:

		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
	243	0	4.3	
	1,200	26	3.8	
	297	5	4.6	
	18	0	13.9	
	0	0	0.0	
	26	0	3.4	
	49	1	3.5	
	3	0	3.8	
	59	1	7.0	
	7	0	5.6	
	2	0	4.8	
	0	0	0.0	
	0	0	0.0	
	<b>1,904</b>	<b>33</b>	<b>4.2</b>	

\* Source:

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**BlackBerry Limited**

**[Date:2018-10-16]**

Start Date of Flow Data		
YYYY	MM	DD
2016	07	01

End Date of Flow Data		
YYYY	MM	DD
2017	10	25

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

**Table 1: Women**

**Table 5: Women**

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	4	1	0
02 Middle & Other Managers	7	2	0	0
03 Professionals	115	18	0	0
04 Semi-Professionals & Technicians	40	8	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	1	0	0
08 Skilled Sales & Service Personnel	18	2	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	7	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>193</b>	<b>39</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
6	0	0	0
46	10	0	0
177	39	1	1
32	3	0	0
3	2	0	0
0	0	0	0
0	0	0	0
7	4	0	0
0	0	0	0
9	8	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>281</b>	<b>66</b>	<b>1</b>	<b>1</b>

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
14	1	0	0
112	21	0	0
646	170	2	0
45	6	0	0
1	0	0	0
0	0	0	0
7	7	0	0
27	9	0	0
6	0	0	0
14	11	0	0
9	1	0	0
44	24	0	0
0	0	0	0
0	0	0	0
<b>925</b>	<b>250</b>	<b>2</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**BlackBerry Limited**

**[Date:2018-10-16]**

Start Date of Flow Data		
YYYY	MM	DD
2016	07	01

End Date of Flow Data		
YYYY	MM	DD
2017	10	25

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	4	0	0
02 Middle & Other Managers	7	0	0	0
03 Professionals	115	2	0	0
04 Semi-Professionals & Technicians	40	1	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	18	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	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>193</b>	<b>3</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
6	0	0	0
46	0	0	0
177	1	1	0
32	0	0	0
3	0	0	0
0	0	0	0
0	0	0	0
7	0	0	0
0	0	0	0
9	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>281</b>	<b>1</b>	<b>1</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
14	0	0	0
112	1	0	0
646	1	2	0
45	1	0	0
1	0	0	0
0	0	0	0
7	0	0	0
27	0	0	0
6	0	0	0
14	0	0	0
9	0	0	0
44	0	0	0
0	0	0	0
0	0	0	0
<b>925</b>	<b>3</b>	<b>2</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**BlackBerry Limited**

**[Date:2018-10-16]**

Start Date of Flow Data		
YYYY	MM	DD
2016	07	01

End Date of Flow Data		
YYYY	MM	DD
2017	10	25

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	4	0	0
02 Middle & Other Managers	7	0	0	0
03 Professionals	115	2	0	0
04 Semi-Professionals & Technicians	40	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	18	1	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	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>193</b>	<b>3</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
6	0	0	0
46	0	0	0
177	3	1	0
32	1	0	0
3	0	0	0
0	0	0	0
0	0	0	0
7	0	0	0
0	0	0	0
9	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>281</b>	<b>4</b>	<b>1</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
14	0	0	0
112	0	0	0
646	3	2	0
45	1	0	0
1	0	0	0
0	0	0	0
7	0	0	0
27	0	0	0
6	0	0	0
14	0	0	0
9	1	0	0
44	0	0	0
0	0	0	0
0	0	0	0
<b>925</b>	<b>5</b>	<b>2</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**BlackBerry Limited**

**[Date:2018-10-16]**

Start Date of Flow Data		
YYYY	MM	DD
2016	07	01

End Date of Flow Data		
YYYY	MM	DD
2017	10	25

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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**Table 4: Members of Visible Minorities**

**Table 8: Members of Visible Minorities**

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	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	4	0	0
02 Middle & Other Managers	7	0	0	0
03 Professionals	115	34	0	0
04 Semi-Professionals & Technicians	40	10	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	18	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	8	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>193</b>	<b>44</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
6	1	0	0
46	9	0	0
177	58	1	1
32	5	0	0
3	0	0	0
0	0	0	0
0	0	0	0
7	3	0	0
0	0	0	0
9	2	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>281</b>	<b>78</b>	<b>1</b>	<b>1</b>

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
14	2	0	0
112	20	0	0
646	180	2	0
45	11	0	0
1	0	0	0
0	0	0	0
7	0	0	0
27	5	0	0
6	2	0	0
14	5	0	0
9	1	0	0
44	17	0	0
0	0	0	0
0	0	0	0
<b>925</b>	<b>243</b>	<b>2</b>	<b>0</b>

Federal Contractors Program Achievement Report

000892

Part 3: Goals

BlackBerry Limited

[Date:2018-10-16]

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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	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 (EEOG)	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	From - To						2016
	2016-06-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-03	Annually	Over 3 Years	Years	2016	2019	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%		
01 Senior Managers	26	-2.6%		0	56.0%		0	0	4	0.0%	0	3	0	27.0	27.4%	-3	-3	15.4%	15.4%	
02 Middle & Other Managers	390	-17.5%		0	36.8%		0	0	72	0.0%	0	80	0	20.0	38.9%	-80	-80	18.5%	18.5%	
03 Professionals	1,789	-12.5%		0	43.4%		0	0	385	0.0%	0	73	0	10.0	25.6%	-73	-73	21.5%	21.5%	
04 Semi-Professionals & Tech	353	-5.6%		0	13.8%		0	0	48	0.0%	0	40	0	25.0	24.8%	-40	-40	13.6%	13.6%	
05 Supervisors	21	-5.0%		0	5.1%		0	0	5	0.0%	0	6	0	52.0	54.2%	-6	-6	23.8%	23.8%	
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	35	-9.4%		0	23.0%		0	0	29	0.0%	0	0	0	0.0	81.9%	0	0	82.9%	82.9%	
08 Skilled Sales & Service	57	-4.9%		0	50.9%		0	0	16	0.0%	0	0	0	0.0	28.6%	0	0	28.1%	28.1%	
09 Skilled Crafts & Trades	9	-30.7%		0	100.0%		0	0	1	0.0%	0	-1	0	0.0	3.1%	1	1	11.1%	11.1%	
10 Clerical Personnel	67	-4.1%		0	22.2%		0	0	55	0.0%	0	-10	0	0.0	67.6%	10	10	82.1%	82.1%	
11 Intermediate Sales & Service	15	-22.4%		0	81.8%		0	0	2	0.0%	0	8	0	63.0	68.0%	-8	-8	13.3%	13.3%	
12 Semi-Skilled Manual	44	-64.3%		0	191.3%		0	0	21	0.0%	0	-11	0	0.0	23.0%	11	11	47.7%	47.7%	
13 Other 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!	
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	2,806	-12.1%		0	39.4%		0	0	638	0.0%	0	-638	0	14.3	0.0%	638	638	22.7%	22.7%	

† 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 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	27.0	0	0.0	
02 Middle & Other Managers	0	20.0	0	0.0	
03 Professionals	0	10.0	0	0.0	
04 Semi-Professionals & Tech	0	25.0	0	0.0	
05 Supervisors	0	52.0	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	63.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	



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14	Other Manual Workers	0	0.0	0	0.0
Total		0	14.3	0	0.0

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Part 3: Goals

BlackBerry Limited

[Date:2018-10-16]

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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	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

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	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		From - To						
	2016-06-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-03	Annually	Over 3 Years		2016	2019							
	#	%	%	#	%	%	#	#	#	%	#	%	#	%						
01 Senior Managers	26	-2.6%		0	56.0%		0	0	0	0.0%	0	1	0	2.9	2.9%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	390	-17.5%		0	36.8%		0	1	0	0.0%	0	8	0	2.1	2.2%	-8	-8	0.3%	0.3%	
03 Professionals	1,789	-12.5%		0	43.4%		0	6	0	0.0%	0	10	0	35.0	0.9%	-10	-10	0.3%	0.3%	
04 Semi-Professionals & Tech	353	-5.6%		0	13.8%		0	1	0	0.0%	0	5	0	1.4	1.6%	-5	-5	0.3%	0.3%	
05 Supervisors	21	-5.0%		0	5.1%		0	0	0	0.0%	0	0	0	0.0	1.0%	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	35	-9.4%		0	23.0%		0	0	0	0.0%	0	1	0	0.0	1.8%	-1	-1	0.0%	0.0%	
08 Skilled Sales & Service	57	-4.9%		0	50.9%		0	0	0	0.0%	0	1	0	0.0	1.0%	-1	-1	0.0%	0.0%	
09 Skilled Crafts & Trades	9	-30.7%		0	100.0%		0	0	0	0.0%	0	0	0	0.0	1.9%	0	0	0.0%	0.0%	
10 Clerical Personnel	67	-4.1%		0	22.2%		0	0	0	0.0%	0	1	0	1.5	1.2%	-1	-1	0.0%	0.0%	
11 Intermediate Sales & Service	15	-22.4%		0	81.8%		0	0	0	0.0%	0	0	0	0.0	1.6%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	44	-64.3%		0	191.3%		0	0	0	0.0%	0	1	0	0.0	1.2%	-1	-1	0.0%	0.0%	
13 Other 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!	
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	2,806	-12.1%		0	39.4%		0	0	8	0.0%	0	-8	0		0.0%	8	8	0.3%	0.3%	

† 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	2.9	0	0.0	
02 Middle & Other Managers	0	2.1	0	0.0	
03 Professionals	0	35.0	0	0.0	
04 Semi-Professionals & Tech	0	1.4	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	1.5	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	

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14	Other Manual Workers	0	0.0	0	0.0
Total		0	0.0	0	0.0

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Part 3: Goals

BlackBerry Limited

[Date:2018-10-16]

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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	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)		First/Previous Short-term Goals																		
		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		From - To	YYYY - YYYY					
		2016-06-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-03	Annually	Over 3 Years	Years	2016	2019	%	#	#	%	%	
#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%			
01/02	Managers	416	-10.1%		0	46.4%		0	0	3	0.0%	0	15	0	3.7	4.3%	-15	-15	0.7%	0.7%
03	Professionals	1,789	-12.5%		0	43.4%		0	0	25	0.0%	0	43	0	2.0	3.8%	-43	-43	1.4%	1.4%
04	Semi-Professionals & Tech	353	-5.6%		0	13.8%		0	0	4	0.0%	0	12	0	4.0	4.6%	-12	-12	1.1%	1.1%
05	Supervisors	21	-5.0%		0	5.1%		0	0	0	0.0%	0	3	0	13.9	13.9%	-3	-3	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	35	-9.4%		0	23.0%		0	0	0	0.0%	0	1	0	0.0	3.4%	-1	-1	0.0%	0.0%
08	Skilled Sales & Service	57	-4.9%		0	50.9%		0	0	1	0.0%	0	1	0	0.0	3.5%	-1	-1	1.8%	1.8%
09	Skilled Crafts & Trades	9	-30.7%		0	100.0%		0	0	0	0.0%	0	0	0	0.0	3.8%	0	0	0.0%	0.0%
10	Clerical Personnel	67	-4.1%		0	22.2%		0	0	2	0.0%	0	3	0	4.0	7.0%	-3	-3	3.0%	3.0%
11	Intermediate Sales & Service	15	-22.4%		0	81.8%		0	0	1	0.0%	0	0	0	0.0	5.6%	0	0	6.7%	6.7%
12	Semi-Skilled Manual	44	-64.3%		0	191.3%		0	0	0	0.0%	0	2	0	3.0	4.8%	-2	-2	0.0%	0.0%
13	Other 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!
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		2,806	-12.1%		0	39.4%		0	0	36	0.0%	0	-36	0	2.9	0.0%	36	36	1.3%	1.3%

† 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	3.7	0	0.0	
03	Professionals	0	2.0	0	0.0	
04	Semi-Professionals & Tech	0	4.0	0	0.0	
05	Supervisors	0	13.9	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	4.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	3.0	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	2.9	0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**BlackBerry Limited**

**[Date:2018-10-16]**

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Federal Contractors Program Achievement Report

Part 3: Goals

BlackBerry Limited

[Date:2018-10-16]

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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	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 (EOG)	First/Previous Short-term Goals																			
	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		From - To	YYYY - YYYY					
	2016-06-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-06-03	Annually	Over 3 Years		2016	2019	%	#	#	%	%		
#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	26	-2.6%		0	56.0%		0	0	1	0.0%	0	2	0	8.0	10.1%	-2	-2	3.8%	3.8%	
02 Middle & Other Managers	390	-17.5%		0	36.8%		0	0	70	0.0%	0	-12	0	15.0%	12	12	17.9%	17.9%		
03 Professionals	1,789	-12.5%		0	43.4%		0	0	465	0.0%	0	163	0	20.0	35.1%	-163	-163	26.0%	26.0%	
04 Semi-Professionals & Tech	353	-5.6%		0	13.8%		0	0	66	0.0%	0	55	0	20.0	34.4%	-55	-55	18.7%	18.7%	
05 Supervisors	21	-5.0%		0	5.1%		0	0	3	0.0%	0	0	0	0.0	14.9%	0	0	14.3%	14.3%	
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	35	-9.4%		0	23.0%		0	0	2	0.0%	0	2	0	0.0	12.2%	-2	-2	5.7%	5.7%	
08 Skilled Sales & Service	57	-4.9%		0	50.9%		0	0	8	0.0%	0	3	0	0.0	19.9%	-3	-3	14.0%	14.0%	
09 Skilled Crafts & Trades	9	-30.7%		0	100.0%		0	0	2	0.0%	0	-1	0	0.0	13.6%	1	1	22.2%	22.2%	
10 Clerical Personnel	67	-4.1%		0	22.2%		0	0	14	0.0%	0	-6	0	13.5	11.9%	6	6	20.9%	20.9%	
11 Intermediate Sales & Service	15	-22.4%		0	81.8%		0	0	1	0.0%	0	2	0	0.0	17.3%	-2	-2	6.7%	6.7%	
12 Semi-Skilled Manual	44	-64.3%		0	191.3%		0	0	18	0.0%	0	-10	0	0.0	18.5%	10	10	40.9%	40.9%	
13 Other 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!	
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	2,806	-12.1%		0	39.4%		0	0	650	0.0%	0	-650	0	16.8	0.0%	650	650	23.2%	23.2%	

† 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 (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	8.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	20.0	0	0.0	
04 Semi-Professionals & Tech	0	20.0	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	13.5	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	

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BlackBerry Limited

[Date:2018-10-16]

14	Other Manual Workers	0	0.0	0	0.0
Total		0	16.8	0	0.0

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Part 3: Goals

BlackBerry Limited

[Date:2018-10-16]

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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	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		From - To	YYYY - YYYY					
	2017-10-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-10-25	Annually	Over 3 Years		2017	2020	%	#	#	%	%		
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01 Senior Managers	24	-2.6%		0	56.0%		0	0	3	0.0%	0	4	0	27.4	27.4%	-4	-4	12.5%	12.5%	
02 Middle & Other Managers	219	-17.5%		0	36.8%		0	0	48	0.0%	0	37	0	38.9	38.9%	-37	-37	21.9%	21.9%	
03 Professionals	1,200	-12.5%		0	43.4%		0	0	249	0.0%	0	59	0	25.7	25.7%	-59	-59	20.8%	20.8%	
04 Semi-Professionals & Tech	297	-5.6%		0	13.8%		0	0	49	0.0%	0	24	0	24.6	24.6%	-24	-24	16.5%	16.5%	
05 Supervisors	18	-5.0%		0	5.1%		0	0	4	0.0%	0	6	0	50.0	54.1%	-6	-6	22.2%	22.2%	
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	26	-9.4%		0	23.0%		0	0	22	0.0%	0	-1	0		82.4%	1	1	84.6%	84.6%	
08 Skilled Sales & Service	49	-4.9%		0	50.9%		0	0	11	0.0%	0	3	0	28.7	28.7%	-3	-3	22.4%	22.4%	
09 Skilled Crafts & Trades	3	-30.7%		0	100.0%		0	0	1	0.0%	0	-1	0		6.3%	1	1	33.3%	33.3%	
10 Clerical Personnel	59	-4.1%		0	22.2%		0	0	50	0.0%	0	-10	0		67.7%	10	10	84.7%	84.7%	
11 Intermediate Sales & Service	7	-22.4%		0	81.8%		0	0	2	0.0%	0	3	0	50.0	67.5%	-3	-3	28.6%	28.6%	
12 Semi-Skilled Manual	2	-64.3%		0	191.3%		0	0	1	0.0%	0	-1	0		23.0%	1	1	50.0%	50.0%	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
Total	1,904	-12.1%		0	39.4%		0	0	440	0.0%	0	124	0		29.6%	-124	-124	23.1%	23.1%	

† 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		27.4		27.4	
02 Middle & Other Managers		38.9		38.9	
03 Professionals		25.7		25.7	
04 Semi-Professionals & Tech		24.6		24.6	
05 Supervisors		50.0		50.0	Goal not required to be set over 50.0% in order to avoid segregation.
06 Supervisors: Crafts & Trades					
07 Administrative & Sr Clerical					
08 Skilled Sales & Service		28.7		28.7	
09 Skilled Crafts & Trades					
10 Clerical Personnel					
11 Intermediate Sales & Service		50.0		50.0	Goal not required to be set over 50.0% in order to avoid segregation.
12 Semi-Skilled Manual					
13 Other Sales & Service					
14 Other Manual Workers					



Federal Contractors Program Achievement Report

000901

Part 3: Goals

BlackBerry Limited

[Date:2018-10-16]

Total		0.0		
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Federal Contractors Program Achievement Report

000902

Part 3: Goals

BlackBerry Limited

[Date:2018-10-16]

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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	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		From - To						
	2017-10-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-10-25	Annually	Over 3 Years		2017	2020							
	#	%	%	#	%	%	#	#	#	%	#	%	#	%						
01 Senior Managers	24	-2.6%		0	56.0%		0	0	0	0.0%	0	1	0	2.9	2.9%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	219	-17.5%		0	36.8%		0	0	1	0.0%	0	4	0	2.2	2.2%	-4	-4	0.5%	0.5%	
03 Professionals	1,200	-12.5%		0	43.4%		0	0	6	0.0%	0	5	0	0.9	0.9%	-5	-5	0.5%	0.5%	
04 Semi-Professionals & Tech	297	-5.6%		0	13.8%		0	0	2	0.0%	0	3	0	1.6	1.6%	-3	-3	0.7%	0.7%	
05 Supervisors	18	-5.0%		0	5.1%		0	0	0	0.0%	0	0	0		1.0%	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	26	-9.4%		0	23.0%		0	0	0	0.0%	0	1	0	2.0	2.0%	-1	-1	0.0%	0.0%	
08 Skilled Sales & Service	49	-4.9%		0	50.9%		0	0	0	0.0%	0	0	0		1.0%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	3	-30.7%		0	100.0%		0	0	0	0.0%	0	0	0		2.2%	0	0	0.0%	0.0%	
10 Clerical Personnel	59	-4.1%		0	22.2%		0	0	1	0.0%	0	0	0		1.1%	0	0	1.7%	1.7%	
11 Intermediate Sales & Service	7	-22.4%		0	81.8%		0	0	0	0.0%	0	0	0		1.6%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	2	-64.3%		0	191.3%		0	0	0	0.0%	0	0	0		1.2%	0	0	0.0%	0.0%	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
Total	1,904	-12.1%		0	39.4%		0	0	10	0.0%	0	13	0		1.2%	-13	-13	0.5%	0.5%	

† 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 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		2.9		2.9	
02 Middle & Other Managers		2.2		2.2	
03 Professionals		0.9		0.9	
04 Semi-Professionals & Tech		1.6		1.6	
05 Supervisors					
06 Supervisors: Crafts & Trades					
07 Administrative & Sr Clerical		2.0		2.0	
08 Skilled Sales & Service					
09 Skilled Crafts & Trades					
10 Clerical Personnel					
11 Intermediate Sales & Service					
12 Semi-Skilled Manual					
13 Other Sales & Service					
14 Other Manual Workers					

Federal Contractors Program Achievement Report

000903

Part 3: Goals

BlackBerry Limited

[Date:2018-10-16]

Total				
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Federal Contractors Program Achievement Report

000904

Part 3: Goals

BlackBerry Limited

[Date:2018-10-16]

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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	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

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)		All Employees							Persons with Disabilities												
		Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	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
			Actual	Projected		Actual	Projected				From - To	YYYY - YYYY									
		2017-10-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-10-25	Annually	Over 3 Years	2017	2020								
#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%				
01/02	Managers	243	-10.1%		0	46.4%		0	0	0	0.0%	0	10	0	4.3	4.3%	-10	-10	0.0%	0.0%	
03	Professionals	1,200	-12.5%		0	43.4%		0	26	0	0.0%	0	20	0	3.8	3.8%	-20	-20	2.2%	2.2%	
04	Semi-Professionals & Tech	297	-5.6%		0	13.8%		0	5	0	0.0%	0	9	0	4.6	4.6%	-9	-9	1.7%	1.7%	
05	Supervisors	18	-5.0%		0	5.1%		0	0	0	0.0%	0	3	0	13.9	13.9%	-3	-3	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	26	-9.4%		0	23.0%		0	0	0	0.0%	0	1	0	3.4	3.4%	-1	-1	0.0%	0.0%	
08	Skilled Sales & Service	49	-4.9%		0	50.9%		0	1	0	0.0%	0	1	0	3.5	3.5%	-1	-1	2.0%	2.0%	
09	Skilled Crafts & Trades	3	-30.7%		0	100.0%		0	0	0	0.0%	0	0	0	3.8	3.8%	0	0	0.0%	0.0%	
10	Clerical Personnel	59	-4.1%		0	22.2%		0	1	0	0.0%	0	3	0	7.0	7.0%	-3	-3	1.7%	1.7%	
11	Intermediate Sales & Service	7	-22.4%		0	81.8%		0	0	0	0.0%	0	0	0	5.6	5.6%	0	0	0.0%	0.0%	
12	Semi-Skilled Manual	2	-64.3%		0	191.3%		0	0	0	0.0%	0	0	0	4.8	4.8%	0	0	0.0%	0.0%	
13	Other 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!	
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		1,904	-12.1%		0	39.4%		0	33	0	0.0%	0	47	0	7.9	4.2%	-47	-47	1.7%	1.7%	

† 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 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		Persons with Disabilities			Comments
		Short-term Goals	Long-term Goals		
		%		%	
01/02	Managers	4.3		4.3	
03	Professionals	3.8		3.8	
04	Semi-Professionals & Tech	4.6		4.6	
05	Supervisors	13.9		13.9	
06	Supervisors: Crafts & Trades				
07	Administrative & Sr Clerical	3.4		3.4	
08	Skilled Sales & Service	3.5		3.5	
09	Skilled Crafts & Trades				
10	Clerical Personnel	7.0		7.0	
11	Intermediate Sales & Service				
12	Semi-Skilled Manual				
13	Other Sales & Service				
14	Other Manual Workers				
Total		7.9		7.9	

Federal Contractors Program Achievement Report

000905

Part 3: Goals

BlackBerry Limited

[Date:2018-10-16]

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†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	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

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	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		From - To	YYYY - YYYY					
	2017-10-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-10-25	Annually	Over 3 Years		2017	2020							
	#	%	%	#	%	%	#	#	%	#	%	#	%							
01 Senior Managers	24	-2.6%		0	56.0%		0	0	2	0.0%	0	0	0	0	10.1%	0	0	8.3%	8.3%	
02 Middle & Other Managers	219	-17.5%		0	36.8%		0	0	42	0.0%	0	-9	0	15.0%	9	9	19.2%	19.2%		
03 Professionals	1,200	-12.5%		0	43.4%		0	0	350	0.0%	0	74	0	35.3	35.3%	-74	-74	29.2%	29.2%	
04 Semi-Professionals & Tech	297	-5.6%		0	13.8%		0	0	65	0.0%	0	35	0	33.7	33.7%	-35	-35	21.9%	21.9%	
05 Supervisors	18	-5.0%		0	5.1%		0	0	2	0.0%	0	1	0	15.8	15.8%	-1	-1	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	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	26	-9.4%		0	23.0%		0	0	3	0.0%	0	0	0	10.6%	0	0	11.5%	11.5%		
08 Skilled Sales & Service	49	-4.9%		0	50.9%		0	0	8	0.0%	0	2	0	19.7	19.7%	-2	-2	16.3%	16.3%	
09 Skilled Crafts & Trades	3	-30.7%		0	100.0%		0	0	0	0.0%	0	0	0	14.6%	0	0	0.0%	0.0%		
10 Clerical Personnel	59	-4.1%		0	22.2%		0	0	10	0.0%	0	-3	0	11.8%	3	3	16.9%	16.9%		
11 Intermediate Sales & Service	7	-22.4%		0	81.8%		0	0	0	0.0%	0	1	0	20.0	20.0%	-1	-1	0.0%	0.0%	
12 Semi-Skilled Manual	2	-64.3%		0	191.3%		0	0	0	0.0%	0	0	0	18.5%	0	0	0.0%	0.0%		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	1,904	-12.1%		0	39.4%		0	0	482	0.0%	0	101	0	30.6%	-101	-101	25.3%	25.3%		

† 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 (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers					
02 Middle & Other Managers					
03 Professionals		35.3		35.3	
04 Semi-Professionals & Tech		33.7		33.7	
05 Supervisors		15.8		15.8	
06 Supervisors: Crafts & Trades					
07 Administrative & Sr Clerical					
08 Skilled Sales & Service		19.7		19.7	
09 Skilled Crafts & Trades					
10 Clerical Personnel					
11 Intermediate Sales & Service		20.0		20.0	
12 Semi-Skilled Manual					
13 Other Sales & Service					
14 Other Manual Workers					

Federal Contractors Program Achievement Report

00906

Part 3: Goals

BlackBerry Limited

[Date:2018-10-16]

Total		0.0	0.0
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Federal Contractors Program Achievement Report

000907

Part 4: Results - Women

BlackBerry Limited

[Date:2018-10-16]

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							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	#	%	#	#	#			
01 Senior Managers	2016	26	4	15.4	27.4	7	-3	56.1																
	2017	24	3	12.5	27.4	7	-4	45.6	4	1	25.0	1	0	6	0	0.0	1	-1	14	1	7.1	2	-1	
02 Middle & Other Managers	2016	390	72	18.5	38.9	152	-80	47.5																
	2017	219	48	21.9	38.9	85	-37	56.3	7	2	28.6	3	-1	46	10	21.7	8	2	112	21	18.8	21	0	
03 Professionals	2016	1,789	385	21.5	25.6	458	-73	84.1																
	2017	1,200	249	20.8	25.7	308	-59	80.7	115	18	15.7	30	-12	178	40	22.5	38	2	648	170	26.2	139	31	
04 Semi-Professionals & Technicians	2016	353	48	13.6	24.8	88	-40	54.8																
	2017	297	49	16.5	24.6	73	-24	67.1	40	8	20.0	10	-2	32	3	9.4	4	-1	45	6	13.3	6	0	
05 Supervisors	2016	21	5	23.8	54.2	11	-6	43.9																
	2017	18	4	22.2	54.1	10	-6	41.1	0	0	0.0	0	0	3	2	66.7	1	1	1	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	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	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	2017	10	1	10.0	0	0.0	27.0	37.0	0	0.0	0.0	0.0		
	2020	10	1	10.0			27.4	36.5			27.4	36.5		
02 Middle & Other Managers	2017	53	12	22.6	0	0.0	20.0	113.2	0	0.0	0.0	0.0		
	2020	53	12	22.6			38.9	58.2			38.9	58.2		
03 Professionals	2017	293	58	19.8	0	0.0	10.0	198.0	0	0.0	0.0	0.0		
	2020	293	58	19.8			25.7	77.0			25.7	77.0		
04 Semi-Professionals & Technicians	2017	72	11	15.3	0	0.0	25.0	61.1	0	0.0	0.0	0.0		
	2020	72	11	15.3			24.6	62.1			24.6	62.1		
05 Supervisors	2017	3	2	66.7	0	0.0	52.0	128.2	0	0.0	0.0	0.0		
	2020	3	2	66.7			50.0	133.3			50.0	133.3		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

BlackBerry Limited

[Date:2018-10-16]

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							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	#	%	#	#	#	#	%	#	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2016	35	29	82.9	81.9	29	0	101.2																
	2017	26	22	84.6	82.4	21	1	102.7	1	1	100.0	1	0	0	0.0	0	0	0	7	7	100.0	6	1	
08 Skilled Sales & Service Personnel	2016	57	16	28.1	28.6	16	0	98.1																
	2017	49	11	22.4	28.7	14	-3	78.2	18	2	11.1	5	-3	7	4	57.1	2	2	27	9	33.3	8	1	
09 Skilled Crafts & Trades Workers	2016	9	1	11.1	3.1	0	1	358.4																
	2017	3	1	33.3	6.3	0	1	529.1	0	0	0.0	0	0	0	0	0.0	0	0	6	0	0.0	1	-1	
10 Clerical Personnel	2016	67	55	82.1	67.6	45	10	121.4																
	2017	59	50	84.7	67.7	40	10	125.2	8	7	87.5	5	2	9	8	88.9	7	1	14	11	78.6	11	0	
11 Intermediate Sales & Service Personnel	2016	15	2	13.3	68.0	10	-8	19.6																
	2017	7	2	28.6	67.5	5	-3	42.3	0	0	0.0	0	0	1	0	0.0	0	0	9	1	11.1	1	0	
12 Semi-Skilled Manual Workers	2016	44	21	47.7	23.0	10	11	207.5																
	2017	2	1	50.0	23.0	0	1	217.4	0	0	0.0	0	0	0	0	0.0	0	0	44	24	54.5	21	3	

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				
			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	2017	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	1	100.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2017	25	6	24.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	25	6	24.0			28.7	83.6			28.7	83.6		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2017	17	15	88.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	17	15	88.2			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	1	0	0.0	0	0.0	63.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0			50.0	0.0			50.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		



Federal Contractors Program Achievement Report

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Part 4: Results - Women

BlackBerry Limited

[Date:2018-10-16]

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 (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	%	#	#	#	%	#	#	#	#	%	#	#	#				
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	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	2,806	638	22.7	0.0	0	638	0.0																	
	2017	1,904	440	23.1	29.6	564	-124	78.1	193	39	20.2	57	-18	282	67	23.8	64	3	927	250	27.0	211	39		

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 (EOG)	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			
#	#	#	%	#	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2017	475	106	22.3	0	0.0	14.3	156.1	0	0.0	0.0	0.0	0.0	
	2020	475	106	22.3			0.0	0.0			0.0	0.0	0.0	

Federal Contractors Program Achievement Report

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Part 5: Results - Aboriginal Peoples

BlackBerry Limited

[Date:2018-10-16]

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							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	26	0	0.0	2.9	1	-1	0.0																
	2017	24	0	0.0	2.9	1	-1	0.0	4	0	0.0	0	0	0	6	0	0.0	0	0	14	0	0.0	0	0
02 Middle & Other Managers	2016	390	1	0.3	2.2	9	-8	11.7																
	2017	219	1	0.5	2.2	5	-4	20.8	7	0	0.0	0	0	0	46	0	0.0	0	0	112	1	0.9	0	1
03 Professionals	2016	1,789	6	0.3	0.9	16	-10	37.3																
	2017	1,200	6	0.5	0.9	11	-5	55.6	115	2	1.7	1	1	178	1	0.6	1	0	648	1	0.2	2	-1	
04 Semi-Professionals & Technicians	2016	353	1	0.3	1.6	6	-5	17.7																
	2017	297	2	0.7	1.6	5	-3	42.1	40	1	2.5	1	0	32	0	0.0	0	0	45	1	2.2	0	1	
05 Supervisors	2016	21	0	0.0	1.0	0	0	0.0																
	2017	18	0	0.0	1.0	0	0	0.0	0	0	0.0	0	0	3	0	0.0	0	0	1	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	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	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			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2017	10	0	0.0	0	0.0	2.9	0.0	0	0.0	0.0	0.0		
	2020	10	0	0.0			2.9	0.0			2.9	0.0		
02 Middle & Other Managers	2017	53	0	0.0	0	0.0	2.1	0.0	0	0.0	0.0	0.0		
	2020	53	0	0.0			2.2	0.0			2.2	0.0		
03 Professionals	2017	293	3	1.0	0	0.0	35.0	2.9	0	0.0	0.0	0.0		
	2020	293	3	1.0			0.9	113.8			0.9	113.8		
04 Semi-Professionals & Technicians	2017	72	1	1.4	0	0.0	1.4	99.2	0	0.0	0.0	0.0		
	2020	72	1	1.4			1.6	86.8			1.6	86.8		
05 Supervisors	2017	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	3	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

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Part 5: Results - Aboriginal Peoples

BlackBerry Limited

[Date:2018-10-16]

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							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	35	0	0.0	1.8	1	-1	0.0																
	2017	26	0	0.0	2.0	1	-1	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	7	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	57	0	0.0	1.0	1	-1	0.0																
	2017	49	0	0.0	1.0	0	0	0.0	18	0	0.0	0	0	0	7	0	0.0	0	0	27	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	9	0	0.0	1.9	0	0	0.0																
	2017	3	0	0.0	2.2	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	6	0	0.0	0	0
10 Clerical Personnel	2016	67	0	0.0	1.2	1	-1	0.0																
	2017	59	1	1.7	1.1	1	0	154.1	8	0	0.0	0	0	0	9	0	0.0	0	0	14	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	15	0	0.0	1.6	0	0	0.0																
	2017	7	0	0.0	1.6	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	9	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	44	0	0.0	1.2	1	-1	0.0																
	2017	2	0	0.0	1.2	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	44	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	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			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0		2.0	0.0			2.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2017	25	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	25	0	0.0		0.0	0.0			0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0		0.0	0.0			0.0	0.0	0.0		
10 Clerical Personnel	2017	17	0	0.0	0	0.0	1.5	0.0	0	0.0	0.0	0.0		
	2020	17	0	0.0		0.0	0.0			0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0		0.0	0.0			0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0		0.0	0.0			0.0	0.0	0.0		

Federal Contractors Program Achievement Report

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Part 5: Results - Aboriginal Peoples

BlackBerry Limited

[Date:2018-10-16]

<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 + 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							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		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	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	2,806	8	0.3	0.0	0	8	0.0																
	2017	1,904	10	0.5	1.2	23	-13	43.8	193	3	1.6	2	1	282	1	0.4	1	0	927	3	0.3	3	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	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	
#	#	%	#	%	#	%	#	%	#	%				
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2017	475	4	0.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	475	4	0.8			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

000913

Part 6: Results - Persons with Disabilities

BlackBerry Limited

[Date:2018-10-16]

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	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							
#	#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2016	416	3	0.7	4.3	18	-15	16.8																	
	2017	243	0	0.0	4.3	10	-10	0.0	11	0	0.0	0	0	0	52	0	0.0	0	0	126	0	0.0	1	-1	
03 Professionals	2016	1,789	25	1.4	3.8	68	-43	36.8																	
	2017	1,200	26	2.2	3.8	46	-20	57.0	115	2	1.7	4	-2	178	3	1.7	2	1	648	3	0.5	9	-6		
04 Semi-Professionals & Technicians	2016	353	4	1.1	4.6	16	-12	24.6																	
	2017	297	5	1.7	4.6	14	-9	36.6	40	0	0.0	2	-2	32	1	3.1	0	1	45	1	2.2	1	0		
05 Supervisors	2016	21	0	0.0	13.9	3	-3	0.0																	
	2017	18	0	0.0	13.9	3	-3	0.0	0	0	0.0	0	0	3	0	0.0	0	0	1	0	0.0	0	0		
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	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	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	2017	63	0	0.0	0	0.0	3.7	0.0	0	0.0	0.0	0.0		
	2020	63	0	0.0			4.3	0.0			4.3	0.0		
03 Professionals	2017	293	5	1.7	0	0.0	2.0	85.3	0	0.0	0.0	0.0		
	2020	293	5	1.7			3.8	44.9			3.8	44.9		
04 Semi-Professionals & Technicians	2017	72	1	1.4	0	0.0	4.0	34.7	0	0.0	0.0	0.0		
	2020	72	1	1.4			4.6	30.2			4.6	30.2		
05 Supervisors	2017	3	0	0.0	0	0.0	13.9	0.0	0	0.0	0.0	0.0		
	2020	3	0	0.0			13.9	0.0			13.9	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

000914

Part 6: Results - Persons with Disabilities

BlackBerry Limited

[Date:2018-10-16]

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	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							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	35	0	0.0	3.4	1	-1	0.0																
	2017	26	0	0.0	3.4	1	-1	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	7	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	57	1	1.8	3.5	2	-1	50.1																
	2017	49	1	2.0	3.5	2	-1	58.3	18	1	5.6	1	0	7	0	0.0	0	0	0	27	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	9	0	0.0	3.8	0	0	0.0																
	2017	3	0	0.0	3.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	6	0	0.0	0	0
10 Clerical Personnel	2016	67	2	3.0	7.0	5	-3	42.6																
	2017	59	1	1.7	7.0	4	-3	24.2	8	0	0.0	1	-1	9	0	0.0	0	0	0	14	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	15	1	6.7	5.6	1	0	119.0																
	2017	7	0	0.0	5.6	0	0	0.0	0	0	0.0	0	0	1	0	0.0	0	0	0	9	1	11.1	1	0
12 Semi-Skilled Manual Workers	2016	44	0	0.0	4.8	2	-2	0.0																
	2017	2	0	0.0	4.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	44	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	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	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0			3.4	0.0			3.4	0.0		
08 Skilled Sales & Service Personnel	2017	25	1	4.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	25	1	4.0			3.5	114.3			3.5	114.3		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2017	17	0	0.0	0	0.0	4.0	0.0	0	0.0	0.0	0.0		
	2020	17	0	0.0			7.0	0.0			7.0	0.0		
11 Intermediate Sales & Service Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	3.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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**Part 6: Results - Persons with Disabilities**

**BlackBerry Limited**

**[Date:2018-10-16]**

<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 + 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	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			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	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	2,806	36	1.3	0.0	0	36	0.0																
	2017	1,904	33	1.7	4.2	80	-47	41.3	193	3	1.6	8	-5	282	4	1.4	4	0	927	5	0.5	12	-7	

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	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	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2017	475	7	1.5	0	0.0	2.9	51.7	0	0.0	0.0	0.0		
	2020	475	7	1.5			7.9	18.7			7.9	18.7		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

BlackBerry Limited

[Date:2018-10-16]

000916

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	EE Result				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2016	26	1	3.8	10.1	3	-2	38.1																	
	2017	24	2	8.3	10.1	2	0	82.5	4	0	0.0	0	0	0	6	1	16.7	0	1	14	2	14.3	1	1	
02 Middle & Other Managers	2016	390	70	17.9	15.0	59	12	119.7																	
	2017	219	42	19.2	15.0	33	9	127.9	7	0	0.0	1	-1	46	9	19.6	8	1	112	20	17.9	20	0		
03 Professionals	2016	1,789	465	26.0	35.1	628	-163	74.1																	
	2017	1,200	350	29.2	35.3	424	-74	82.6	115	34	29.6	41	-7	178	59	33.1	46	13	648	180	27.8	168	12		
04 Semi-Professionals & Technicians	2016	353	66	18.7	34.4	121	-55	54.4																	
	2017	297	65	21.9	33.7	100	-35	64.9	40	10	25.0	13	-3	32	5	15.6	6	-1	45	11	24.4	8	3		
05 Supervisors	2016	21	3	14.3	14.9	3	0	95.9																	
	2017	18	2	11.1	15.8	3	-1	70.3	0	0	0.0	0	0	3	0	0.0	0	0	1	0	0.0	0	0		
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	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					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2017	10	1	10.0	0	0.0	8.0	125.0	0	0.0	0.0	0.0		
	2020	10	1	10.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2017	53	9	17.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	53	9	17.0			0.0	0.0			0.0	0.0		
03 Professionals	2017	293	93	31.7	0	0.0	20.0	158.7	0	0.0	0.0	0.0		
	2020	293	93	31.7			35.3	89.9			35.3	89.9		
04 Semi-Professionals & Technicians	2017	72	15	20.8	0	0.0	20.0	104.2	0	0.0	0.0	0.0		
	2020	72	15	20.8			33.7	61.8			33.7	61.8		
05 Supervisors	2017	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	3	0	0.0			15.8	0.0			15.8	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**

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

**BlackBerry Limited**

**[Date:2018-10-16]**

000917

<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 ÷ 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						All Employees	Visible Minorities		All Employees	Visible Minorities		All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	35	2	5.7	12.2	4	-2	46.8																
	2017	26	3	11.5	10.6	3	0	108.9	1	0	0.0	0	0	0	0	0.0	0	0	0	7	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	57	8	14.0	19.9	11	-3	70.5																
	2017	49	8	16.3	19.7	10	-2	82.9	18	0	0.0	4	-4	7	3	42.9	1	2	27	5	18.5	4	1	
09 Skilled Crafts & Trades Workers	2016	9	2	22.2	13.6	1	1	163.4																
	2017	3	0	0.0	14.6	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	6	2	33.3	1	1	
10 Clerical Personnel	2016	67	14	20.9	11.9	8	6	175.6																
	2017	59	10	16.9	11.8	7	3	143.6	8	0	0.0	1	-1	9	2	22.2	2	0	14	5	35.7	3	2	
11 Intermediate Sales & Service Personnel	2016	15	1	6.7	17.3	3	-2	38.5																
	2017	7	0	0.0	20.0	1	-1	0.0	0	0	0.0	0	0	1	0	0.0	0	0	9	1	11.1	1	0	
12 Semi-Skilled Manual Workers	2016	44	18	40.9	18.5	8	10	221.1																
	2017	2	0	0.0	18.5	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	44	17	38.6	18	-1	

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				
			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	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0										
08 Skilled Sales & Service Personnel	2017	25	3	12.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	25	3	12.0										
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0										
10 Clerical Personnel	2017	17	2	11.8	0	0.0	13.5	87.1	0	0.0	0.0	0.0		
	2020	17	2	11.8										
11 Intermediate Sales & Service Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0			20.0	0.0			20.0	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**BlackBerry Limited**

**[Date:2018-10-16]**

<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 + 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 (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	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	2,806	650	23.2	0.0	0	650	0.0																
	2017	1,904	482	25.3	30.6	583	-101	82.7		193	44	22.8	59	-15	282	79	28.0	65	14	927	243	26.2	215	28

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 (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	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	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2017	475	123	25.9	0	0.0	16.8	154.1	0	0.0	0.0	0.0	
	2020	475	123	25.9			0.0	0.0			0.0	0.0	

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>BlackBerry Limited</b>
<b>[Date:2018-10-16]</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.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

- Significant layoffs (include the number of employees affected and the occupational groups of those employees).

- Strikes (include dates, the number of employees affected and the occupational groups of those employees).

- Other.

**Additional Details**

Please provide any additional information (optional):

**Federal Contractors Program  
Report of the Subsequent Compliance Assessment**

**Employer Name:** Blackberry Limited.

**Primary Location:** Kitchener-Cambridge-Waterloo, Ontario

**Number of Employees:** 1904

Ontario	1846
Nova Scotia	28
British Columbia	23
Quebec	7

**Organization Overview:**

BlackBerry Limited specializes in enterprise software and services company dedicated to securing the Enterprise of Things. Its products are used worldwide by various businesses, car makers, and government agencies, and include the AtHoc crisis communications platform, the QNX real-time operating system, and BlackBerry UEM, an endpoint management platform.

**Key Dates – First Year Assessment**

Initiated:	2016-03-01 extension: 2016-07-04
Received:	2016-06-03
Closed:	2016-06-04
WFA:	2016-06-03

**Key Dates – Subsequent Assessment**

Initiated:	2017-11-03
Received:	2018-11-09
WFA:	2017/10/25

**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:

I have verified that the data provided in the Achievement Report is consistent with that found in Forms 1 to 6:

Yes  No

Comments:

The period reported on the Achievement report is 2016-07-01 to 2017-10-25. The data from the current workforce analysis included in the Achievement report is consistent with that found in Forms 1 to 6 from WEIMS.

## ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment many gaps were found in different EEOG's in each designated group. In the previous assessment some of the short and long-term goals were not set in either numbers or percentage format. The others were all set in percentage format.

### Women

01	Senior Managers	Goal not met (achieved 37.0%)
02	Middle & Other Managers	Goal met (achieved 113.2%)
03	Professionals	Goal met (achieved 198.0%)
04	Semi-Professionals & Technicians	Goal not met (achieved 61.1%)
05	Supervisors	Goal met (achieved 128.2%)
11	Intermediate Sales & Service Personnel	Goal not met (achieved 0.0%)

### Assessment/Observations

- EEOG 01 - Out of the 10 new entrants, one was from this designated group. The market availability is 27.4%. The company had set a goal of 27.0% and by hiring / promoting one entrant they achieved 37.0% of the goal set.
- EEOG 02 - Out of the 53 new entrants, 12 were from this designated group. The market availability is 38.9%. The company had set a goal of 20.0% and by hiring / promoting 12 entrants they achieved 113.2% of the goal set.
- EEOG 03 - Out of the 293 new entrants, 58 were from this designated group. The market availability is 25.6%. The company had set a goal of 10.0% and by hiring / promoting 58 entrants they achieved 198.0% of the goal set.
- EEOG 04 - Out of the 72 new entrants, 11 were from this designated group. The market availability is 24.8%. The company had set a goal of 25.0% and by hiring / promoting 11 entrants they achieved 61.1% of the goal set.
- EEOG 05 - Out of the three new entrants, two were from this designated group. The market availability is 54.2%. The company had set a goal of 52.0% and by hiring / promoting two entrants they achieved 128.2% of the goal set.
- EEOG 11 – There was one new entrant in this EEOG and that was not from this designated group. The market availability is 68.0%. The company had set a goal of 63.0% and by hiring / promoting no new entrants they did not achieve the goal set.

### Aboriginal Peoples

01	Senior Managers	Goal not met (achieved 0.0%)
02	Middle & Other Managers	Goal not met (achieved 0.0%)

03	Professionals	Goal not met (achieved 2.9%)
04	Semi-Professionals & Technicians	Goal met (achieved 99.2%)
07	Admin & Senior Clerical Personnel	Goal not set
08	Skilled Sales & Service Personnel	Goal not set
10	Clerical Personnel	Goal not met (achieved 0.0%)
12	Semi-Skilled Manual Workers	Goal not set

#### Assessment/Observations

- EEOG 01 - Out of the 10 new entrants, none were from this designated group. The market availability is 2.9%. The company had set a goal of 2.9% and by hiring / promoting no new entrants, they did not achieve the goal set.
- EEOG 02 - Out of the 53 new entrants, none were from this designated group. The market availability is 2.2%. The company had set a goal of 2.1% and by hiring / promoting no new entrants, they did not achieve the goal set.
- EEOG 03 - Out of the 293 new entrants, three were from this designated group. The market availability is 0.9%. The company had set a goal of 35.0%, and by hiring / promoting three new entrants, they achieved 2.9% of the goal set.
- EEOG 04 - Out of the 72 new entrants, one was from this designated group. The market availability is 1.6%. The company had set a goal of 1.4% and by hiring / promoting one new entrant, they achieved 99.2% of the goal set.
- EEOG 07 - Out of the one new entrant, none were from this designated group. The market availability is 1.8%. Reasonable effort could not be assessed since no goal was set.
- EEOG 08 - Out of the 25 new entrants, none were from this designated group. The market availability is 1.0%. Reasonable effort could not be assessed since no goal was set.
- EEOG 10 - Out of the 17 new entrants, none were from this designated group. The market availability is 1.2%. The company had set a goal of 1.5% and by hiring / promoting none new entrant, they achieved 0.0% of the goal set.
- EEOG 12 - Out of the 20 new entrants, none were from this designated group. The market availability is 5.8%. Reasonable effort could not be assessed since no goal was set.

#### ***Person with Disabilities***

01/02	Managers	Goal not met (achieved 3.7%)
03	Professionals	Goal met (achieved 85.3%)
04	Semi-Professionals & Technicians	Goal not met (achieved 34.7%)
05	Supervisors	Goal not met (achieved 0.0%)
07	Admin & Senior Clerical Personnel	Goal not set
08	Skilled Sales & Service Personnel	Goal not set
10	Clerical Personnel	Goal not met (achieved 0.0%)
12	Semi-Skilled Manual Workers	Goal not met (achieved 0.0%)

#### Assessment/Observations



- EEOG 01/02 - Out of the 63 new entrants, none were from this designated group. The market availability is 4.3%. The company had set a goal of 3.7% and by hiring / promoting none new entrants, they achieved 0.0% of the goal set.
- EEOG 03 - Out of the 293 new entrants, five was from this designated group. The market availability is 3.8%. The company had set a goal of 2.0% and by hiring / promoting five new entrant, they achieved 85.3% of the goal set.
- EEOG 04 - Out of the 72 new entrants, one was from this designated group. The market availability is 4.6%. The company had set a goal of 4.0% and by hiring / promoting one new entrant, they achieved 34.7% of the goal set.
- EEOG 05 - Out of the three new entrants, none were from this designated group. The market availability is 13.9%. The company had set a goal of 13.9% and by hiring / promoting none new entrants, they achieved 0.0% of the goal set.
- EEOG 07 – There was one new entrant in this EEOG and that was not from this designated group. The market availability is 3.4%. Reasonable effort could not be assessed since no goal was set.
- EEOG 08 - Out of the 25 new entrants, one was from this designated group. The market availability is 3.5%. Reasonable effort could not be assessed since no goal was set.
- EEOG 10 - Out of the 17 new entrants, none were from this designated group. The market availability is 7.0%. The company had set a goal of 3.7% and by hiring / promoting none new entrants, they achieved 0.0% of the goal set.
- EEOG 12 – There were no new entrant from this designated group in this EEOG. The market availability is 4.8%. The company had set a goal of 3.0% and by hiring / promoting none new entrants, they achieved 0.0% of the goal set.

### **Members of Visible Minorities**

01	Senior Managers	Goal met (achieved 125.0%)
03	Professionals	Goal met (achieved 158.7%)
04	Semi-Professionals & Technicians	Goal met (achieved 104.2%)
07	Admin & Senior Clerical Personnel	Goal not set
08	Skilled Sales & Service Personnel	Goal not set
09	Skilled Crafts & Trades Workers	Goal not set
11	Intermediate Sales & Service Personnel	Goal not set

### Assessment/Observations

- EEOG 01 - Out of the 10 new entrants, one was from this designated group. The market availability is 10.1%. The company had set a goal of 8.0%, and by hiring / promoting one entrant, they achieved 125.0% of the goal set.
- EEOG 03 - Out of the 293 new entrants, 93 were from this designated group. The market availability is 35.1%. The company had set a goal of 20.0% and by hiring / promoting 93 entrants, they achieved 158.7% of the goal set.

- EEOG 04 - Out of the 72 new entrants, 15 were from this designated group. The market availability is 34.4%. The company had set a goal of 20.0% and by hiring / promoting 15 new entrants, they achieved 104.2% of the goal set.
- EEOG 07 – There was one new entrant in this EEOG and that was not from this designated group. The market availability is 12.2%. Reasonable effort could not be assessed since no goal was set.
- EEOG 08 - Out of the 25 new entrants, three were from this designated group. The market availability is 19.9%. Reasonable effort could not be assessed since no goal was set.
- EEOG 11 - There was one new entrant in this EEOG and that was not from this designated group. The market availability is 17.3%. Reasonable effort could not be assessed since no goal was set.

### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2016-07-01 to 2017-10-25. During their initial assessment. Out of 29 gaps that existed in the previous assessment, eight goals were achieved above 80.0%, 12 did not meet the goals set, and nine goals were not set.

### ASSESSMENT OF GOALS

- All short and long-term goals are set in percentage format. For the purpose of this assessment only percentage format is required.
- Unless indicated otherwise, all short and long-term goals have been set as per the labour market availability.

### Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-4	27.4	27.4	12.5	27.4
02	Middle & Other Managers	-37	38.9	38.9	21.9	38.9
03	Professionals	-59	25.7	25.7	20.8	25.7
04	Semi-Professionals & Technicians	-24	24.6	24.6	16.5	24.6

05	Supervisors	-6	50.0	50.0	22.2	54.1
08	Skilled Sales & Service	-3	28.7	28.7	22.4	28.7
11	Intermediate Sales & Service Personnel	-3	50.0	50.0	28.6	67.5

Observations:

- Although availability is higher in EEOG 05 and EEOG 11, the goal is appropriately set at 50% to ensure they are inclusive of all genders and to prevent the clustering of women in these occupations.
- All other short and long-term goals are set as per the market availability.

### **Aboriginal Peoples**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	2.9	2.9	0.0	2.9
02	Middle & Other Managers	-4	2.2	2.2	0.5	2.2
03	Professionals	-5	0.9	0.9	0.5	0.9
04	Semi-Professionals & Technicians	-3	1.6	1.6	0.7	1.6
07	Admin & Senior Clerical Personnel	-1	2.0	2.0	0.0	2.0

Observations:

### **Persons with Disabilities**

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

01/ 02	Managers	-10	4.3	4.3	0.0	4.3
03	Professionals	-20	3.8	3.8	2.2	3.8
04	Semi-Professionals & Technicians	-9	4.6	4.6	1.7	4.6
05	Supervisors	-3	13.9	13.9	0.0	13.9
07	Admin & Senior Clerical Personnel	-1	3.4	3.4	0.0	3.4
08	Skilled Sales & Service Personnel	-1	3.5	3.5	2.0	3.5
10	Clerical Personnel	-3	7.0	7.0	1.7	7.0

Observations:

### **Members of Visible Minorities**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	# or %	# or %	%	%
03	Professionals	-74	35.3	35.3	29.2	35.3
04	Semi-Professionals & Technicians	-35	33.7	33.7	21.9	33.7
05	Supervisors	-1	15.8	15.8	11.1	15.8
08	Skilled Sales & Service Personnel	-2	19.7	19.7	16.3	19.7
11	Intermediate Sales & Service Personnel	-1	20.0	20.0	0.0	20.0

Observations:

### **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 considered its unique circumstances I recommend that the closing letter include the following:

- Given that there are a number of gaps in all four designated groups, the organization might consider partnering with universities or reaching out to professional associations

in order to identify qualified potential employees that are members of the designated groups. This might help them in reducing / eliminating the gaps.

- As there are some large gaps present in Women, Persons with disabilities and Members of Visible Minorities groups, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals specifically in the two mentioned designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**Name of Analyst:** Neena Sharan

**Date:** December 11, 2018

**From:** Sharan, Neena N [NC]

**Sent:** December 19, 2018 9:20 AM

**To:** 'nwhiteivy@blackberry.com' <nwhiteivy@blackberry.com>; 'jmazurek@blackberry.com' <jmazurek@blackberry.com>; 'Aum Thiruvoth' <athiruvoth@blackberry.com>

**Subject:** Government of Canada Agreement Number: 061191 – Notification of Compliance with the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Dear Nita White-Ivy:

I am writing to inform you that the subsequent compliance assessment initiated on November 03, 2017 has been completed. As a result of the assessment, Blackberry Limited 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 the Blackberry Limited employment equity program.

- Given that there are a number of gaps in all four designated groups, the organization might consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of the designated groups. This might help them in reducing / eliminating the gaps.
- As there are some large gaps present in Women, Persons with disabilities and Members of Visible Minorities groups, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals specifically in the two mentioned designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): <https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&ga=2.252268041.1845905918.1519931408-1912045188.1507820070>.

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 November 03, 2020. 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, Blackberry Limited 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 Blackberry Limited continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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)



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