



s.19(1)

Labour Program
Federal Contractors Program

s.24(1)

Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Bombardier Inc.	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 336410	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 23948 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) 800, Boul. Rene-Levesque Ouest, 29e étage	City Montréal	Province Quebec	Postal Code H3B1Y8
	Telephone Number 5145-861-9481	Fax Number 514-861-4883	

EMPLOYMENT EQUITY CONTACT	
Name (print) Amélie Blais	Title Head of Human Resources
Telephone Number 514-861-5161 # 13521	E-mail Address amelie.blais@bombardier.com

CERTIFICATION
<p>The above-named organization:</p> <ul style="list-style-type: none"> having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND 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). <p>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: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</p> <p>Important note: 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.</p>

SIGNATORY						
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.						
<table style="width: 100%;"> <tr> <td style="width: 50%;">Name (print) John Paul Macdonald</td> <td style="width: 50%;">Title VP, Principal, HR & Public Affairs</td> </tr> <tr> <td>Telephone Number 514-861-9481</td> <td>E-mail Address john.paul.macdonald@bombardier.com</td> </tr> <tr> <td>Signature [REDACTED]</td> <td>Date 2015-11-15</td> </tr> </table>	Name (print) John Paul Macdonald	Title VP, Principal, HR & Public Affairs	Telephone Number 514-861-9481	E-mail Address john.paul.macdonald@bombardier.com	Signature [REDACTED]	Date 2015-11-15
Name (print) John Paul Macdonald	Title VP, Principal, HR & Public Affairs					
Telephone Number 514-861-9481	E-mail Address john.paul.macdonald@bombardier.com					
Signature [REDACTED]	Date 2015-11-15					

RETURN INSTRUCTIONS
<p>IMPORTANT</p> <ul style="list-style-type: none"> The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca



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

Reporting Period 2015-12-31 to 2019-12-31

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	4436	1	0	4437	Edmonton	22	0	0	22
Québec	11762	20	0	11782	Montréal	10681	10	0	10691
Nova Scotia	1	0	0	1	Toronto	3475	1	0	3476
New Brunswick	1	0	0	1	Vancouver	23	0	0	23
British Columbia	25	0	0	25	Québec	1078	10	0	1088
Alberta	22	0	0	22	Kingston	282	0	0	282
Total Employees in Canada				16268	Ottawa - Gatineau	18	0	0	18
					Thunder Bay	612	0	0	612
					B.C. less CMAs	2	0	0	2
					N.B. less CMA	1	0	0	1
					N.S. less CMA	1	0	0	1
					Ont. less CMAs	50	0	0	50
					Que. less CMAs	2	0	0	2
					Total Employees in Canada				16268



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-12-31 to 2019-12-31

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
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	86	76	10							5	5	
	Total	86	76	10							5	5	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1051	791	260				5	4	1	75	55	20
	Total	1051	791	260				5	4	1	75	55	20
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2464	1778	686	6	6		18	15	3	360	250	110
	Total	2464	1778	686	6	6		18	15	3	360	250	110
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3769	3186	583	16	13	3	34	29	5	509	434	75
	Total	3769	3186	583	16	13	3	34	29	5	509	434	75



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-12-31 to 2019-12-31

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
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	143	114	29	2	2		2	2		18	16	2
	Total	143	114	29	2	2		2	2		18	16	2
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	365	323	42	1	1		2	2		26	25	1
	Total	365	323	42	1	1		2	2		26	25	1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1124	477	647	2	1	1	9	2	7	133	61	72
	Total	1124	477	647	2	1	1	9	2	7	133	61	72
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	340	200	140	4	2	2				38	22	16
	Total	340	200	140	4	2	2				38	22	16



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-12-31 to 2019-12-31

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
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1687	1581	106	7	6	1	10	8	2	173	168	5
	Total	1687	1581	106	7	6	1	10	8	2	173	168	5
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	804	624	180	4	4		9	6	3	87	69	18
	Total	804	624	180	4	4		9	6	3	87	69	18
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	259	199	60	4	3	1	2	2		75	56	19
	Total	259	199	60	4	3	1	2	2		75	56	19
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4124	3701	423	25	23	2	44	38	6	342	320	22
	Total	4124	3701	423	25	23	2	44	38	6	342	320	22



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-12-31 to 2019-12-31

000937

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
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	14								1	1	
	Total	14	14								1	1	
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	17	16	1									
	Total	17	16	1									
Total Number of Employees		16247	13080	3167	71	61	10	135	108	27	1842	1482	360



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2015-12-31 to 2019-12-31

000938

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
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	Total	2	1	1									
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	11	3	8									
	Total	11	3	8									
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	5	1							1		1
	Total	6	5	1							1		1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	Total	2	1	1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2015-12-31 to 2019-12-31

000939

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
Total Number of Employees		21	10	11							1		1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-12-31 to 2019-12-31

000940

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
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	15	14	1							3	3	
	Total	15	14	1							3	3	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	260	212	48							31	27	4
	Total	260	212	48							31	27	4
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	405	321	84	2	2		4	4		77	57	20
	Total	405	321	84	2	2		4	4		77	57	20
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1062	909	153	4	3	1	10	9	1	193	165	28
	Total	1062	909	153	4	3	1	10	9	1	193	165	28



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-12-31 to 2019-12-31

000941

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
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	63	49	14	1	1		1	1		11	10	1
	Total	63	49	14	1	1		1	1		11	10	1
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	125	112	13							13	12	1
	Total	125	112	13							13	12	1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	188	83	105	1		1	1		1	28	12	16
	Total	188	83	105	1		1	1		1	28	12	16
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	7	1							1	1	
	Total	8	7	1							1	1	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-12-31 to 2019-12-31

000942

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
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	687	647	40	3	2	1	4	4		87	86	1
	Total	687	647	40	3	2	1	4	4		87	86	1
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	375	283	92	1	1		6	3	3	49	34	15
	Total	375	283	92	1	1		6	3	3	49	34	15
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	252	196	56	4	3	1	2	2		75	56	19
	Total	252	196	56	4	3	1	2	2		75	56	19
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	980	917	63	5	5		11	11		122	119	3
	Total	980	917	63	5	5		11	11		122	119	3



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-12-31 to 2019-12-31

000943

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
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	16	15	1									
	Total	16	15	1									
Total Number of Employees		4436	3765	671	21	17	4	39	34	5	690	582	108



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2015-12-31 to 2019-12-31

000944

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
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total		1		1								
Total Number of Employees		1		1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2015-12-31 to 2019-12-31

000945

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
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	71	62	9							2	2	
	Total	71	62	9							2	2	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	781	569	212				5	4	1	43	27	16
	Total	781	569	212				5	4	1	43	27	16
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2051	1449	602	4	4		13	10	3	281	191	90
	Total	2051	1449	602	4	4		13	10	3	281	191	90
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2696	2266	430	12	10	2	24	20	4	312	265	47
	Total	2696	2266	430	12	10	2	24	20	4	312	265	47



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2015-12-31 to 2019-12-31

000946

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
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	80	65	15	1	1		1	1		7	6	1
	Total	80	65	15	1	1		1	1		7	6	1
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	240	211	29	1	1		2	2		13	13	
	Total	240	211	29	1	1		2	2		13	13	
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	932	391	541	1	1		8	2	6	104	48	56
	Total	932	391	541	1	1		8	2	6	104	48	56
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	332	193	139	4	2	2				37	21	16
	Total	332	193	139	4	2	2				37	21	16



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2015-12-31 to 2019-12-31

000947

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
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	985	922	63	4	4		6	4	2	85	81	4
	Total	985	922	63	4	4		6	4	2	85	81	4
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	429	341	88	3	3		3	3		38	35	3
	Total	429	341	88	3	3		3	3		38	35	3
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	3	4									
	Total	7	3	4									
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3143	2783	360	20	18	2	33	27	6	220	201	19
	Total	3143	2783	360	20	18	2	33	27	6	220	201	19



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2015-12-31 to 2019-12-31

000948

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
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	14								1	1	
	Total	14	14								1	1	
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		11762	9270	2492	50	44	6	95	73	22	1143	891	252



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Québec

Reporting Period 2015-12-31 to 2019-12-31

000949

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
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total		1	1									
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	11	3	8									
	Total		11	3	8								
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	5	1							1		1
	Total		6	5	1						1		1
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	Total		2	1	1								



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Québec

Reporting Period 2015-12-31 to 2019-12-31

000950

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
Total Number of Employees		20	10	10							1		1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

Reporting Period 2015-12-31 to 2019-12-31

000951

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
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total		1	1									
Total Number of Employees		1	1										



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / New Brunswick

Reporting Period 2015-12-31 to 2019-12-31

000952

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
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total		1	1									
Total Number of Employees		1	1										



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2015-12-31 to 2019-12-31

000953

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
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	5					1	1		1	1	
	Total	5	5					1	1		1	1	
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2015-12-31 to 2019-12-31

000954

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
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	11	3							1	1	
	Total	14	11	3							1	1	
Total Number of Employees		25	22	3				1	1		2	2	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2015-12-31 to 2019-12-31

000955

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
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	7								1	1	
	Total	7	7								1	1	
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3								1	1	
	Total	3	3								1	1	
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	9								4	4	
	Total	9	9								4	4	
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1							1	1	
	Total	2	1	1							1	1	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2015-12-31 to 2019-12-31

000956

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
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total		1	1									
Total Number of Employees		22	21	1							7	7	



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2015-12-31 to 2019-12-31

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
Under \$15,000	16247	13080	3167	71	61	10	135	108	27	1842	1482	360
Total Number of Employees	16247	13080	3167	71	61	10	135	108	27	1842	1482	360



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

Reporting Period 2015-12-31 to 2019-12-31

000958

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
Under \$5,000	21	10	11							1		1
Total Number of Employees	21	10	11							1		1



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2015-12-31 to 2019-12-31

000959

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
Under \$15,000	4436	3765	671	21	17	4	39	34	5	690	582	108
Total Number of Employees	4436	3765	671	21	17	4	39	34	5	690	582	108



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Ontario

Reporting Period 2015-12-31 to 2019-12-31

006000

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
Under \$5,000	1		1									
Total Number of Employees	1		1									



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Québec

Reporting Period 2015-12-31 to 2019-12-31

000961

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
Under \$15,000	11762	9270	2492	50	44	6	95	73	22	1143	891	252
Total Number of Employees	11762	9270	2492	50	44	6	95	73	22	1143	891	252



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Québec

Reporting Period 2015-12-31 to 2019-12-31

000962

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
Under \$5,000	20	10	10							1		1
Total Number of Employees	20	10	10							1		1



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Nova Scotia

Reporting Period 2015-12-31 to 2019-12-31

000963

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
Under \$15,000	1	1										
Total Number of Employees	1	1										



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / New Brunswick
Reporting Period 2015-12-31 to 2019-12-31

000964

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
Under \$15,000	1	1										
Total Number of Employees	1	1										



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / British Columbia
Reporting Period 2015-12-31 to 2019-12-31

000665

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
Under \$15,000	25	22	3				1	1		2	2	
Total Number of Employees	25	22	3				1	1		2	2	



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Alberta

Reporting Period 2015-12-31 to 2019-12-31

996000

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
Under \$15,000	22	21	1							7	7	
Total Number of Employees	22	21	1							7	7	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2015-12-31 to 2019-12-31

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	54	44	10							3	3	
Middle and Other Managers	247	182	65	1	1					31	20	11
Professionals	762	475	287	2	2		3	3		156	97	59
Semi-Professionals and Technicians	1125	922	203	4	3	1	6	6		205	171	34
Supervisors	48	38	10	1	1		1	1		9	7	2
Supervisors: Crafts and Trades	133	122	11				1	1		17	16	1
Administrative and Senior Clerical Personnel	432	190	242				2		2	88	44	44
Skilled Sales and Service Personnel	119	50	69	4	2	2				15	8	7
Skilled Crafts and Trades Workers	489	443	46	3	3		2	2		84	80	4
Clerical Personnel	177	128	49							32	26	6
Intermediate Sales and Service Personnel	257	197	60	2	1	1	3	2	1	70	53	17
Semi-Skilled Manual Workers	976	827	149	6	5	1	11	8	3	129	116	13
Other Manual Workers	4	4										
Total Number of Employees Hired	4823	3622	1201	23	18	5	29	23	6	839	641	198



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

Reporting Period 2015-12-31 to 2019-12-31

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
Middle and Other Managers	1	1										
Professionals	2		2									
Semi-Professionals and Technicians	2	1	1							1		1
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Hired	6	2	4							1		1



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2015-12-31 to 2019-12-31

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	4								2	2	
Middle and Other Managers	73	62	11	1	1					11	8	3
Professionals	115	77	38	1	1		1	1		15	12	3
Semi-Professionals and Technicians	429	357	72	1	1		2	2		40	31	9
Supervisors	31	22	9	1	1		1	1		4	3	1
Supervisors: Crafts and Trades	73	66	7							8	7	1
Administrative and Senior Clerical Personnel	64	33	31							15	7	8
Skilled Sales and Service Personnel	1	1										
Skilled Crafts and Trades Workers	168	160	8	2	2		2	2		34	34	
Clerical Personnel	72	51	21							15	10	5
Intermediate Sales and Service Personnel	249	194	55	2	1	1	3	2	1	70	53	17
Semi-Skilled Manual Workers	250	226	24	3	3		1	1		12	11	1
Other Manual Workers	4	4										
Total Number of Employees Hired	1533	1257	276	11	10	1	10	9	1	226	178	48



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / Québec
Reporting Period 2015-12-31 to 2019-12-31

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	50	40	10							1	1	
Middle and Other Managers	164	110	54							19	11	8
Professionals	643	394	249	1	1		1	1		139	83	56
Semi-Professionals and Technicians	683	552	131	3	2	1	4	4		161	136	25
Supervisors	17	16	1							5	4	1
Supervisors: Crafts and Trades	60	56	4				1	1		9	9	
Administrative and Senior Clerical Personnel	365	155	210				2		2	72	36	36
Skilled Sales and Service Personnel	118	49	69	4	2	2				15	8	7
Skilled Crafts and Trades Workers	318	280	38	1	1					50	46	4
Clerical Personnel	105	77	28							17	16	1
Intermediate Sales and Service Personnel	8	3	5									
Semi-Skilled Manual Workers	725	600	125	3	2	1	10	7	3	117	105	12
Total Number of Employees Hired	3256	2332	924	12	8	4	18	13	5	605	455	150



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / Québec

Reporting Period 2015-12-31 to 2019-12-31

000971

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
Middle and Other Managers	1	1										
Professionals	2		2									
Semi-Professionals and Technicians	2	1	1							1		1
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Hired	6	2	4							1		1



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Nova Scotia

Reporting Period 2015-12-31 to 2019-12-31

000972

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
Middle and Other Managers	1	1										
Total Number of Employees Hired	1	1										



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / British Columbia
Reporting Period 2015-12-31 to 2019-12-31

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
Middle and Other Managers	2	2										
Professionals	1	1					1	1		1	1	
Semi-Professionals and Technicians	3	3										
Administrative and Senior Clerical Personnel	1	1										
Skilled Crafts and Trades Workers	3	3										
Total Number of Employees Hired	10	10					1	1		1	1	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Alberta

Reporting Period 2015-12-31 to 2019-12-31

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
Middle and Other Managers	7	7								1	1	
Professionals	3	3								1	1	
Semi-Professionals and Technicians	10	10								4	4	
Administrative and Senior Clerical Personnel	2	1	1							1	1	
Semi-Skilled Manual Workers	1	1										
Total Number of Employees Hired	23	22	1							7	7	



Bombardier Inc. (certificate # 050567)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2015-12-31 to 2019-12-31

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	8	7	1									
Middle and Other Managers	86	66	20				1	1		6	5	1
Professionals	202	128	74							23	8	15
Semi-Professionals and Technicians	126	99	27				1	1		17	13	4
Supervisors	23	18	5	1	1		1	1		5	4	1
Supervisors: Crafts and Trades	26	24	2							3	3	
Administrative and Senior Clerical Personnel	69	26	43							8	3	5
Skilled Sales and Service Personnel	5	2	3							1	1	
Skilled Crafts and Trades Workers	27	27								2	2	
Clerical Personnel	16	10	6							1	1	
Intermediate Sales and Service Personnel	36	33	3							12	11	1
Semi-Skilled Manual Workers	46	44	2							2	2	
Total Number of Employees Promoted	670	484	186	1	1		3	3		80	53	27
Total Number of Promotions	732	518	214	1	1		3	3		92	55	37



Bombardier Inc. (certificate # 050567)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Part-Time / National
Reporting Period 2015-12-31 to 2019-12-31

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
Semi-Professionals and Technicians	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Temporary / National
Reporting Period 2015-12-31 to 2019-12-31

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
Semi-Professionals and Technicians	1	1										
Administrative and Senior Clerical Personnel	2	1	1						1	1		
Semi-Skilled Manual Workers	1	1										
Total Number of Employees Promoted	4	3	1						1	1		
Total Number of Promotions	4	3	1						1	1		



Bombardier Inc. (certificate # 050567)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Ontario
Reporting Period 2015-12-31 to 2019-12-31

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	1		1									
Middle and Other Managers	15	14	1							1	1	
Professionals	24	18	6							3	2	1
Semi-Professionals and Technicians	21	17	4							3	2	1
Supervisors	4	3	1							1	1	
Supervisors: Crafts and Trades	6	6								1	1	
Administrative and Senior Clerical Personnel	7	3	4									
Skilled Crafts and Trades Workers	16	16								1	1	
Clerical Personnel	13	8	5							1	1	
Intermediate Sales and Service Personnel	36	33	3							12	11	1
Semi-Skilled Manual Workers	16	14	2									
Total Number of Employees Promoted	159	132	27							23	20	3
Total Number of Promotions	160	133	27							23	20	3



Bombardier Inc. (certificate # 050567)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Temporary / Ontario
Reporting Period 2015-12-31 to 2019-12-31

000979

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
Semi-Professionals and Technicians	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										



Bombardier Inc. (certificate # 050567)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Québec
Reporting Period 2015-12-31 to 2019-12-31

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	7	7										
Middle and Other Managers	70	51	19				1	1		5	4	1
Professionals	178	110	68							20	6	14
Semi-Professionals and Technicians	105	82	23				1	1		14	11	3
Supervisors	19	15	4	1	1		1	1		4	3	1
Supervisors: Crafts and Trades	20	18	2							2	2	
Administrative and Senior Clerical Personnel	61	23	38							8	3	5
Skilled Sales and Service Personnel	5	2	3							1	1	
Skilled Crafts and Trades Workers	11	11								1	1	
Clerical Personnel	3	2	1									
Semi-Skilled Manual Workers	30	30								2	2	
Total Number of Employees Promoted	509	351	158	1	1		3	3		57	33	24
Total Number of Promotions	570	384	186	1	1		3	3		69	35	34



Bombardier Inc. (certificate # 050567)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Part-Time / Québec
Reporting Period 2015-12-31 to 2019-12-31

000981

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
Semi-Professionals and Technicians	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Temporary / Québec

Reporting Period 2015-12-31 to 2019-12-31

000982

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
Administrative and Senior Clerical Personnel	2	1	1							1	1	
Semi-Skilled Manual Workers	1	1										
Total Number of Employees Promoted	3	2	1							1	1	
Total Number of Promotions	3	2	1							1	1	



Bombardier Inc. (certificate # 050567)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Alberta
Reporting Period 2015-12-31 to 2019-12-31

000983

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
Middle and Other Managers	1	1										
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Promoted	2	1	1									
Total Number of Promotions	2	1	1									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2015-12-31 to 2019-12-31

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	96	80	16	1		1	1		1	11	10	1
Middle and Other Managers	656	498	158	1	1		4	3	1	62	47	15
Professionals	2528	1915	613	11	10	1	18	15	3	498	370	128
Semi-Professionals and Technicians	2289	1898	391	16	15	1	30	27	3	375	315	60
Supervisors	223	178	45				4	4		25	20	5
Supervisors: Crafts and Trades	274	254	20	2	2		2	2		21	21	
Administrative and Senior Clerical Personnel	936	349	587	4	4		2	1	1	107	39	68
Skilled Sales and Service Personnel	123	73	50				4	1	3	32	22	10
Skilled Crafts and Trades Workers	630	593	37	5	4	1	17	16	1	78	77	1
Clerical Personnel	464	304	160	10	8	2	12	11	1	54	29	25
Intermediate Sales and Service Personnel	37	18	19				1		1	5	2	3
Semi-Skilled Manual Workers	1563	1415	148	21	21		35	35		208	198	10
Other Sales and Service Personnel	3	3										
Other Manual Workers	14	14										
Total Number of Employees Terminated	9836	7592	2244	71	65	6	130	115	15	1476	1150	326



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2015-12-31 to 2019-12-31

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
Middle and Other Managers	1	1										
Professionals	9	1	8									
Semi-Professionals and Technicians	2		2									
Administrative and Senior Clerical Personnel	1		1							1		1
Skilled Crafts and Trades Workers	1	1										
Clerical Personnel	2		2									
Semi-Skilled Manual Workers	1		1									
Total Number of Employees Terminated	17	3	14							1		1



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

Reporting Period 2015-12-31 to 2019-12-31

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	11	11								1	1	
Middle and Other Managers	198	167	31	1	1		1	1		26	22	4
Professionals	575	472	103	5	5		4	3	1	104	88	16
Semi-Professionals and Technicians	668	571	97	2	2		8	8		121	106	15
Supervisors	56	46	10				1	1		5	4	1
Supervisors: Crafts and Trades	79	74	5				2	2		11	11	
Administrative and Senior Clerical Personnel	170	75	95	3	3		1	1		15	4	11
Skilled Sales and Service Personnel	86	43	43				4	1	3	23	15	8
Skilled Crafts and Trades Workers	297	284	13	3	2	1	8	7	1	50	49	1
Clerical Personnel	236	174	62	4	3	1	9	8	1	30	18	12
Intermediate Sales and Service Personnel	20	9	11				1		1	4	1	3
Semi-Skilled Manual Workers	512	472	40	10	10		20	20		75	75	
Other Sales and Service Personnel	1	1										
Other Manual Workers	8	8										
Total Number of Employees Terminated	2917	2407	510	28	26	2	59	52	7	465	394	71



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / Ontario

Reporting Period 2015-12-31 to 2019-12-31

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
Professionals	1		1									
Total Number of Employees Terminated	1		1									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / Québec
Reporting Period 2015-12-31 to 2019-12-31

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	85	69	16	1		1	1		1	10	9	1
Middle and Other Managers	457	330	127				3	2	1	36	25	11
Professionals	1951	1441	510	6	5	1	14	12	2	394	282	112
Semi-Professionals and Technicians	1618	1325	293	14	13	1	22	19	3	254	209	45
Supervisors	167	132	35				3	3		20	16	4
Supervisors: Crafts and Trades	194	179	15	2	2					10	10	
Administrative and Senior Clerical Personnel	766	274	492	1	1		1		1	92	35	57
Skilled Sales and Service Personnel	37	30	7							9	7	2
Skilled Crafts and Trades Workers	331	307	24	2	2		9	9		28	28	
Clerical Personnel	228	130	98	6	5	1	3	3		24	11	13
Intermediate Sales and Service Personnel	17	9	8							1	1	
Semi-Skilled Manual Workers	1051	943	108	11	11		15	15		133	123	10
Other Sales and Service Personnel	2	2										
Other Manual Workers	6	6										
Total Number of Employees Terminated	6910	5177	1733	43	39	4	71	63	8	1011	756	255



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / Québec

Reporting Period 2015-12-31 to 2019-12-31

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
Middle and Other Managers	1	1										
Professionals	8	1	7									
Semi-Professionals and Technicians	2		2									
Administrative and Senior Clerical Personnel	1		1							1		1
Skilled Crafts and Trades Workers	1	1										
Clerical Personnel	2		2									
Semi-Skilled Manual Workers	1		1									
Total Number of Employees Terminated	16	3	13							1		1



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / British Columbia

Reporting Period 2015-12-31 to 2019-12-31

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
Middle and Other Managers	1	1										
Professionals	1	1										
Semi-Professionals and Technicians	2	1	1									
Supervisors: Crafts and Trades	1	1										
Skilled Crafts and Trades Workers	2	2										
Total Number of Employees Terminated	7	6	1									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Alberta

Reporting Period 2015-12-31 to 2019-12-31

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
Professionals	1	1										
Semi-Professionals and Technicians	1	1										
Total Number of Employees Terminated	2	2										



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	86	10	11.6 %	27.6 %	24	-14	National
02 : Middle and Other Managers	National	1053	261	24.8 %	39.4 %	415	-154	National
03 : Professionals		2475	694	28.0 %	25.6 %	634	60	
1111 : Financial auditors and accountants	National	168	91	54.2 %	56.0 %	94	-3	National
1112 : Financial and investment analysts	National	71	32	45.1 %	44.9 %	32	0	National
1114 : Other financial officers	National	9	5	55.6 %	45.6 %	4	1	National
1121 : Human resources professionals	National	132	91	68.9 %	73.2 %	97	-6	National
1122 : Professional occupations in business management consulting	National	24	10	41.7 %	42.7 %	10	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	24	20	83.3 %	66.6 %	16	4	National
2131 : Civil engineers	National	9	1	11.1 %	17.7 %	2	-1	National
2132 : Mechanical engineers	National	80	9	11.3 %	9.5 %	8	1	National
2133 : Electrical and electronics engineers	National	62	7	11.3 %	10.7 %	7	0	National
2134 : Chemical engineers	National	2	0	0.0 %	26.8 %	1	-1	National
2141 : Industrial and manufacturing engineers	National	91	24	26.4 %	20.4 %	19	5	National
2142 : Metallurgical and materials engineers	National	1	0	0.0 %	15.9 %	0	0	National
2146 : Aerospace engineers	National	1334	241	18.1 %	12.4 %	165	76	National
2147 : Computer engineers (except software engineers and designers)	National	4	1	25.0 %	11.1 %	0	1	National
2148 : Other professional engineers, n.e.c.	National	66	5	7.6 %	19.9 %	13	-8	National
2151 : Architects	National	6	0	0.0 %	32.4 %	2	-2	National
2171 : Information systems analysts and consultants	National	91	38	41.8 %	27.7 %	25	13	National
2172 : Database analysts and data administrators	National	37	6	16.2 %	33.0 %	12	-6	National
2173 : Software engineers and designers	National	26	2	7.7 %	16.0 %	4	-2	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	16.6 %	0	0	National
2175 : Web designers and developers	National	5	4	80.0 %	30.8 %	2	2	National



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

000993

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
3112 : General practitioners and family physicians	National	1	0	0.0 %	47.2 %	0	0	National
4021 : College and other vocational instructors	National	7	2	28.6 %	53.8 %	4	-2	National
4112 : Lawyers and Quebec notaries	National	33	18	54.5 %	43.9 %	14	4	National
4163 : Business development officers and marketing researchers and consultants	National	106	63	59.4 %	51.3 %	54	9	National
5121 : Authors and writers	National	71	14	19.7 %	56.1 %	40	-26	National
5122 : Editors	National	13	9	69.2 %	62.8 %	8	1	National
5124 : NOC 2006 - Professional Occupations in Public Relations and Communications	National	1	1	100.0 %	55.0 %	1	0	National
04 : Semi-Professionals and Technicians		3775	584	15.5 %	16.0 %	604	-20	
2211 : Chemical technologists and technicians	Ontario	2	0	0.0 %	49.3 %	1	-1	Ontario
2211 : Chemical technologists and technicians	Québec	1	0	0.0 %	54.4 %	1	-1	Québec
2231 : Civil engineering technologists and technicians	Ontario	2	1	50.0 %	14.9 %	0	1	Ontario
2232 : Mechanical engineering technologists and technicians	Alberta	2	0	0.0 %	9.0 %	0	0	Alberta
2232 : Mechanical engineering technologists and technicians	Ontario	47	6	12.8 %	9.1 %	4	2	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	33	4	12.1 %	8.6 %	3	1	Québec
2233 : Industrial engineering and manufacturing technologists and technicians	Alberta	5	0	0.0 %	22.1 %	1	-1	Alberta
2233 : Industrial engineering and manufacturing technologists and technicians	British Columbia	2	0	0.0 %	21.0 %	0	0	British Columbia
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	421	52	12.4 %	18.6 %	78	-26	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	846	133	15.7 %	24.6 %	208	-75	Québec
2241 : Electrical and electronics engineering technologists and technicians	Ontario	126	32	25.4 %	11.0 %	14	18	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	641	150	23.4 %	8.4 %	54	96	Québec
2243 : Industrial instrument technicians and mechanics	Ontario	1	0	0.0 %	8.4 %	0	0	Ontario
2244 : Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	Ontario	419	51	12.2 %	11.0 %	46	5	Ontario
2244 : Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	Québec	1015	104	10.2 %	12.4 %	126	-22	Québec
2251 : Architectural technologists and technicians	Ontario	3	1	33.3 %	29.8 %	1	0	Ontario



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

000994

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2251 : Architectural technologists and technicians	Québec	38	14	36.8 %	43.0 %	16	-2	Québec
2252 : Industrial designers	Ontario	9	0	0.0 %	31.0 %	3	-3	Ontario
2252 : Industrial designers	Québec	33	3	9.1 %	31.6 %	10	-7	Québec
2253 : Drafting technologists and technicians	Ontario	1	0	0.0 %	29.2 %	0	0	Ontario
2253 : Drafting technologists and technicians	Québec	7	1	14.3 %	34.5 %	2	-1	Québec
2255 : Technical occupations in geomatics and meteorology	Québec	1	0	0.0 %	38.4 %	0	0	Québec
2262 : Engineering inspectors and regulatory officers	Alberta	1	0	0.0 %	22.6 %	0	0	Alberta
2262 : Engineering inspectors and regulatory officers	Québec	1	0	0.0 %	24.1 %	0	0	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	9	5	55.6 %	42.6 %	4	1	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	19	5	26.3 %	44.8 %	9	-4	Québec
2271 : Air pilots, flight engineers and flying instructors	Ontario	14	1	7.1 %	7.4 %	1	0	Ontario
2271 : Air pilots, flight engineers and flying instructors	Québec	42	2	4.8 %	7.5 %	3	-1	Québec
2272 : Air traffic controllers and related occupations	Québec	3	3	100.0 %	30.3 %	1	2	Québec
2274 : Engineer officers, water transport	Ontario	1	0	0.0 %	3.1 %	0	0	Ontario
2274 : Engineer officers, water transport	Québec	1	0	0.0 %	3.3 %	0	0	Québec
2275 : Railway traffic controllers and marine traffic regulators	Alberta	1	0	0.0 %	26.4 %	0	0	Alberta
2275 : Railway traffic controllers and marine traffic regulators	Québec	1	1	100.0 %	20.0 %	0	1	Québec
2281 : Computer network technicians	Québec	2	1	50.0 %	14.0 %	0	1	Québec
2282 : User support technicians	Québec	3	1	33.3 %	22.1 %	1	0	Québec
3235 : NOC 2006 - Other Technical Occupations in Therapy and Assessment	Ontario	2	1	50.0 %	52.8 %	1	0	Ontario
3237 : Other technical occupations in therapy and assessment	Ontario	1	1	100.0 %	82.0 %	1	0	Ontario
4211 : Paralegal and related occupations	Québec	7	7	100.0 %	86.5 %	6	1	Québec
4312 : Firefighters	Ontario	1	0	0.0 %	5.4 %	0	0	Ontario
5211 : Library and public archive technicians	Ontario	1	1	100.0 %	87.8 %	1	0	Ontario



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

000995

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
5241 : Graphic designers and illustrators	Ontario	2	1	50.0 %	50.0 %	1	0	Ontario
5241 : Graphic designers and illustrators	Québec	8	2	25.0 %	48.7 %	4	-2	Québec
05 : Supervisors		143	29	20.3 %	51.2 %	73	-44	
Employment Equity Occupational Group	Montréal	77	14	18.2 %	50.5 %	39	-25	Montréal
Employment Equity Occupational Group	Québec	3	1	33.3 %	51.5 %	2	-1	Québec
Employment Equity Occupational Group	Thunder Bay	4	2	50.0 %	52.0 %	2	0	Thunder Bay
Employment Equity Occupational Group	Toronto	59	12	20.3 %	52.0 %	31	-19	Toronto
06 : Supervisors: Crafts and Trades		365	42	11.5 %	12.4 %	45	-3	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Ontario	1	0	0.0 %	4.3 %	0	0	Ontario
7301 : Contractors and supervisors, mechanic trades	Ontario	1	0	0.0 %	4.5 %	0	0	Ontario
9226 : Supervisors, other mechanical and metal products manufacturing	Ontario	122	13	10.7 %	11.6 %	14	-1	Ontario
9226 : Supervisors, other mechanical and metal products manufacturing	Québec	240	29	12.1 %	12.8 %	31	-2	Québec
9227 : Supervisors, other products manufacturing and assembly	Ontario	1	0	0.0 %	20.8 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		1126	648	57.5 %	80.8 %	910	-262	
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	84.2 %	2	-1	Edmonton
Employment Equity Occupational Group	Kingston	21	10	47.6 %	83.4 %	18	-8	Kingston
Employment Equity Occupational Group	Montréal	844	491	58.2 %	80.9 %	683	-192	Montréal
Employment Equity Occupational Group	Ont. less CMAs	10	3	30.0 %	86.8 %	9	-6	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	1	50.0 %	76.8 %	2	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	90	51	56.7 %	80.4 %	72	-21	Québec
Employment Equity Occupational Group	Thunder Bay	32	25	78.1 %	84.7 %	27	-2	Thunder Bay
Employment Equity Occupational Group	Toronto	123	66	53.7 %	79.1 %	97	-31	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	78.9 %	2	-2	Vancouver
08 : Skilled Sales and Service Personnel		340	140	41.2 %	31.5 %	107	33	



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

966000

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	Ontario	8	1	12.5 %	27.9 %	2	-1	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	104	42	40.4 %	29.9 %	31	11	Québec
6321 : Chefs	Québec	2	0	0.0 %	28.6 %	1	-1	Québec
6345 : Upholsterers	Québec	226	97	42.9 %	32.4 %	73	24	Québec
09 : Skilled Crafts and Trades Workers		1687	106	6.3 %	4.7 %	79	27	
7231 : Machinists and machining and tooling inspectors	Québec	219	4	1.8 %	5.1 %	11	-7	Québec
7232 : Tool and die makers	Ontario	33	1	3.0 %	2.7 %	1	0	Ontario
7232 : Tool and die makers	Québec	121	3	2.5 %	12.1 %	15	-12	Québec
7233 : Sheet metal workers	Ontario	29	0	0.0 %	1.3 %	0	0	Ontario
7233 : Sheet metal workers	Québec	314	40	12.7 %	3.2 %	10	30	Québec
7235 : Structural metal and platework fabricators and fitters	Québec	2	0	0.0 %	6.9 %	0	0	Québec
7237 : Welders and related machine operators	Québec	37	1	2.7 %	4.1 %	2	-1	Québec
7242 : Industrial electricians	Ontario	20	0	0.0 %	2.2 %	0	0	Ontario
7242 : Industrial electricians	Québec	13	0	0.0 %	2.0 %	0	0	Québec
7244 : Electrical power line and cable workers	Ontario	9	0	0.0 %	1.4 %	0	0	Ontario
7244 : Electrical power line and cable workers	Québec	4	0	0.0 %	3.7 %	0	0	Québec
7251 : Plumbers	Québec	1	0	0.0 %	1.4 %	0	0	Québec
7252 : Steamfitters, pipefitters and sprinkler system installers	Ontario	5	0	0.0 %	1.1 %	0	0	Ontario
7252 : Steamfitters, pipefitters and sprinkler system installers	Québec	40	3	7.5 %	0.7 %	0	3	Québec
7265 : NOC 2006 - Welders and Related Machine Operators	Ontario	71	8	11.3 %	3.7 %	3	5	Ontario
7265 : NOC 2006 - Welders and Related Machine Operators	Québec	29	4	13.8 %	3.5 %	1	3	Québec
7271 : Carpenters	Ontario	1	0	0.0 %	1.8 %	0	0	Ontario
7271 : Carpenters	Québec	1	0	0.0 %	1.2 %	0	0	Québec
7294 : Painters and decorators (except interior decorators)	Ontario	1	0	0.0 %	14.1 %	0	0	Ontario



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

000997

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7295 : Floor covering installers	Ontario	1	0	0.0 %	4.1 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Ontario	185	2	1.1 %	1.4 %	3	-1	Ontario
7311 : Construction millwrights and industrial mechanics	Québec	76	2	2.6 %	1.4 %	1	1	Québec
7314 : Railway carmen/women	Québec	9	0	0.0 %	3.4 %	0	0	Québec
7315 : Aircraft mechanics and aircraft inspectors	Ontario	4	0	0.0 %	4.6 %	0	0	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario	129	6	4.7 %	2.2 %	3	3	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Québec	5	0	0.0 %	1.7 %	0	0	Québec
7333 : Electrical mechanics	Québec	1	0	0.0 %	2.5 %	0	0	Québec
7361 : Railway and yard locomotive engineers	Ontario	6	1	16.7 %	4.5 %	0	1	Ontario
7361 : Railway and yard locomotive engineers	Québec	16	0	0.0 %	3.8 %	1	-1	Québec
7362 : Railway conductors and brakemen/women	British Columbia	14	3	21.4 %	5.7 %	1	2	British Columbia
7362 : Railway conductors and brakemen/women	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
7362 : Railway conductors and brakemen/women	Ontario	186	22	11.8 %	8.6 %	16	6	Ontario
7362 : Railway conductors and brakemen/women	Québec	76	6	7.9 %	10.4 %	8	-2	Québec
7371 : Crane operators	Ontario	7	0	0.0 %	2.4 %	0	0	Ontario
7371 : Crane operators	Québec	2	0	0.0 %	1.7 %	0	0	Québec
9241 : Power engineers and power systems operators	Québec	13	0	0.0 %	6.2 %	1	-1	Québec
9243 : Water and waste treatment plant operators	Québec	6	0	0.0 %	13.6 %	1	-1	Québec
10 : Clerical Personnel		804	180	22.4 %	63.7 %	512	-332	
Employment Equity Occupational Group	Kingston	6	2	33.3 %	71.6 %	4	-2	Kingston
Employment Equity Occupational Group	Montréal	407	77	18.9 %	61.6 %	251	-174	Montréal
Employment Equity Occupational Group	Ont. less CMAs	6	3	50.0 %	73.9 %	4	-1	Ont. less CMAs
Employment Equity Occupational Group	Québec	22	11	50.0 %	58.6 %	13	-2	Québec
Employment Equity Occupational Group	Thunder Bay	26	14	53.8 %	73.6 %	19	-5	Thunder Bay



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

866000

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	337	73	21.7 %	65.5 %	221	-148	Toronto
11 : Intermediate Sales and Service Personnel		259	60	23.2 %	65.6 %	170	-110	
Employment Equity Occupational Group	Montréal	6	3	50.0 %	63.2 %	4	-1	Montréal
Employment Equity Occupational Group	Ont. less CMAs	2	2	100.0 %	73.9 %	1	1	Ont. less CMAs
Employment Equity Occupational Group	Québec	1	1	100.0 %	62.6 %	1	0	Québec
Employment Equity Occupational Group	Toronto	250	54	21.6 %	65.7 %	164	-110	Toronto
12 : Semi-Skilled Manual Workers		4124	423	10.3 %	16.0 %	660	-237	
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	14.9 %	0	0	Edmonton
Employment Equity Occupational Group	Kingston	87	11	12.6 %	14.3 %	12	-1	Kingston
Employment Equity Occupational Group	Montréal	2956	343	11.6 %	15.9 %	470	-127	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	20.4 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Québec	187	17	9.1 %	12.5 %	23	-6	Québec
Employment Equity Occupational Group	Thunder Bay	267	16	6.0 %	10.4 %	28	-12	Thunder Bay
Employment Equity Occupational Group	Toronto	625	36	5.8 %	20.1 %	126	-90	Toronto
13 : Other Sales and Service Personnel		14	0	0.0 %	50.0 %	7	-7	
Employment Equity Occupational Group	Montréal	14	0	0.0 %	50.0 %	7	-7	Montréal
14 : Other Manual Workers		17	1	5.9 %	13.6 %	2	-1	
Employment Equity Occupational Group	Québec	1	0	0.0 %	17.5 %	0	0	Québec
Employment Equity Occupational Group	Thunder Bay	14	1	7.1 %	10.8 %	2	-1	Thunder Bay
Employment Equity Occupational Group	Toronto	2	0	0.0 %	31.3 %	1	-1	Toronto
Total		16268	3178	19.5 %	26.1 %	4242	-1064	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-12-31

Aboriginal Peoples

666000

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Recruitment Area
			Representation #	Availability %	Gap #	
01 : Senior Managers	National	86	0	0.0 %	3	National
02 : Middle and Other Managers	National	1053	0	0.0 %	28	National
03 : Professionals		2475	6	0.2 %	25	
1111 : Financial auditors and accountants	National	168	0	0.0 %	2	National
1112 : Financial and investment analysts	National	71	0	0.0 %	1	National
1114 : Other financial officers	National	9	0	0.0 %	0	National
1121 : Human resources professionals	National	132	0	0.0 %	4	National
1122 : Professional occupations in business management consulting	National	24	0	0.0 %	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	24	0	0.0 %	1	National
2131 : Civil engineers	National	9	0	0.0 %	0	National
2132 : Mechanical engineers	National	80	0	0.0 %	1	National
2133 : Electrical and electronics engineers	National	62	1	1.6 %	1	National
2134 : Chemical engineers	National	2	0	0.0 %	0	National
2141 : Industrial and manufacturing engineers	National	91	0	0.0 %	1	National
2142 : Metallurgical and materials engineers	National	1	0	0.0 %	0	National
2146 : Aerospace engineers	National	1334	4	0.3 %	5	National
2147 : Computer engineers (except software engineers and designers)	National	4	0	0.0 %	0	National
2148 : Other professional engineers, n.e.c.	National	66	0	0.0 %	1	National
2151 : Architects	National	6	0	0.0 %	0	National
2171 : Information systems analysts and consultants	National	91	1	1.1 %	1	National
2172 : Database analysts and data administrators	National	37	0	0.0 %	1	National
2173 : Software engineers and designers	National	26	0	0.0 %	0	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	0	National
2175 : Web designers and developers	National	5	0	0.0 %	0	National



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001000

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
3112 : General practitioners and family physicians	National	1	0	0.0 %	0.9 %	0	0	National
4021 : College and other vocational instructors	National	7	0	0.0 %	3.0 %	0	0	National
4112 : Lawyers and Quebec notaries	National	33	0	0.0 %	1.9 %	1	-1	National
4163 : Business development officers and marketing researchers and consultants	National	106	0	0.0 %	2.0 %	2	-2	National
5121 : Authors and writers	National	71	0	0.0 %	2.3 %	2	-2	National
5122 : Editors	National	13	0	0.0 %	1.5 %	0	0	National
5124 : NOC 2006 - Professional Occupations in Public Relations and Communications	National	1	0	0.0 %	2.4 %	0	0	National
04 : Semi-Professionals and Technicians		3775	16	0.4 %	1.3 %	49	-33	
2211 : Chemical technologists and technicians	Ontario	2	0	0.0 %	1.1 %	0	0	Ontario
2211 : Chemical technologists and technicians	Québec	1	0	0.0 %	1.4 %	0	0	Québec
2231 : Civil engineering technologists and technicians	Ontario	2	0	0.0 %	1.9 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Alberta	2	0	0.0 %	1.3 %	0	0	Alberta
2232 : Mechanical engineering technologists and technicians	Ontario	47	0	0.0 %	1.7 %	1	-1	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	33	0	0.0 %	1.0 %	0	0	Québec
2233 : Industrial engineering and manufacturing technologists and technicians	Alberta	5	0	0.0 %	3.2 %	0	0	Alberta
2233 : Industrial engineering and manufacturing technologists and technicians	British Columbia	2	0	0.0 %	1.5 %	0	0	British Columbia
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	421	2	0.5 %	1.4 %	6	-4	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	846	3	0.4 %	1.1 %	9	-6	Québec
2241 : Electrical and electronics engineering technologists and technicians	Ontario	126	0	0.0 %	1.7 %	2	-2	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	641	4	0.6 %	1.6 %	10	-6	Québec
2243 : Industrial instrument technicians and mechanics	Ontario	1	0	0.0 %	3.5 %	0	0	Ontario
2244 : Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	Ontario	419	2	0.5 %	2.9 %	12	-10	Ontario
2244 : Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	Québec	1015	5	0.5 %	0.6 %	6	-1	Québec
2251 : Architectural technologists and technicians	Ontario	3	0	0.0 %	1.0 %	0	0	Ontario



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001001

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2251 : Architectural technologists and technicians	Québec	38	0	0.0 %	1.0 %	0	0	Québec
2252 : Industrial designers	Ontario	9	0	0.0 %	1.0 %	0	0	Ontario
2252 : Industrial designers	Québec	33	0	0.0 %	0.9 %	0	0	Québec
2253 : Drafting technologists and technicians	Ontario	1	0	0.0 %	1.8 %	0	0	Ontario
2253 : Drafting technologists and technicians	Québec	7	0	0.0 %	1.0 %	0	0	Québec
2255 : Technical occupations in geomatics and meteorology	Québec	1	0	0.0 %	3.5 %	0	0	Québec
2262 : Engineering inspectors and regulatory officers	Alberta	1	0	0.0 %	3.6 %	0	0	Alberta
2262 : Engineering inspectors and regulatory officers	Québec	1	0	0.0 %	1.4 %	0	0	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	9	0	0.0 %	3.0 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	19	0	0.0 %	2.1 %	0	0	Québec
2271 : Air pilots, flight engineers and flying instructors	Ontario	14	0	0.0 %	2.2 %	0	0	Ontario
2271 : Air pilots, flight engineers and flying instructors	Québec	42	0	0.0 %	2.0 %	1	-1	Québec
2272 : Air traffic controllers and related occupations	Québec	3	0	0.0 %	1.9 %	0	0	Québec
2274 : Engineer officers, water transport	Ontario	1	0	0.0 %	0.0 %	0	0	Ontario
2274 : Engineer officers, water transport	Québec	1	0	0.0 %	6.6 %	0	0	Québec
2275 : Railway traffic controllers and marine traffic regulators	Alberta	1	0	0.0 %	0.0 %	0	0	Alberta
2275 : Railway traffic controllers and marine traffic regulators	Québec	1	0	0.0 %	7.5 %	0	0	Québec
2281 : Computer network technicians	Québec	2	0	0.0 %	1.1 %	0	0	Québec
2282 : User support technicians	Québec	3	0	0.0 %	1.3 %	0	0	Québec
3235 : NOC 2006 - Other Technical Occupations in Therapy and Assessment	Ontario	2	0	0.0 %	2.8 %	0	0	Ontario
3237 : Other technical occupations in therapy and assessment	Ontario	1	0	0.0 %	2.1 %	0	0	Ontario
4211 : Paralegal and related occupations	Québec	7	0	0.0 %	1.1 %	0	0	Québec
4312 : Firefighters	Ontario	1	0	0.0 %	3.4 %	0	0	Ontario
5211 : Library and public archive technicians	Ontario	1	0	0.0 %	2.0 %	0	0	Ontario



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001002

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
5241 : Graphic designers and illustrators	Ontario	2	0	0.0 %	1.4 %	0	0	Ontario
5241 : Graphic designers and illustrators	Québec	8	0	0.0 %	2.0 %	0	0	Québec
05 : Supervisors		143	2	1.4 %	1.1 %	2	0	
Employment Equity Occupational Group	Montréal	77	1	1.3 %	0.8 %	1	0	Montréal
Employment Equity Occupational Group	Québec	3	0	0.0 %	2.0 %	0	0	Québec
Employment Equity Occupational Group	Thunder Bay	4	1	25.0 %	9.4 %	0	1	Thunder Bay
Employment Equity Occupational Group	Toronto	59	0	0.0 %	0.9 %	1	-1	Toronto
06 : Supervisors: Crafts and Trades		365	1	0.3 %	1.5 %	5	-4	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Ontario	1	0	0.0 %	4.0 %	0	0	Ontario
7301 : Contractors and supervisors, mechanic trades	Ontario	1	0	0.0 %	2.3 %	0	0	Ontario
9226 : Supervisors, other mechanical and metal products manufacturing	Ontario	122	0	0.0 %	2.4 %	3	-3	Ontario
9226 : Supervisors, other mechanical and metal products manufacturing	Québec	240	1	0.4 %	1.0 %	2	-1	Québec
9227 : Supervisors, other products manufacturing and assembly	Ontario	1	0	0.0 %	1.6 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		1126	2	0.2 %	1.2 %	14	-12	
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	4.7 %	0	0	Edmonton
Employment Equity Occupational Group	Kingston	21	0	0.0 %	3.2 %	1	-1	Kingston
Employment Equity Occupational Group	Montréal	844	1	0.1 %	0.8 %	7	-6	Montréal
Employment Equity Occupational Group	Ont. less CMAs	10	0	0.0 %	5.7 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	90	0	0.0 %	1.4 %	1	-1	Québec
Employment Equity Occupational Group	Thunder Bay	32	0	0.0 %	9.5 %	3	-3	Thunder Bay
Employment Equity Occupational Group	Toronto	123	1	0.8 %	0.8 %	1	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.1 %	0	0	Vancouver
08 : Skilled Sales and Service Personnel		340	4	1.2 %	1.8 %	6	-2	



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001003

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	Ontario	8	0	0.0 %	1.2 %	0	0	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	104	1	1.0 %	1.1 %	1	0	Québec
6321 : Chefs	Québec	2	0	0.0 %	1.7 %	0	0	Québec
6345 : Upholsterers	Québec	226	3	1.3 %	2.2 %	5	-2	Québec
09 : Skilled Crafts and Trades Workers		1687	7	0.4 %	2.8 %	47	-40	
7231 : Machinists and machining and tooling inspectors	Québec	219	0	0.0 %	0.9 %	2	-2	Québec
7232 : Tool and die makers	Ontario	33	0	0.0 %	1.2 %	0	0	Ontario
7232 : Tool and die makers	Québec	121	3	2.5 %	2.2 %	3	0	Québec
7233 : Sheet metal workers	Ontario	29	0	0.0 %	3.2 %	1	-1	Ontario
7233 : Sheet metal workers	Québec	314	0	0.0 %	1.9 %	6	-6	Québec
7235 : Structural metal and platework fabricators and fitters	Québec	2	0	0.0 %	2.0 %	0	0	Québec
7237 : Welders and related machine operators	Québec	37	0	0.0 %	2.3 %	1	-1	Québec
7242 : Industrial electricians	Ontario	20	1	5.0 %	2.7 %	1	0	Ontario
7242 : Industrial electricians	Québec	13	0	0.0 %	2.0 %	0	0	Québec
7244 : Electrical power line and cable workers	Ontario	9	0	0.0 %	3.9 %	0	0	Ontario
7244 : Electrical power line and cable workers	Québec	4	0	0.0 %	3.9 %	0	0	Québec
7251 : Plumbers	Québec	1	0	0.0 %	2.8 %	0	0	Québec
7252 : Steamfitters, pipefitters and sprinkler system installers	Ontario	5	0	0.0 %	3.4 %	0	0	Ontario
7252 : Steamfitters, pipefitters and sprinkler system installers	Québec	40	0	0.0 %	2.3 %	1	-1	Québec
7265 : NOC 2006 - Welders and Related Machine Operators	Ontario	71	0	0.0 %	3.2 %	2	-2	Ontario
7265 : NOC 2006 - Welders and Related Machine Operators	Québec	29	0	0.0 %	2.5 %	1	-1	Québec
7271 : Carpenters	Ontario	1	0	0.0 %	4.4 %	0	0	Ontario
7271 : Carpenters	Québec	1	0	0.0 %	3.6 %	0	0	Québec
7294 : Painters and decorators (except interior decorators)	Ontario	1	0	0.0 %	2.3 %	0	0	Ontario



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001004

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7295 : Floor covering installers	Ontario	1	0	0.0 %	3.0 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Ontario	185	1	0.5 %	3.0 %	6	-5	Ontario
7311 : Construction millwrights and industrial mechanics	Québec	76	0	0.0 %	2.7 %	2	-2	Québec
7314 : Railway carmen/women	Québec	9	0	0.0 %	4.6 %	0	0	Québec
7315 : Aircraft mechanics and aircraft inspectors	Ontario	4	0	0.0 %	2.2 %	0	0	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario	129	0	0.0 %	2.6 %	3	-3	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Québec	5	0	0.0 %	2.2 %	0	0	Québec
7333 : Electrical mechanics	Québec	1	0	0.0 %	1.8 %	0	0	Québec
7361 : Railway and yard locomotive engineers	Ontario	6	0	0.0 %	3.5 %	0	0	Ontario
7361 : Railway and yard locomotive engineers	Québec	16	0	0.0 %	3.2 %	1	-1	Québec
7362 : Railway conductors and brakemen/women	British Columbia	14	0	0.0 %	8.0 %	1	-1	British Columbia
7362 : Railway conductors and brakemen/women	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
7362 : Railway conductors and brakemen/women	Ontario	186	1	0.5 %	6.8 %	13	-12	Ontario
7362 : Railway conductors and brakemen/women	Québec	76	1	1.3 %	1.5 %	1	0	Québec
7371 : Crane operators	Ontario	7	0	0.0 %	3.8 %	0	0	Ontario
7371 : Crane operators	Québec	2	0	0.0 %	3.4 %	0	0	Québec
9241 : Power engineers and power systems operators	Québec	13	0	0.0 %	4.0 %	1	-1	Québec
9243 : Water and waste treatment plant operators	Québec	6	0	0.0 %	6.7 %	0	0	Québec
10 : Clerical Personnel		804	4	0.5 %	1.3 %	10	-6	
Employment Equity Occupational Group	Kingston	6	0	0.0 %	2.8 %	0	0	Kingston
Employment Equity Occupational Group	Montréal	407	3	0.7 %	1.0 %	4	-1	Montréal
Employment Equity Occupational Group	Ont. less CMAs	6	0	0.0 %	6.4 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Québec	22	0	0.0 %	1.6 %	0	0	Québec
Employment Equity Occupational Group	Thunder Bay	26	0	0.0 %	10.1 %	3	-3	Thunder Bay



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001005

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Toronto	337	1	0.3 %	0.8 %	3	-2	Toronto
11 : Intermediate Sales and Service Personnel		259	4	1.5 %	0.9 %	2	2	
Employment Equity Occupational Group	Montréal	6	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	6.9 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Québec	1	0	0.0 %	1.6 %	0	0	Québec
Employment Equity Occupational Group	Toronto	250	4	1.6 %	0.8 %	2	2	Toronto
12 : Semi-Skilled Manual Workers		4124	25	0.6 %	1.7 %	70	-45	
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	6.2 %	0	0	Edmonton
Employment Equity Occupational Group	Kingston	87	1	1.1 %	3.9 %	3	-2	Kingston
Employment Equity Occupational Group	Montréal	2956	19	0.6 %	1.0 %	30	-11	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	5.4 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Québec	187	1	0.5 %	1.6 %	3	-2	Québec
Employment Equity Occupational Group	Thunder Bay	267	1	0.4 %	10.8 %	29	-28	Thunder Bay
Employment Equity Occupational Group	Toronto	625	3	0.5 %	0.8 %	5	-2	Toronto
13 : Other Sales and Service Personnel		14	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Montréal	14	0	0.0 %	1.0 %	0	0	Montréal
14 : Other Manual Workers		17	0	0.0 %	10.6 %	2	-2	
Employment Equity Occupational Group	Québec	1	0	0.0 %	2.0 %	0	0	Québec
Employment Equity Occupational Group	Thunder Bay	14	0	0.0 %	12.6 %	2	-2	Thunder Bay
Employment Equity Occupational Group	Toronto	2	0	0.0 %	1.0 %	0	0	Toronto
Total		16268	71	0.4 %	1.6 %	263	-192	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

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
			#	%	%	#		
01 : Senior Managers	National	86	5	5.8 %	11.5 %	10	-5	National
02 : Middle and Other Managers	National	1053	75	7.1 %	17.6 %	185	-110	National
03 : Professionals		2475	360	14.5 %	26.9 %	666	-306	
1111 : Financial auditors and accountants	National	168	31	18.5 %	32.3 %	54	-23	National
1112 : Financial and investment analysts	National	71	5	7.0 %	37.8 %	27	-22	National
1114 : Other financial officers	National	9	2	22.2 %	26.5 %	2	0	National
1121 : Human resources professionals	National	132	8	6.1 %	16.7 %	22	-14	National
1122 : Professional occupations in business management consulting	National	24	5	20.8 %	26.4 %	6	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	24	0	0.0 %	18.8 %	5	-5	National
2131 : Civil engineers	National	9	2	22.2 %	30.0 %	3	-1	National
2132 : Mechanical engineers	National	80	8	10.0 %	30.7 %	25	-17	National
2133 : Electrical and electronics engineers	National	62	5	8.1 %	39.6 %	25	-20	National
2134 : Chemical engineers	National	2	0	0.0 %	39.0 %	1	-1	National
2141 : Industrial and manufacturing engineers	National	91	20	22.0 %	33.9 %	31	-11	National
2142 : Metallurgical and materials engineers	National	1	0	0.0 %	26.6 %	0	0	National
2146 : Aerospace engineers	National	1334	213	16.0 %	25.3 %	338	-125	National
2147 : Computer engineers (except software engineers and designers)	National	4	2	50.0 %	42.7 %	2	0	National
2148 : Other professional engineers, n.e.c.	National	66	2	3.0 %	27.2 %	18	-16	National
2151 : Architects	National	6	0	0.0 %	26.4 %	2	-2	National
2171 : Information systems analysts and consultants	National	91	17	18.7 %	38.6 %	35	-18	National
2172 : Database analysts and data administrators	National	37	3	8.1 %	35.5 %	13	-10	National
2173 : Software engineers and designers	National	26	5	19.2 %	46.7 %	12	-7	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	34.2 %	0	0	National
2175 : Web designers and developers	National	5	3	60.0 %	27.5 %	1	2	National



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001007

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
			#	%	%	#		
3112 : General practitioners and family physicians	National	1	0	0.0 %	33.0 %	0	0	National
4021 : College and other vocational instructors	National	7	0	0.0 %	14.9 %	1	-1	National
4112 : Lawyers and Quebec notaries	National	33	3	9.1 %	14.2 %	5	-2	National
4163 : Business development officers and marketing researchers and consultants	National	106	15	14.2 %	25.7 %	27	-12	National
5121 : Authors and writers	National	71	9	12.7 %	12.8 %	9	0	National
5122 : Editors	National	13	2	15.4 %	13.3 %	2	0	National
5124 : NOC 2006 - Professional Occupations in Public Relations and Communications	National	1	0	0.0 %	23.2 %	0	0	National
04 : Semi-Professionals and Technicians		3775	510	13.5 %	17.7 %	668	-158	
2211 : Chemical technologists and technicians	Ontario	2	0	0.0 %	38.8 %	1	-1	Ontario
2211 : Chemical technologists and technicians	Québec	1	0	0.0 %	19.3 %	0	0	Québec
2231 : Civil engineering technologists and technicians	Ontario	2	0	0.0 %	23.7 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Alberta	2	1	50.0 %	24.6 %	0	1	Alberta
2232 : Mechanical engineering technologists and technicians	Ontario	47	12	25.5 %	26.2 %	12	0	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	33	2	6.1 %	9.0 %	3	-1	Québec
2233 : Industrial engineering and manufacturing technologists and technicians	Alberta	5	2	40.0 %	33.2 %	2	0	Alberta
2233 : Industrial engineering and manufacturing technologists and technicians	British Columbia	2	0	0.0 %	37.0 %	1	-1	British Columbia
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	421	53	12.6 %	37.0 %	156	-103	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	846	79	9.3 %	11.4 %	96	-17	Québec
2241 : Electrical and electronics engineering technologists and technicians	Ontario	126	20	15.9 %	30.6 %	39	-19	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	641	61	9.5 %	11.4 %	73	-12	Québec
2243 : Industrial instrument technicians and mechanics	Ontario	1	1	100.0 %	17.7 %	0	1	Ontario
2244 : Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	Ontario	419	100	23.9 %	26.1 %	109	-9	Ontario
2244 : Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	Québec	1015	157	15.5 %	15.0 %	152	5	Québec
2251 : Architectural technologists and technicians	Ontario	3	1	33.3 %	29.8 %	1	0	Ontario



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001008

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
2251 : Architectural technologists and technicians	Québec	38	6	15.8 %	10.0 %	4	2	Québec
2252 : Industrial designers	Ontario	9	0	0.0 %	27.4 %	2	-2	Ontario
2252 : Industrial designers	Québec	33	1	3.0 %	12.0 %	4	-3	Québec
2253 : Drafting technologists and technicians	Ontario	1	0	0.0 %	33.4 %	0	0	Ontario
2253 : Drafting technologists and technicians	Québec	7	0	0.0 %	9.5 %	1	-1	Québec
2255 : Technical occupations in geomatics and meteorology	Québec	1	0	0.0 %	4.2 %	0	0	Québec
2262 : Engineering inspectors and regulatory officers	Alberta	1	0	0.0 %	19.8 %	0	0	Alberta
2262 : Engineering inspectors and regulatory officers	Québec	1	0	0.0 %	14.5 %	0	0	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	9	3	33.3 %	18.0 %	2	1	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	19	2	10.5 %	7.6 %	1	1	Québec
2271 : Air pilots, flight engineers and flying instructors	Ontario	14	0	0.0 %	10.7 %	1	-1	Ontario
2271 : Air pilots, flight engineers and flying instructors	Québec	42	1	2.4 %	5.7 %	2	-1	Québec
2272 : Air traffic controllers and related occupations	Québec	3	0	0.0 %	7.1 %	0	0	Québec
2274 : Engineer officers, water transport	Ontario	1	1	100.0 %	23.4 %	0	1	Ontario
2274 : Engineer officers, water transport	Québec	1	0	0.0 %	5.5 %	0	0	Québec
2275 : Railway traffic controllers and marine traffic regulators	Alberta	1	1	100.0 %	15.3 %	0	1	Alberta
2275 : Railway traffic controllers and marine traffic regulators	Québec	1	0	0.0 %	7.5 %	0	0	Québec
2281 : Computer network technicians	Québec	2	0	0.0 %	16.5 %	0	0	Québec
2282 : User support technicians	Québec	3	0	0.0 %	20.8 %	1	-1	Québec
3235 : NOC 2006 - Other Technical Occupations in Therapy and Assessment	Ontario	2	1	50.0 %	25.4 %	1	0	Ontario
3237 : Other technical occupations in therapy and assessment	Ontario	1	1	100.0 %	30.1 %	0	1	Ontario
4211 : Paralegal and related occupations	Québec	7	3	42.9 %	10.5 %	1	2	Québec
4312 : Firefighters	Ontario	1	0	0.0 %	4.1 %	0	0	Ontario
5211 : Library and public archive technicians	Ontario	1	0	0.0 %	13.0 %	0	0	Ontario



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001009

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
			#	%	%	#		
5241 : Graphic designers and illustrators	Ontario	2	0	0.0 %	28.6 %	1	-1	Ontario
5241 : Graphic designers and illustrators	Québec	8	1	12.5 %	11.9 %	1	0	Québec
05 : Supervisors		143	18	12.6 %	32.4 %	46	-28	
Employment Equity Occupational Group	Montréal	77	5	6.5 %	20.4 %	16	-11	Montréal
Employment Equity Occupational Group	Québec	3	2	66.7 %	3.2 %	0	2	Québec
Employment Equity Occupational Group	Thunder Bay	4	1	25.0 %	3.5 %	0	1	Thunder Bay
Employment Equity Occupational Group	Toronto	59	10	16.9 %	51.5 %	30	-20	Toronto
06 : Supervisors: Crafts and Trades		365	26	7.1 %	12.0 %	44	-18	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Ontario	1	0	0.0 %	12.0 %	0	0	Ontario
7301 : Contractors and supervisors, mechanic trades	Ontario	1	0	0.0 %	14.2 %	0	0	Ontario
9226 : Supervisors, other mechanical and metal products manufacturing	Ontario	122	13	10.7 %	22.9 %	28	-15	Ontario
9226 : Supervisors, other mechanical and metal products manufacturing	Québec	240	13	5.4 %	6.4 %	15	-2	Québec
9227 : Supervisors, other products manufacturing and assembly	Ontario	1	0	0.0 %	32.8 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		1126	133	11.8 %	16.0 %	180	-47	
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	16.9 %	0	1	Edmonton
Employment Equity Occupational Group	Kingston	21	1	4.8 %	5.4 %	1	0	Kingston
Employment Equity Occupational Group	Montréal	844	92	10.9 %	14.6 %	123	-31	Montréal
Employment Equity Occupational Group	Ont. less CMAs	10	2	20.0 %	1.9 %	0	2	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	2	1	50.0 %	14.1 %	0	1	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	90	12	13.3 %	3.3 %	3	9	Québec
Employment Equity Occupational Group	Thunder Bay	32	9	28.1 %	2.0 %	1	8	Thunder Bay
Employment Equity Occupational Group	Toronto	123	15	12.2 %	40.6 %	50	-35	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	39.9 %	1	-1	Vancouver
08 : Skilled Sales and Service Personnel		340	38	11.2 %	15.6 %	53	-15	



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001010

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	Ontario	8	1	12.5 %	22.8 %	2	-1	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	104	12	11.5 %	10.9 %	11	1	Québec
6321 : Chefs	Québec	2	0	0.0 %	38.7 %	1	-1	Québec
6345 : Upholsterers	Québec	226	25	11.1 %	17.3 %	39	-14	Québec
09 : Skilled Crafts and Trades Workers		1687	173	10.3 %	8.7 %	147	26	
7231 : Machinists and machining and tooling inspectors	Québec	219	17	7.8 %	11.4 %	25	-8	Québec
7232 : Tool and die makers	Ontario	33	4	12.1 %	23.0 %	8	-4	Ontario
7232 : Tool and die makers	Québec	121	12	9.9 %	5.5 %	7	5	Québec
7233 : Sheet metal workers	Ontario	29	2	6.9 %	8.4 %	2	0	Ontario
7233 : Sheet metal workers	Québec	314	27	8.6 %	2.3 %	7	20	Québec
7235 : Structural metal and platework fabricators and fitters	Québec	2	0	0.0 %	10.9 %	0	0	Québec
7237 : Welders and related machine operators	Québec	37	4	10.8 %	6.4 %	2	2	Québec
7242 : Industrial electricians	Ontario	20	4	20.0 %	15.5 %	3	1	Ontario
7242 : Industrial electricians	Québec	13	0	0.0 %	5.5 %	1	-1	Québec
7244 : Electrical power line and cable workers	Ontario	9	4	44.4 %	3.9 %	0	4	Ontario
7244 : Electrical power line and cable workers	Québec	4	2	50.0 %	2.0 %	0	2	Québec
7251 : Plumbers	Québec	1	0	0.0 %	4.3 %	0	0	Québec
7252 : Steamfitters, pipefitters and sprinkler system installers	Ontario	5	0	0.0 %	5.8 %	0	0	Ontario
7252 : Steamfitters, pipefitters and sprinkler system installers	Québec	40	1	2.5 %	2.0 %	1	0	Québec
7265 : NOC 2006 - Welders and Related Machine Operators	Ontario	71	0	0.0 %	16.8 %	12	-12	Ontario
7265 : NOC 2006 - Welders and Related Machine Operators	Québec	29	0	0.0 %	5.6 %	2	-2	Québec
7271 : Carpenters	Ontario	1	0	0.0 %	11.7 %	0	0	Ontario
7271 : Carpenters	Québec	1	0	0.0 %	1.7 %	0	0	Québec
7294 : Painters and decorators (except interior decorators)	Ontario	1	0	0.0 %	24.2 %	0	0	Ontario



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001011

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
7295 : Floor covering installers	Ontario	1	0	0.0 %	21.6 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Ontario	185	37	20.0 %	12.9 %	24	13	Ontario
7311 : Construction millwrights and industrial mechanics	Québec	76	9	11.8 %	3.6 %	3	6	Québec
7314 : Railway carmen/women	Québec	9	0	0.0 %	8.0 %	1	-1	Québec
7315 : Aircraft mechanics and aircraft inspectors	Ontario	4	1	25.0 %	28.1 %	1	0	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario	129	27	20.9 %	23.3 %	30	-3	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Québec	5	0	0.0 %	7.9 %	0	0	Québec
7333 : Electrical mechanics	Québec	1	1	100.0 %	8.3 %	0	1	Québec
7361 : Railway and yard locomotive engineers	Ontario	6	2	33.3 %	8.3 %	0	2	Ontario
7361 : Railway and yard locomotive engineers	Québec	16	0	0.0 %	5.1 %	1	-1	Québec
7362 : Railway conductors and brakemen/women	British Columbia	14	1	7.1 %	10.8 %	2	-1	British Columbia
7362 : Railway conductors and brakemen/women	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
7362 : Railway conductors and brakemen/women	Ontario	186	6	3.2 %	5.1 %	9	-3	Ontario
7362 : Railway conductors and brakemen/women	Québec	76	10	13.2 %	3.0 %	2	8	Québec
7371 : Crane operators	Ontario	7	0	0.0 %	7.6 %	1	-1	Ontario
7371 : Crane operators	Québec	2	0	0.0 %	1.5 %	0	0	Québec
9241 : Power engineers and power systems operators	Québec	13	2	15.4 %	4.8 %	1	1	Québec
9243 : Water and waste treatment plant operators	Québec	6	0	0.0 %	7.3 %	0	0	Québec
10 : Clerical Personnel		804	87	10.8 %	32.4 %	260	-173	
Employment Equity Occupational Group	Kingston	6	0	0.0 %	5.6 %	0	0	Kingston
Employment Equity Occupational Group	Montréal	407	37	9.1 %	20.4 %	83	-46	Montréal
Employment Equity Occupational Group	Ont. less CMAs	6	0	0.0 %	1.9 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Québec	22	1	4.5 %	4.1 %	1	0	Québec
Employment Equity Occupational Group	Thunder Bay	26	1	3.8 %	2.3 %	1	0	Thunder Bay

Workforce Analysis - Detailed Report

Date: 2019-12-31

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees	Members of Visible Minorities	Representation	Availability	Gap	Recruitment Area
		#	#	%	%	#	
Employment Equity Occupational Group	Toronto	337	48	14.2 %	52.2 %	176	Toronto
11 : Intermediate Sales and Service Personnel		259	75	29.0 %	53.5 %	139	
Employment Equity Occupational Group	Montreal	6	0	0.0 %	26.6 %	2	Montreal
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	3.2 %	0	Ont. less CMAs
Employment Equity Occupational Group	Quebec	1	0	0.0 %	6.4 %	0	Quebec
Employment Equity Occupational Group	Toronto	250	75	30.0 %	54.7 %	137	Toronto
12 : Semi-Skilled Manual Workers		4124	342	8.3 %	28.6 %	1179	
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	28.4 %	0	Edmonton
Employment Equity Occupational Group	Kingston	87	1	1.1 %	3.3 %	3	Kingston
Employment Equity Occupational Group	Montreal	2956	216	7.3 %	26.1 %	772	Montreal
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	2.3 %	0	Ont. less CMAs
Employment Equity Occupational Group	Quebec	187	4	2.1 %	3.9 %	7	Quebec
Employment Equity Occupational Group	Thunder Bay	267	1	0.4 %	2.2 %	6	Thunder Bay
Employment Equity Occupational Group	Toronto	625	119	19.0 %	62.9 %	393	Toronto
13 : Other Sales and Service Personnel		14	1	7.1 %	28.3 %	4	
Employment Equity Occupational Group	Montreal	14	1	7.1 %	28.3 %	4	Montreal
14 : Other Manual Workers		17	0	0.0 %	10.8 %	2	
Employment Equity Occupational Group	Quebec	1	0	0.0 %	5.6 %	0	Quebec
Employment Equity Occupational Group	Thunder Bay	14	0	0.0 %	4.6 %	1	Thunder Bay
Employment Equity Occupational Group	Toronto	2	0	0.0 %	56.3 %	1	Toronto
Total		16268	1843	11.3 %	22.0 %	3583	

Total may not equal sum of components due to rounding.
Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Detailed Report

Date: 2019-12-31

001013

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities			Gap #	Recruitment Area	
			Representation #	%	Availability %			
01/02 : Managers	National	1139	5	0.4 %	5.0 %	57	-52	National
03 : Professionals	National	2475	18	0.7 %	8.9 %	220	-202	National
04 : Semi-Professionals and Technicians	National	3775	34	0.9 %	7.6 %	287	-253	National
05 : Supervisors	National	143	2	1.4 %	27.5 %	39	-37	National
06 : Supervisors: Crafts and Trades	National	365	2	0.5 %	10.1 %	37	-35	National
07 : Administrative and Senior Clerical Personnel	National	1126	9	0.8 %	10.0 %	113	-104	National
08 : Skilled Sales and Service Personnel	National	340	0	0.0 %	8.0 %	27	-27	National
09 : Skilled Crafts and Trades Workers	National	1687	10	0.6 %	7.8 %	132	-122	National
10 : Clerical Personnel	National	804	9	1.1 %	9.3 %	75	-66	National
11 : Intermediate Sales and Service Personnel	National	259	2	0.8 %	10.8 %	28	-26	National
12 : Semi-Skilled Manual Workers	National	4124	44	1.1 %	10.3 %	425	-381	National
13 : Other Sales and Service Personnel	National	14	0	0.0 %	10.7 %	1	-1	National
14 : Other Manual Workers	National	17	0	0.0 %	6.8 %	1	-1	National
Total		16268	135	0.8 %	8.9 %	1442	-1307	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2019-12-31

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

Pour la catégorie 3 le bassin de recrutement réaliste est provincial

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
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
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2019-12-31

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
06 : Supervisors: Crafts and Trades	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
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Summary Report

Date: 2019-12-31

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	86	10	11.6 %	27.6 %	24	-14
02 : Middle and Other Managers	1053	261	24.8 %	39.4 %	415	-154
03 : Professionals	2475	694	28.0 %	25.6 %	634	60
04 : Semi-Professionals and Technicians	3775	584	15.5 %	16.0 %	604	-20
05 : Supervisors	143	29	20.3 %	51.2 %	73	-44
06 : Supervisors: Crafts and Trades	365	42	11.5 %	12.4 %	45	-3
07 : Administrative and Senior Clerical Personnel	1126	648	57.5 %	80.8 %	910	-262
08 : Skilled Sales and Service Personnel	340	140	41.2 %	31.5 %	107	33
09 : Skilled Crafts and Trades Workers	1687	106	6.3 %	4.7 %	79	27
10 : Clerical Personnel	804	180	22.4 %	63.7 %	512	-332
11 : Intermediate Sales and Service Personnel	259	60	23.2 %	65.6 %	170	-110
12 : Semi-Skilled Manual Workers	4124	423	10.3 %	16.0 %	660	-237
13 : Other Sales and Service Personnel	14	0	0.0 %	50.0 %	7	-7
14 : Other Manual Workers	17	1	5.9 %	13.6 %	2	-1
Total	16268	3178	19.5 %	26.1 %	4242	-1064

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Summary Report

Date: 2019-12-31

001017

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					Gap #
	All Employees	Representation		Availability		
	#	#	%	%	#	
01 : Senior Managers	86	0	0.0 %	3.2 %	3	-3
02 : Middle and Other Managers	1053	0	0.0 %	2.7 %	28	-28
03 : Professionals	2475	6	0.2 %	1.0 %	25	-19
04 : Semi-Professionals and Technicians	3775	16	0.4 %	1.3 %	49	-33
05 : Supervisors	143	2	1.4 %	1.1 %	2	0
06 : Supervisors: Crafts and Trades	365	1	0.3 %	1.5 %	5	-4
07 : Administrative and Senior Clerical Personnel	1126	2	0.2 %	1.2 %	14	-12
08 : Skilled Sales and Service Personnel	340	4	1.2 %	1.8 %	6	-2
09 : Skilled Crafts and Trades Workers	1687	7	0.4 %	2.8 %	47	-40
10 : Clerical Personnel	804	4	0.5 %	1.3 %	10	-6
11 : Intermediate Sales and Service Personnel	259	4	1.5 %	0.9 %	2	2
12 : Semi-Skilled Manual Workers	4124	25	0.6 %	1.7 %	70	-45
13 : Other Sales and Service Personnel	14	0	0.0 %	1.0 %	0	0
14 : Other Manual Workers	17	0	0.0 %	10.6 %	2	-2
Total	16268	71	0.4 %	1.6 %	263	-192

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Summary Report

Date: 2019-12-31

Members of Visible Minorities

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	86	5	5.8 %	11.5 %	10	-5
02 : Middle and Other Managers	1053	75	7.1 %	17.6 %	185	-110
03 : Professionals	2475	360	14.5 %	26.9 %	666	-306
04 : Semi-Professionals and Technicians	3775	510	13.5 %	17.7 %	668	-158
05 : Supervisors	143	18	12.6 %	32.4 %	46	-28
06 : Supervisors: Crafts and Trades	365	26	7.1 %	12.0 %	44	-18
07 : Administrative and Senior Clerical Personnel	1126	133	11.8 %	16.0 %	180	-47
08 : Skilled Sales and Service Personnel	340	38	11.2 %	15.6 %	53	-15
09 : Skilled Crafts and Trades Workers	1687	173	10.3 %	8.7 %	147	26
10 : Clerical Personnel	804	87	10.8 %	32.4 %	260	-173
11 : Intermediate Sales and Service Personnel	259	75	29.0 %	53.5 %	139	-64
12 : Semi-Skilled Manual Workers	4124	342	8.3 %	28.6 %	1179	-837
13 : Other Sales and Service Personnel	14	1	7.1 %	28.3 %	4	-3
14 : Other Manual Workers	17	0	0.0 %	10.8 %	2	-2
Total	16268	1843	11.3 %	22.0 %	3583	-1740

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Bombardier Inc.

Workforce Analysis - Summary Report

Date: 2019-12-31

001019

Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					Gap #
	All Employees	Representation		Availability		
	#	#	%	%	#	
01/02 : Managers	1139	5	0.4 %	5.0 %	57	-52
03 : Professionals	2475	18	0.7 %	8.9 %	220	-202
04 : Semi-Professionals and Technicians	3775	34	0.9 %	7.6 %	287	-253
05 : Supervisors	143	2	1.4 %	27.5 %	39	-37
06 : Supervisors: Crafts and Trades	365	2	0.5 %	10.1 %	37	-35
07 : Administrative and Senior Clerical Personnel	1126	9	0.8 %	10.0 %	113	-104
08 : Skilled Sales and Service Personnel	340	0	0.0 %	8.0 %	27	-27
09 : Skilled Crafts and Trades Workers	1687	10	0.6 %	7.8 %	132	-122
10 : Clerical Personnel	804	9	1.1 %	9.3 %	75	-66
11 : Intermediate Sales and Service Personnel	259	2	0.8 %	10.8 %	28	-26
12 : Semi-Skilled Manual Workers	4124	44	1.1 %	10.3 %	425	-381
13 : Other Sales and Service Personnel	14	0	0.0 %	10.7 %	1	-1
14 : Other Manual Workers	17	0	0.0 %	6.8 %	1	-1
Total	16268	135	0.8 %	8.9 %	1442	-1307

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-12-31

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

Pour la catégorie 3 le bassin de recrutement réaliste est provincial

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
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
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2019-12-31

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
06 : Supervisors: Crafts and Trades	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
13 : Other Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Bombardier Inc.

2020-01-22

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	15

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	12	31

Table 1: Women

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	79	9	27.4
02	Middle & Other Managers	1,168	274	38.9
03	Professionals	4,156	954	23.3
04	Semi-Professionals & Technicians	4,641	720	17.0
05	Supervisors	221	40	52.1
06	Supervisors: Crafts & Trades	463	61	9.2
07	Administrative & Senior Clerical Personnel	1,526	914	80.9
08	Skilled Sales & Service Personnel	174	65	30.1
09	Skilled Crafts & Trades Workers	2,003	139	3.6
10	Clerical Personnel	1,053	357	64.5
11	Intermediate Sales & Service Personnel	61	22	63.2
12	Semi-Skilled Manual Workers	4,700	408	17.6
13	Other Sales & Service Personnel	41	4	51.2
14	Other Manual Workers	53	1	13.6
Total		20,339	3,968	26.2

Table 5: Women

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		86	10	27.6
		1,053	261	39.4
		2,475	694	25.6
		3,775	584	16.0
		143	29	51.2
		365	42	12.4
		1,126	648	80.8
		340	140	31.5
		1,687	106	4.7
		804	180	63.7
		259	60	65.6
		4,124	423	16.0
		14	0	50.0
		17	1	13.6
Total		16,268	3,178	26.1

*** Source:**

2011 National Household Survey

*** Source:**

2011 National Household Survey

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Bombardier Inc.
2020-01-22

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	15

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	12	31

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
		#	Representation	Availability*
01	Senior Managers	79	1	2.9
02	Middle & Other Managers	1,168	0	2.2
03	Professionals	4,156	12	0.9
04	Semi-Professionals & Technicians	4,641	30	1.4
05	Supervisors	221	0	1.1
06	Supervisors: Crafts & Trades	463	1	0.7
07	Administrative & Senior Clerical Personnel	1,526	4	0.9
08	Skilled Sales & Service Personnel	174	1	1.0
09	Skilled Crafts & Trades Workers	2,003	10	1.8
10	Clerical Personnel	1,053	11	1.1
11	Intermediate Sales & Service Personnel	61	2	0.9
12	Semi-Skilled Manual Workers	4,700	42	1.8
13	Other Sales & Service Personnel	41	0	1.1
14	Other Manual Workers	53	0	11.7
Total		20,339	114	1.4

Employment Equity Occupational Group (EEOG)		Table 6: Aboriginal Peoples		
		Subsequent/Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
		#	Representation	Availability*
	86	0	3.2	
	1,053	0	2.7	
	2,475	6	1.0	
	3,775	16	1.3	
	143	2	1.1	
	365	1	1.5	
	1,126	2	1.2	
	340	4	1.8	
	1,687	7	2.8	
	804	4	1.3	
	259	4	0.9	
	4,124	25	1.7	
	14	0	1.0	
	17	0	10.6	
Total	16,268	71	1.6	

*** Source:**
2011 National Household Survey

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Bombardier Inc.
2020-01-22

Data from First/Previous Workforce Analysis
--

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	15

Data from Subsequent/Current Workforce Analysis
--

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	12	31

Employment Equity Occupational Group (EEOG)		Table 3: Members of Visible Minorities		
		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
01	Senior Managers	79	1	10.1
02	Middle & Other Managers	1,168	67	15.0
03	Professionals	4,156	580	25.3
04	Semi-Professionals & Technicians	4,641	535	15.9
05	Supervisors	221	20	29.3
06	Supervisors: Crafts & Trades	463	17	8.5
07	Administrative & Senior Clerical Personnel	1,526	130	14.2
08	Skilled Sales & Service Personnel	174	26	15.9
09	Skilled Crafts & Trades Workers	2,003	197	10.0
10	Clerical Personnel	1,053	115	30.6
11	Intermediate Sales & Service Personnel	61	11	34.6
12	Semi-Skilled Manual Workers	4,700	296	24.1
13	Other Sales & Service Personnel	41	1	23.8
14	Other Manual Workers	53	0	6.1
Total		20,339	1,996	19.7

		Table 7: Members of Visible Minorities		
		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
	86	5	11.5	
	1,053	75	17.6	
	2,475	360	26.9	
	3,775	510	17.7	
	143	18	32.4	
	365	26	12.0	
	1,126	133	16.0	
	340	38	15.6	
	1,687	173	8.7	
	804	87	32.4	
	259	75	53.5	
	4,124	342	28.6	
	14	1	28.3	
	17	0	10.8	
	16,268	1,843	22.0	

* Source: 2011 National Household Survey
--

* Source: 2011 National Household Survey
--

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Bombardier Inc.
2020-01-22

Data from First/Previous Workforce Analysis
--

↓	↓	↓
Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	15

Data from Subsequent/Current Workforce Analysis
--

↓	↓	↓
Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	12	31

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
01/02	Managers	1,247	9	4.3
03	Professionals	4,156	30	3.8
04	Semi-Professionals & Technicians	4,641	57	4.6
05	Supervisors	221	2	13.9
06	Supervisors: Crafts & Trades	463	8	7.8
07	Administrative & Senior Clerical Personnel	1,526	8	3.4
08	Skilled Sales & Service Personnel	174	6	3.5
09	Skilled Crafts & Trades Workers	2,003	26	3.8
10	Clerical Personnel	1,053	19	7.0
11	Intermediate Sales & Service Personnel	61	0	5.6
12	Semi-Skilled Manual Workers	4,700	69	4.8
13	Other Sales & Service Personnel	41	0	6.3
14	Other Manual Workers	53	0	5.3
Total		20,339	234	4.6

* Source: 2012 Canadian Survey on Disability
--

Employment Equity Occupational Group (EEOG)		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
	Managers	1,139	5	5.0
	Professionals	2,475	18	8.9
	Semi-Professionals & Technicians	3,775	34	7.6
	Supervisors	143	2	27.5
	Supervisors: Crafts & Trades	365	2	10.1
	Administrative & Senior Clerical Personnel	1,126	9	10.0
	Skilled Sales & Service Personnel	340	0	8.0
	Skilled Crafts & Trades Workers	1,687	10	7.8
	Clerical Personnel	804	9	9.3
	Intermediate Sales & Service Personnel	259	2	10.8
	Semi-Skilled Manual Workers	4,124	44	10.3
	Other Sales & Service Personnel	14	0	10.7
	Other Manual Workers	17	0	6.8
	Total	16,268	135	8.9

* Source: 2017 Canadian Survey on Disability
--

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Bombardier Inc.

2020-01-22

Start Date of Flow Data		
YYYY	MM	DD
2015	12	15

End Date of Flow Data		
YYYY	MM	DD
2019	12	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	54	10	0	0	8	1	0	0	96	16	0	0
02 Middle & Other Managers	247	65	1	0	86	20	0	0	656	158	1	0
03 Professionals	762	287	2	2	202	74	0	0	2,528	613	9	8
04 Semi-Professionals & Technicians	1,125	203	2	1	126	27	1	0	2,289	391	2	2
05 Supervisors	48	10	0	0	23	5	0	0	223	45	0	0
06 Supervisors: Crafts & Trades	133	11	0	0	26	2	0	0	274	20	0	0
07 Administrative & Senior Clerical Personnel	432	242	1	1	69	43	0	0	936	587	1	1
08 Skilled Sales & Service Personnel	119	69	0	0	5	3	0	0	123	50	0	0
09 Skilled Crafts & Trades Workers	489	46	0	0	27	0	0	0	630	37	1	0
10 Clerical Personnel	177	49	0	0	16	6	0	0	464	160	2	2
11 Intermediate Sales & Service Personnel	257	60	0	0	36	3	0	0	37	19	0	0
12 Semi-Skilled Manual Workers	976	149	0	0	0	0	0	0	1,563	148	1	1
13 Other Sales & Service Personnel	0	0	0	0	46	2	0	0	3	0	0	0
14 Other Manual Workers	4	0	0	0	0	0	0	0	14	0	0	0
Total	4,823	1,201	6	4	670	186	1	0	9,836	2,244	17	14

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Bombardier Inc.

2020-01-22

Start Date of Flow Data		
YYYY	MM	DD
2015	12	15

End Date of Flow Data		
YYYY	MM	DD
2019	12	31

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)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	54	0	0	0	8	0	0	0	96	1	0	0
02 Middle & Other Managers	247	1	1	0	86	0	0	0	656	1	1	0
03 Professionals	762	2	2	0	202	0	0	0	2,528	11	9	0
04 Semi-Professionals & Technicians	1,125	4	2	0	126	0	1	0	2,289	16	2	0
05 Supervisors	48	1	0	0	23	1	0	0	223	0	0	0
06 Supervisors: Crafts & Trades	133	0	0	0	26	0	0	0	274	2	0	0
07 Administrative & Senior Clerical Personnel	432	0	1	0	69	0	0	0	936	4	1	0
08 Skilled Sales & Service Personnel	119	4	0	0	5	0	0	0	123	0	0	0
09 Skilled Crafts & Trades Workers	489	3	0	0	27	0	0	0	630	5	1	0
10 Clerical Personnel	177	0	0	0	16	0	0	0	464	10	2	0
11 Intermediate Sales & Service Personnel	257	2	0	0	36	0	0	0	37	0	0	0
12 Semi-Skilled Manual Workers	976	6	0	0	0	0	0	0	1,563	21	1	0
13 Other Sales & Service Personnel	0	0	0	0	46	0	0	0	3	0	0	0
14 Other Manual Workers	4	0	0	0	0	0	0	0	14	0	0	0
Total	4,823	23	6	0	670	1	1	0	9,836	71	17	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Bombardier Inc.

2020-01-22

Start Date of Flow Data		
YYYY	MM	DD
2015	12	15

End Date of Flow Data		
YYYY	MM	DD
2019	12	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	54	0	0	0	8	0	0	0	96	1	0	0
02 Middle & Other Managers	247	0	1	0	86	1	0	0	656	4	1	0
03 Professionals	762	3	2	0	202	0	0	0	2,528	18	9	0
04 Semi-Professionals & Technicians	1,125	6	2	0	126	1	1	0	2,289	30	2	0
05 Supervisors	48	1	0	0	23	1	0	0	223	4	0	0
06 Supervisors: Crafts & Trades	133	1	0	0	26	0	0	0	274	2	0	0
07 Administrative & Senior Clerical Personnel	432	2	1	0	69	0	0	0	936	2	1	0
08 Skilled Sales & Service Personnel	119	0	0	0	5	0	0	0	123	4	0	0
09 Skilled Crafts & Trades Workers	489	2	0	0	27	0	0	0	630	17	1	0
10 Clerical Personnel	177	0	0	0	16	0	0	0	464	12	2	0
11 Intermediate Sales & Service Personnel	257	3	0	0	36	0	0	0	37	1	0	0
12 Semi-Skilled Manual Workers	976	11	0	0	0	0	0	0	1,563	35	1	0
13 Other Sales & Service Personnel	0	0	0	0	46	0	0	0	3	0	0	0
14 Other Manual Workers	4	0	0	0	0	0	0	0	14	0	0	0
Total	4,823	29	6	0	670	3	1	0	9,836	130	17	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Bombardier Inc.

2020-01-22

Start Date of Flow Data		
YYYY	MM	DD
2015	12	15

End Date of Flow Data		
YYYY	MM	DD
2019	12	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	54	3	0	0	8	0	0	0	96	11	0	0
02 Middle & Other Managers	247	31	1	0	86	6	0	0	656	62	1	0
03 Professionals	762	156	2	0	202	23	0	0	2,528	498	9	0
04 Semi-Professionals & Technicians	1,125	205	2	1	126	17	1	0	2,289	375	2	0
05 Supervisors	48	9	0	0	23	5	0	0	223	25	0	0
06 Supervisors: Crafts & Trades	133	17	0	0	26	3	0	0	274	21	0	0
07 Administrative & Senior Clerical Personnel	432	88	1	0	69	8	0	0	936	107	1	1
08 Skilled Sales & Service Personnel	119	15	0	0	5	1	0	0	123	32	0	0
09 Skilled Crafts & Trades Workers	489	84	0	0	27	2	0	0	630	78	1	0
10 Clerical Personnel	177	32	0	0	16	1	0	0	464	54	2	0
11 Intermediate Sales & Service Personnel	257	70	0	0	36	12	0	0	37	5	0	0
12 Semi-Skilled Manual Workers	976	129	0	0	0	0	0	0	1,563	208	1	0
13 Other Sales & Service Personnel	0	0	0	0	46	2	0	0	3	0	0	0
14 Other Manual Workers	4	0	0	0	0	0	0	0	14	0	0	0
Total	4,823	839	6	1	670	80	1	0	9,836	1,476	17	1

Federal Contractors Program Achievement Report

Part 3: Goals

Bombardier Inc.

2020-01-22

001030

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	Annually	Over 3 Years	From - To								
		2015-12-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-15	Annually	Over 3 Years	Annually	Over 3 Years	2015	2018								
		#	%	%	#	%	%	#	#	%	#	#	%	#	%								
01	Senior Managers	79	2.9%		0	116.4%		0	0	9	0.0%	0	13	0	27.4%	-13	-13	11.4%	11.4%				
02	Middle & Other Managers	1,168	-3.4%		0	59.2%		0	0	274	0.0%	0	180	0	38.9%	-180	-180	23.5%	23.5%				
03	Professionals	4,156	-15.9%		0	76.5%		0	0	954	0.0%	0	14	0	23.3%	-14	-14	23.0%	23.0%				
04	Semi-Professionals & Tech	4,641	-6.7%		0	54.4%		0	0	720	0.0%	0	69	0	17.0%	-69	-69	15.5%	15.5%				
05	Supervisors	221	-13.5%		0	122.5%		0	0	40	0.0%	0	75	0	52.1%	-75	-75	18.1%	18.1%				
06	Supervisors: Crafts & Trades	463	-7.6%		0	66.2%		0	0	61	0.0%	0	-18	0	9.2%	18	18	13.2%	13.2%				
07	Administrative & Sr Clerical	1,526	-9.6%		0	70.7%		0	0	914	0.0%	0	321	0	80.9%	-321	-321	59.9%	59.9%				
08	Skilled Sales & Service	174	25.0%		0	47.9%		0	0	65	0.0%	0	-13	0	30.1%	13	13	37.4%	37.4%				
09	Skilled Crafts & Trades	2,003	-5.6%		0	34.2%		0	0	139	0.0%	0	-67	0	3.6%	67	67	6.9%	6.9%				
10	Clerical Personnel	1,053	-8.6%		0	50.2%		0	0	357	0.0%	0	322	0	64.5%	-322	-322	33.9%	33.9%				
11	Intermediate Sales & Service	61	61.9%		0	23.1%		0	0	22	0.0%	0	17	0	63.2%	-17	-17	36.1%	36.1%				
12	Semi-Skilled Manual	4,700	-4.3%		0	35.4%		0	0	408	0.0%	0	419	0	17.6%	-419	-419	8.7%	8.7%				
13	Other Sales & Service	41	-30.1%		0	10.9%		0	0	4	0.0%	0	17	0	51.2%	-17	-17	9.8%	9.8%				
14	Other Manual Workers	53	-31.5%		0	40.0%		0	0	1	0.0%	0	6	0	13.6%	-6	-6	1.9%	1.9%				
Total		20,339	-7.2%		0	53.8%		0	0	3,968	0.0%	0	1,361	0	26.2%	-1,361	-1,361	19.5%	19.5%				

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

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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	11.0	0	0.0	
02	Middle & Other Managers	0	23.5	0	0.0	
03	Professionals	0	23.0	0	0.0	
04	Semi-Professionals & Tech	0	15.5	0	0.0	
05	Supervisors	0	18.0	0	0.0	
06	Supervisors: Crafts & Trades	0	13.0	0	0.0	
07	Administrative & Sr Clerical	0	50.0	0	0.0	
08	Skilled Sales & Service	0	36.0	0	0.0	
09	Skilled Crafts & Trades	0	7.0	0	0.0	
10	Clerical Personnel	0	34.0	0	0.0	
11	Intermediate Sales & Service	0	33.0	0	0.0	
12	Semi-Skilled Manual	0	8.7	0	0.0	
13	Other Sales & Service	0	4.0	0	0.0	
14	Other Manual Workers	0	3.0	0	0.0	
Total		0		0		

Federal Contractors Program Achievement Report

Part 3: Goals

Bombardier Inc.

2020-01-22

001031

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 (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					
	2015-12-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-15	Annually	Over 3 Years	2015	2018							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	79	2.9%		0	116.4%		0	0	1	0.0%	0	1	0	2.9%	-1	-1	1.3%	1.3%	
02 Middle & Other Managers	1,168	-3.4%		0	59.2%		0	0	0	0.0%	0	26	0	2.2%	-26	-26	0.0%	0.0%	
03 Professionals	4,156	-15.9%		0	76.5%		0	0	12	0.0%	0	25	0	0.9%	-25	-25	0.3%	0.3%	
04 Semi-Professionals & Tech	4,641	-6.7%		0	54.4%		0	0	30	0.0%	0	35	0	1.4%	-35	-35	0.6%	0.6%	
05 Supervisors	221	-13.5%		0	122.5%		0	0	0	0.0%	0	2	0	1.1%	-2	-2	0.0%	0.0%	
06 Supervisors: Crafts & Trades	463	-7.6%		0	66.2%		0	0	1	0.0%	0	2	0	0.7%	-2	-2	0.2%	0.2%	
07 Administrative & Sr Clerical	1,526	-9.6%		0	70.7%		0	0	4	0.0%	0	10	0	0.9%	-10	-10	0.3%	0.3%	
08 Skilled Sales & Service	174	25.0%		0	47.9%		0	0	1	0.0%	0	1	0	1.0%	-1	-1	0.6%	0.6%	
09 Skilled Crafts & Trades	2,003	-5.6%		0	34.2%		0	0	10	0.0%	0	26	0	1.8%	-26	-26	0.5%	0.5%	
10 Clerical Personnel	1,053	-8.6%		0	50.2%		0	0	11	0.0%	0	1	0	1.1%	-1	-1	1.0%	1.0%	
11 Intermediate Sales & Service	61	61.9%		0	23.1%		0	0	2	0.0%	0	-1	0	0.9%	1	1	3.3%	3.3%	
12 Semi-Skilled Manual	4,700	-4.3%		0	35.4%		0	0	42	0.0%	0	43	0	1.8%	-43	-43	0.9%	0.9%	
13 Other Sales & Service	41	-30.1%		0	10.9%		0	0	0	0.0%	0	0	0	1.1%	0	0	0.0%	0.0%	
14 Other Manual Workers	53	-31.5%		0	40.0%		0	0	0	0.0%	0	6	0	11.7%	-6	-6	0.0%	0.0%	
Total	20,339	-7.2%		0	53.8%		0	0	114	0.0%	0	171	0	1.4%	-171	-171	0.6%	0.6%	

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

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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 (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers	0	1.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.3	0	0.0	
04 Semi-Professionals & Tech	0	0.7	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	0.3	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.4	0	0.0	
10 Clerical Personnel	0	1.2	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	1.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0		0		

Federal Contractors Program Achievement Report

Part 3: Goals

Bombardier Inc.

2020-01-22

001032

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 (EEOG)	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		From - To		YYYY - YYYY									
	2015-12-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-15	Annually	Over 3 Years	2015	2018									
	#	%	%	#	%	%	#	#	%	#	#	%	%								
01/02 Managers	1,247	-0.3%		0	87.8%		0	0	9	0.0%	0	45	0		4.3%	-45	-45	0.7%	0.7%		
03 Professionals	4,156	-15.9%		0	76.5%		0	0	30	0.0%	0	128	0		3.8%	-128	-128	0.7%	0.7%		
04 Semi-Professionals & Tech	4,641	-6.7%		0	54.4%		0	0	57	0.0%	0	156	0		4.6%	-156	-156	1.2%	1.2%		
05 Supervisors	221	-13.5%		0	122.5%		0	0	2	0.0%	0	29	0		13.9%	-29	-29	0.9%	0.9%		
06 Supervisors: Crafts & Trades	463	-7.6%		0	66.2%		0	0	8	0.0%	0	28	0		7.8%	-28	-28	1.7%	1.7%		
07 Administrative & Sr Clerical	1,526	-9.6%		0	70.7%		0	0	8	0.0%	0	44	0		3.4%	-44	-44	0.5%	0.5%		
08 Skilled Sales & Service	174	25.0%		0	47.9%		0	0	6	0.0%	0	0	0		3.5%	0	0	3.4%	3.4%		
09 Skilled Crafts & Trades	2,003	-5.6%		0	34.2%		0	0	26	0.0%	0	50	0		3.8%	-50	-50	1.3%	1.3%		
10 Clerical Personnel	1,053	-8.6%		0	50.2%		0	0	19	0.0%	0	55	0		7.0%	-55	-55	1.8%	1.8%		
11 Intermediate Sales & Service	61	61.9%		0	23.1%		0	0	0	0.0%	0	3	0		5.6%	-3	-3	0.0%	0.0%		
12 Semi-Skilled Manual	4,700	-4.3%		0	35.4%		0	0	69	0.0%	0	157	0		4.8%	-157	-157	1.5%	1.5%		
13 Other Sales & Service	41	-30.1%		0	10.9%		0	0	0	0.0%	0	3	0		6.3%	-3	-3	0.0%	0.0%		
14 Other Manual Workers	53	-31.5%		0	40.0%		0	0	0	0.0%	0	3	0		5.3%	-3	-3	0.0%	0.0%		
Total	20,339	-7.2%		0	53.8%		0	0	234	0.0%	0	702	0		4.6%	-702	-702	1.2%	1.2%		

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

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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 (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers	0	0.8	0	0.0	
03 Professionals	0	0.8	0	0.0	
04 Semi-Professionals & Tech	0	1.3	0	0.0	
05 Supervisors	0	2.0	0	0.0	
06 Supervisors: Crafts & Trades	0	2.0	0	0.0	
07 Administrative & Sr Clerical	0	0.7	0	0.0	
08 Skilled Sales & Service	0	3.0	0	0.0	
09 Skilled Crafts & Trades	0	1.3	0	0.0	
10 Clerical Personnel	0	1.8	0	0.0	
11 Intermediate Sales & Service	0	2.0	0	0.0	
12 Semi-Skilled Manual	0	1.5	0	0.0	
13 Other Sales & Service	0	1.0	0	0.0	
14 Other Manual Workers	0	1.0	0	0.0	
Total	0		0		

Federal Contractors Program Achievement Report

001033

Part 3: Goals

Bombardier Inc.

2020-01-22

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 (EEOG)		All Employees							Members of Visible Minorities												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected	YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2015-12-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-15	Annually	Over 3 Years	2015	2018								
		#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%			
01	Senior Managers	79	2.9%		0	116.4%		0	0	1	0.0%	0	7	0	10.1%	-7	-7	1.3%	1.3%		
02	Middle & Other Managers	1,168	-3.4%		0	59.2%		0	0	67	0.0%	0	108	0	15.0%	-108	-108	5.7%	5.7%		
03	Professionals	4,156	-15.9%		0	76.5%		0	0	580	0.0%	0	471	0	25.3%	-471	-471	14.0%	14.0%		
04	Semi-Professionals & Tech	4,641	-6.7%		0	54.4%		0	0	535	0.0%	0	203	0	15.9%	-203	-203	11.5%	11.5%		
05	Supervisors	221	-13.5%		0	122.5%		0	0	20	0.0%	0	45	0	29.3%	-45	-45	9.0%	9.0%		
06	Supervisors: Crafts & Trades	463	-7.6%		0	66.2%		0	0	17	0.0%	0	22	0	8.5%	-22	-22	3.7%	3.7%		
07	Administrative & Sr Clerical	1,526	-9.6%		0	70.7%		0	0	130	0.0%	0	87	0	14.2%	-87	-87	8.5%	8.5%		
08	Skilled Sales & Service	174	25.0%		0	47.9%		0	0	26	0.0%	0	2	0	15.9%	-2	-2	14.9%	14.9%		
09	Skilled Crafts & Trades	2,003	-5.6%		0	34.2%		0	0	197	0.0%	0	3	0	10.0%	-3	-3	9.8%	9.8%		
10	Clerical Personnel	1,053	-8.6%		0	50.2%		0	0	115	0.0%	0	207	0	30.6%	-207	-207	10.9%	10.9%		
11	Intermediate Sales & Service	61	61.9%		0	23.1%		0	0	11	0.0%	0	10	0	34.6%	-10	-10	18.0%	18.0%		
12	Semi-Skilled Manual	4,700	-4.3%		0	35.4%		0	0	296	0.0%	0	837	0	24.1%	-837	-837	6.3%	6.3%		
13	Other Sales & Service	41	-30.1%		0	10.9%		0	0	1	0.0%	0	9	0	23.8%	-9	-9	2.4%	2.4%		
14	Other Manual Workers	53	-31.5%		0	40.0%		0	0	0	0.0%	0	3	0	6.1%	-3	-3	0.0%	0.0%		
Total		20,339	-7.2%		0	53.8%		0	0	1,996	0.0%	0	2,011	0	19.7%	-2,011	-2,011	9.8%	9.8%		

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers	0	1.0	0	0.0	
02	Middle & Other Managers	0	5.8	0	0.0	
03	Professionals	0	13.9	0	0.0	
04	Semi-Professionals & Tech	0	11.6	0	0.0	
05	Supervisors	0	9.0	0	0.0	
06	Supervisors: Crafts & Trades	0	4.0	0	0.0	
07	Administrative & Sr Clerical	0	8.5	0	0.0	
08	Skilled Sales & Service	0	15.0	0	0.0	
09	Skilled Crafts & Trades	0	9.9	0	0.0	
10	Clerical Personnel	0	11.0	0	0.0	
11	Intermediate Sales & Service	0	19.0	0	0.0	
12	Semi-Skilled Manual	0	6.3	0	0.0	
13	Other Sales & Service	0	4.0	0	0.0	
14	Other Manual Workers	0	3.0	0	0.0	
Total		0		0		

Federal Contractors Program Achievement Report

Part 3: Goals

Bombardier Inc.

2020-01-22

001034

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

Subsequent/Current Short-term Goals

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		2019	2022					
	2019-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	#	%	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%	
01 Senior Managers	86	2.9%	0.0%	0	116.4%	20.0%	52	52	10	20.0%	6	20	14	27.6%	27.6%	-14	-6	11.6%	20.9%	
02 Middle & Other Managers	1,053	-3.4%	0.0%	0	59.2%	10.0%	316	316	261	10.0%	78	232	125	39.4%	39.4%	-154	-107	24.8%	29.2%	
03 Professionals	2,475	-15.9%	0.0%	0	76.5%	10.0%	743	743	694	10.0%	208	148	0	25.6%	25.6%	60	-148	28.0%	19.6%	
04 Semi-Professionals & Tech	3,775	-6.7%	0.0%	0	54.4%	10.0%	1,133	1,133	584	10.0%	175	195	204	18.0%	16.0%	-20	9	15.5%	16.2%	
05 Supervisors	143	-13.5%	0.0%	0	122.5%	20.0%	86	86	29	20.0%	17	61	43	50.0%	51.2%	-44	-18	20.3%	38.5%	
06 Supervisors: Crafts & Trades	365	-7.6%	0.0%	0	66.2%	10.0%	110	110	42	10.0%	13	16	17	15.0%	12.4%	-3	1	11.5%	12.6%	
07 Administrative & Sr Clerical	1,126	-9.6%	0.0%	0	70.7%	10.0%	338	338	648	10.0%	194	456	0	80.8%	80.8%	-262	-456	57.5%	40.3%	
08 Skilled Sales & Service	340	25.0%	0.0%	0	47.9%	13.0%	133	133	140	13.0%	55	22	0	31.5%	31.5%	33	-22	41.2%	25.0%	
09 Skilled Crafts & Trades	1,687	-5.6%	0.0%	0	34.2%	3.0%	152	152	106	3.0%	10	-17	0	4.7%	4.7%	27	17	6.3%	5.7%	
10 Clerical Personnel	804	-8.6%	0.0%	0	50.2%	6.0%	145	145	180	6.0%	32	364	73	50.0%	63.7%	-332	-291	22.4%	27.5%	
11 Intermediate Sales & Service	259	61.9%	0.0%	0	23.1%	10.0%	78	78	60	10.0%	18	128	39	50.0%	65.6%	-110	-89	23.2%	31.3%	
12 Semi-Skilled Manual	4,124	-4.3%	0.0%	0	35.4%	3.0%	371	371	423	3.0%	38	275	59	16.0%	16.0%	-237	-216	10.3%	10.8%	
13 Other Sales & Service	14	-30.1%	0.0%	0	10.9%	2.0%	1	1	0	2.0%	0	7	1	50.0%	50.0%	-7	-6	0.0%	7.1%	
14 Other Manual Workers	17	-31.5%	0.0%	0	40.0%	3.0%	2	2	1	3.0%	0	1	1	50.0%	13.6%	-1	0	5.9%	11.8%	
Total	16,268	-7.2%	0.0%	0	53.8%	7.5%	3,660	3,660	3,178	7.5%	715	1,783	0	26.1%	26.1%	-1,068	-1,783	19.5%	15.1%	

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01 Senior Managers		27.6		30.0	
02 Middle & Other Managers		39.4		39.4	
03 Professionals		0.0			
04 Semi-Professionals & Tech		18.0		18.0	
05 Supervisors		50.0		50.0	
06 Supervisors: Crafts & Trades		15.0		15.0	
07 Administrative & Sr Clerical		0.0			
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		0.0			
10 Clerical Personnel		50.0		50.0	
11 Intermediate Sales & Service		50.0		50.0	
12 Semi-Skilled Manual		16.0		16.0	
13 Other Sales & Service		50.0		50.0	
14 Other Manual Workers		50.0		25.0	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Bombardier Inc.

2020-01-22

001035

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						
	2019-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years		2019	2022	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	#		#	#	%	%	#	#	%	%	
01 Senior Managers	86	2.9%	0.0%	0	116.4%	20.0%	52	52	0	20.0%	0	3	2	3.2%	3.2%	-3	-1	0.0%	2.3%	
02 Middle & Other Managers	1,053	-3.4%	0.0%	0	59.2%	10.0%	316	316	0	10.0%	0	28	9	3.0%	2.7%	-28	-19	0.0%	0.9%	
03 Professionals	2,475	-15.9%	0.0%	0	76.5%	10.0%	743	743	6	10.0%	2	21	7	1.0%	1.0%	-19	-14	0.2%	0.4%	
04 Semi-Professionals & Tech	3,775	-6.7%	0.0%	0	54.4%	10.0%	1,133	1,133	16	10.0%	5	38	15	1.3%	1.3%	-33	-23	0.4%	0.7%	
05 Supervisors	143	-13.5%	0.0%	0	122.5%	20.0%	86	86	2	20.0%	1	1	0	1.1%	1.1%	0	-1	1.4%	0.7%	
06 Supervisors: Crafts & Trades	365	-7.6%	0.0%	0	66.2%	10.0%	110	110	1	10.0%	0	4	2	1.5%	1.5%	-4	-2	0.3%	0.8%	
07 Administrative & Sr Clerical	1,126	-9.6%	0.0%	0	70.7%	10.0%	338	338	2	10.0%	1	13	4	1.2%	1.2%	-12	-9	0.2%	0.4%	
08 Skilled Sales & Service	340	25.0%	0.0%	0	47.9%	13.0%	133	133	4	13.0%	2	4	4	3.0%	1.8%	-2	0	1.2%	1.8%	
09 Skilled Crafts & Trades	1,687	-5.6%	0.0%	0	34.2%	3.0%	152	152	7	3.0%	1	41	4	2.8%	2.8%	-40	-37	0.4%	0.6%	
10 Clerical Personnel	804	-8.6%	0.0%	0	50.2%	6.0%	145	145	4	6.0%	1	7	2	1.3%	1.3%	-6	-5	0.5%	0.6%	
11 Intermediate Sales & Service	259	61.9%	0.0%	0	23.1%	10.0%	78	78	4	10.0%	1	-1	0	0.9%	0.9%	2	1	1.5%	1.2%	
12 Semi-Skilled Manual	4,124	-4.3%	0.0%	0	35.4%	3.0%	371	371	25	3.0%	2	47	6	1.7%	1.7%	-45	-41	0.6%	0.7%	
13 Other Sales & Service	14	-30.1%	0.0%	0	10.9%	2.0%	1	1	0	2.0%	0	0	0	1.0%	1.0%	0	0	0.0%	0.0%	
14 Other Manual Workers	17	-31.5%	0.0%	0	40.0%	3.0%	2	2	0	3.0%	0	2	0	10.6%	10.6%	-2	-2	0.0%	0.0%	
Total	16,268	-7.2%	0.0%	0	53.8%	7.5%	3,660	3,660	71	7.5%	16	205	0	1.6%	1.6%	-189	-205	0.4%	0.3%	

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

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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		3.2		3.0	
02 Middle & Other Managers		3.0		3.0	
03 Professionals		1.0		1.0	
04 Semi-Professionals & Tech		1.3		1.3	
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		1.5		1.5	
07 Administrative & Sr Clerical		1.2		1.2	
08 Skilled Sales & Service		3.0		3.0	
09 Skilled Crafts & Trades		2.8		2.8	
10 Clerical Personnel		1.3		1.3	
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		1.7		1.7	
13 Other Sales & Service		0.0			
14 Other Manual Workers		10.6		10.6	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Bombardier Inc.

2020-01-22

001036

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		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years	From - To		YYYY - YYYY						
	2019-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-12-31	Annually	Over 3 Years	#	2019	2022								
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%			
01/02 Managers	1,139	-0.3%	0.0%	0	87.8%	10.8%	369	369	5	10.8%	2	54	18	5.0%	5.0%	-52	-36	0.4%	1.8%			
03 Professionals	2,475	-15.9%	0.0%	0	76.5%	10.0%	743	743	18	10.0%	5	207	66	8.9%	8.9%	-202	-141	0.7%	3.2%			
04 Semi-Professionals & Tech	3,775	-6.7%	0.0%	0	54.4%	10.0%	1,133	1,133	34	10.0%	10	263	86	7.6%	7.6%	-253	-177	0.9%	2.9%			
05 Supervisors	143	-13.5%	0.0%	0	122.5%	20.0%	86	86	2	20.0%	1	38	24	27.5%	27.5%	-37	-14	1.4%	17.5%			
06 Supervisors: Crafts & Trades	365	-7.6%	0.0%	0	66.2%	10.0%	110	110	2	10.0%	1	36	11	10.1%	10.1%	-35	-25	0.5%	3.3%			
07 Administrative & Sr Clerical	1,126	-9.6%	0.0%	0	70.7%	10.0%	338	338	9	10.0%	3	107	34	10.0%	10.0%	-104	-73	0.8%	3.6%			
08 Skilled Sales & Service	340	25.0%	0.0%	0	47.9%	13.0%	133	133	0	13.0%	0	27	11	8.0%	8.0%	-27	-16	0.0%	3.2%			
09 Skilled Crafts & Trades	1,687	-5.6%	0.0%	0	34.2%	3.0%	152	152	10	3.0%	1	123	12	7.8%	7.8%	-122	-111	0.6%	1.2%			
10 Clerical Personnel	804	-8.6%	0.0%	0	50.2%	6.0%	145	145	9	6.0%	2	68	13	9.3%	9.3%	-66	-55	1.1%	2.5%			
11 Intermediate Sales & Service	259	61.9%	0.0%	0	23.1%	10.0%	78	78	2	10.0%	1	27	8	10.8%	10.8%	-26	-19	0.8%	3.5%			
12 Semi-Skilled Manual	4,124	-4.3%	0.0%	0	35.4%	3.0%	371	371	44	3.0%	4	385	38	10.3%	10.3%	-381	-347	1.1%	1.9%			
13 Other Sales & Service	14	-30.1%	0.0%	0	10.9%	2.0%	1	1	0	2.0%	0	1	0	10.7%	10.7%	-1	-1	0.0%	0.0%			
14 Other Manual Workers	17	-31.5%	0.0%	0	40.0%	3.0%	2	2	0	3.0%	0	1	0	6.8%	6.8%	-1	-1	0.0%	0.0%			
Total	16,268	-7.2%	0.0%	0	53.8%	7.5%	3,660	3,660	135	7.5%	30	1,343	0	8.9%	8.9%	-1,313	-1,343	0.8%	0.6%			

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 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	5.0	5.0		
03 Professionals	8.9	8.9		
04 Semi-Professionals & Tech	7.6	8.0		
05 Supervisors	27.5	27.5		
06 Supervisors: Crafts & Trades	10.1	10.1		
07 Administrative & Sr Clerical	10.0	10.0		
08 Skilled Sales & Service	8.0	8.0		
09 Skilled Crafts & Trades	7.8	8.0		
10 Clerical Personnel	9.3	9.3		
11 Intermediate Sales & Service	10.8	10.8		
12 Semi-Skilled Manual	10.3	10.3		
13 Other Sales & Service	10.7	10.7		
14 Other Manual Workers	6.8	6.8		
Total	0.0	0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Bombardier Inc.

2020-01-22

001037

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 (EEOG)	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY
	2019-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	2019	2022	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%	
01 Senior Managers	86	2.9%	0.0%	0	116.4%	20.0%	52	52	5	20.0%	3	8	6	11.5%	11.5%	-5	-2	5.8%	9.3%	
02 Middle & Other Managers	1,053	-3.4%	0.0%	0	59.2%	10.0%	316	316	75	10.0%	23	133	56	17.6%	17.6%	-110	-77	7.1%	10.3%	
03 Professionals	2,475	-15.9%	0.0%	0	76.5%	10.0%	743	743	360	10.0%	108	414	200	26.9%	26.9%	-306	-214	14.5%	18.3%	
04 Semi-Professionals & Tech	3,775	-6.7%	0.0%	0	54.4%	10.0%	1,133	1,133	510	10.0%	153	311	204	18.0%	17.7%	-158	-107	13.5%	14.9%	
05 Supervisors	143	-13.5%	0.0%	0	122.5%	20.0%	86	86	18	20.0%	11	39	28	32.4%	32.4%	-28	-11	12.6%	24.5%	
06 Supervisors: Crafts & Trades	365	-7.6%	0.0%	0	66.2%	10.0%	110	110	26	10.0%	8	26	14	13.0%	12.0%	-18	-12	7.1%	8.8%	
07 Administrative & Sr Clerical	1,126	-9.6%	0.0%	0	70.7%	10.0%	338	338	133	10.0%	40	87	68	20.0%	16.0%	-47	-19	11.8%	14.3%	
08 Skilled Sales & Service	340	25.0%	0.0%	0	47.9%	13.0%	133	133	38	13.0%	15	30	21	15.6%	15.6%	-15	-9	11.2%	12.9%	
09 Skilled Crafts & Trades	1,687	-5.6%	0.0%	0	34.2%	3.0%	152	152	173	3.0%	16	-10	26	17.0%	8.7%	26	36	10.3%	10.8%	
10 Clerical Personnel	804	-8.6%	0.0%	0	50.2%	6.0%	145	145	87	6.0%	16	189	47	32.4%	32.4%	-173	-142	10.8%	14.7%	
11 Intermediate Sales & Service	259	61.9%	0.0%	0	23.1%	10.0%	78	78	75	10.0%	23	87	39	50.0%	53.5%	-64	-48	29.0%	35.1%	
12 Semi-Skilled Manual	4,124	-4.3%	0.0%	0	35.4%	3.0%	371	371	342	3.0%	31	868	106	28.6%	28.6%	-837	-762	8.3%	10.1%	
13 Other Sales & Service	14	-30.1%	0.0%	0	10.9%	2.0%	1	1	1	2.0%	0	3	0	28.3%	28.3%	-3	-3	7.1%	7.1%	
14 Other Manual Workers	17	-31.5%	0.0%	0	40.0%	3.0%	2	2	0	3.0%	0	2	0	10.8%	10.8%	-2	-2	0.0%	0.0%	
Total	16,268	-7.2%	0.0%	0	53.8%	7.5%	3,660	3,660	1,843	7.5%	415	2,151	0	22.0%	22.0%	-1,736	-2,151	11.3%	8.8%	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		11.5		11.5	
02 Middle & Other Managers		17.6		17.6	
03 Professionals		26.9		27.0	
04 Semi-Professionals & Tech		18.0		18.0	
05 Supervisors		32.4		32.4	
06 Supervisors: Crafts & Trades		13.0		13.0	
07 Administrative & Sr Clerical		20.0		20.0	
08 Skilled Sales & Service		15.6		15.6	
09 Skilled Crafts & Trades		17.0		17.0	
10 Clerical Personnel		32.4		32.4	
11 Intermediate Sales & Service		50.0		50.0	
12 Semi-Skilled Manual		28.6		28.6	
13 Other Sales & Service		28.3		28.3	
14 Other Manual Workers		10.8		10.8	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Bombardier Inc.

2020-01-22

001038

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	Actual	Expected	Difference			
01 Senior Managers	2015	79	9	11.4	27.4	22	-13	41.6																
	2019	86	10	11.6	27.6	24	-14	42.1	54	10	18.5	15	-5	8	1	12.5	1	0	96	16	16.7	11	5	
02 Middle & Other Managers	2015	1,168	274	23.5	38.9	454	-180	60.3																
	2019	1,053	261	24.8	39.4	415	-154	62.9	248	65	26.2	98	-33	86	20	23.3	20	0	657	158	24.0	154	4	
03 Professionals	2015	4,156	954	23.0	23.3	968	-14	98.5																
	2019	2,475	694	28.0	25.6	634	60	109.5	764	289	37.8	196	93	202	74	36.6	46	28	2,537	621	24.5	582	39	
04 Semi-Professionals & Technicians	2015	4,641	720	15.5	17.0	789	-69	91.3																
	2019	3,775	584	15.5	16.0	604	-20	96.7	1,127	204	18.1	180	24	127	27	21.3	20	7	2,291	393	17.2	355	38	
05 Supervisors	2015	221	40	18.1	52.1	115	-75	34.7																
	2019	143	29	20.3	51.2	73	-44	39.6	48	10	20.8	25	-15	23	5	21.7	4	1	223	45	20.2	40	5	
06 Supervisors: Crafts & Trades	2015	463	61	13.2	9.2	43	18	143.2																
	2019	365	42	11.5	12.4	45	-3	92.8	133	11	8.3	16	-5	26	2	7.7	3	-1	274	20	7.3	36	-16	

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	Goal	Percent of Goal Met	
01 Senior Managers	2019	-34	11	-32.4	0	0.0	11.0	-294.1	0	0.0	0.0	0.0		
	2022	-34	11	-32.4			27.6	-117.2			30.0	-107.8		
02 Middle & Other Managers	2019	-323	85	-26.3	0	0.0	23.5	-112.0	0	0.0	0.0	0.0		
	2022	-323	85	-26.3			39.4	-66.8			39.4	-66.8		
03 Professionals	2019	-1,571	363	-23.1	0	0.0	23.0	-100.5	0	0.0	0.0	0.0		
	2022	-1,571	363	-23.1			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	-1,037	231	-22.3	0	0.0	15.5	-143.7	0	0.0	0.0	0.0		
	2022	-1,037	231	-22.3			18.0	-123.8			18.0	-123.8		
05 Supervisors	2019	-152	15	-9.9	0	0.0	18.0	-54.8	0	0.0	0.0	0.0		
	2022	-152	15	-9.9			50.0	-19.7			50.0	-19.7		
06 Supervisors: Crafts & Trades	2019	-115	13	-11.3	0	0.0	13.0	-87.0	0	0.0	0.0	0.0		
	2022	-115	13	-11.3			15.0	-75.4			15.0	-75.4		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Bombardier Inc.

2020-01-22

001039

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	Actual	Expected	Difference			
07 Administrative & Senior Clerical	2015	1,526	914	59.9	80.9	1,235	-321	74.0																
	2019	1,126	648	57.5	80.8	910	-262	71.2	433	243	56.1	350	-107	69	43	62.3	41	2	937	588	62.8	561	27	
08 Skilled Sales & Service Personnel	2015	174	65	37.4	30.1	52	13	124.1																
	2019	340	140	41.2	31.5	107	33	130.7	119	69	58.0	37	32	5	3	60.0	2	1	123	50	40.7	46	4	
09 Skilled Crafts & Trades Workers	2015	2,003	139	6.9	3.6	72	67	192.8																
	2019	1,687	106	6.3	4.7	79	27	133.7	489	46	9.4	23	23	27	0	0.0	2	-2	631	37	5.9	44	-7	
10 Clerical Personnel	2015	1,053	357	33.9	64.5	679	-322	52.6																
	2019	804	180	22.4	63.7	512	-332	35.1	177	49	27.7	113	-64	16	6	37.5	5	1	466	162	34.8	158	4	
11 Intermediate Sales & Service Personnel	2015	61	22	36.1	63.2	39	-17	57.1																
	2019	259	60	23.2	65.6	170	-110	35.3	257	60	23.3	169	-109	36	3	8.3	13	-10	37	19	51.4	13	6	
12 Semi-Skilled Manual Workers	2015	4,700	408	8.7	17.6	827	-419	49.3																
	2019	4,124	423	10.3	16.0	660	-237	64.1	976	149	15.3	156	-7	0	0	0.0	0	0	1,564	149	9.5	136	13	

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	Goal	Percent of Goal Met	
07 Administrative & Senior Clerical	2019	-435	286	-65.7	0	0.0	50.0	-131.5	0	0.0	0.0	0.0		
	2022	-435	286	-65.7			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	1	72	7,200.0	0	0.0	36.0	20000.0	0	0.0	0.0	0.0		
	2022	1	72	7200.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	-115	46	-40.0	0	0.0	7.0	-571.4	0	0.0	0.0	0.0		
	2022	-115	46	-40.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	-273	55	-20.1	0	0.0	34.0	-59.3	0	0.0	0.0	0.0		
	2022	-273	55	-20.1			50.0	-40.3			50.0	-40.3		
11 Intermediate Sales & Service Personnel	2019	256	63	24.6	0	0.0	33.0	74.6	0	0.0	0.0	0.0		
	2022	256	63	24.6			50.0	49.2			50.0	49.2		
12 Semi-Skilled Manual Workers	2019	-588	149	-25.3	0	0.0	8.7	-291.3	0	0.0	0.0	0.0		
	2022	-588	149	-25.3			16.0	-158.4			16.0	-158.4		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Bombardier Inc.

2020-01-22

001040

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	Actual	Expected	Difference			
13 Other Sales & Service Personnel	2015	41	4	9.8	51.2	21	-17	19.1																
	2019	14	0	0.0	50.0	7	-7	0.0	0	0	0.0	0	0	0	46	2	4.3	4	-2	3	0	0.0	0	0
14 Other Manual Workers	2015	53	1	1.9	13.6	7	-6	13.9																
	2019	17	1	5.9	13.6	2	-1	43.3	4	0	0.0	1	-1	0	0	0.0	0	0	0	14	0	0.0	0	0
Total	2015	20,339	3,968	19.5	26.2	5,329	-1,361	74.5																
	2019	16,268	3,178	19.5	26.1	4,246	-1,068	74.8	4,829	1,205	25.0	1,260	-55	671	186	27.7	131	55	9,853	2,258	22.9	1,922	336	

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	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2019	43	2	4.7	0	0.0	4.0	116.3	0	0.0	0.0	0.0		
	2022	43	2	4.7			50.0	9.3			50.0	9.3		
14 Other Manual Workers	2019	-10	0	0.0	0	0.0	3.0	0.0	0	0.0	0.0	0.0		
	2022	-10	0	0.0			50.0	0.0			25.0	0.0		
Total	2019	-4,353	1,391	-32.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-4,353	1,391	-32.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Bombardier Inc.

2020-01-22

001041

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	2015	79	1	1.3	2.9	2	-1	43.6																		
	2019	86	0	0.0	3.2	3	-3	0.0	54	0	0.0	2	-2	8	0	0.0	0	0	96	1	1.0	1	0			
02 Middle & Other Managers	2015	1,168	0	0.0	2.2	26	-26	0.0																		
	2019	1,053	0	0.0	2.7	28	-28	0.0	248	1	0.4	7	-6	86	0	0.0	0	0	657	1	0.2	0	1			
03 Professionals	2015	4,156	12	0.3	0.9	37	-25	32.1																		
	2019	2,475	6	0.2	1.0	25	-19	24.2	764	2	0.3	8	-6	202	0	0.0	1	-1	2,537	11	0.4	7	4			
04 Semi-Professionals & Technicians	2015	4,641	30	0.6	1.4	65	-35	46.2																		
	2019	3,775	16	0.4	1.3	49	-33	32.6	1,127	4	0.4	15	-11	127	0	0.0	1	-1	2,291	16	0.7	15	1			
05 Supervisors	2015	221	0	0.0	1.1	2	-2	0.0																		
	2019	143	2	1.4	1.1	2	0	127.1	48	1	2.1	1	0	23	1	4.3	0	1	223	0	0.0	0	0			
06 Supervisors: Crafts & Trades	2015	463	1	0.2	0.7	3	-2	30.9																		
	2019	365	1	0.3	1.5	5	-4	18.3	133	0	0.0	2	-2	26	0	0.0	0	0	274	2	0.7	1	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	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	2019	-34	0	0.0	0	0.0	1.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	-34	0	0.0			3.2	0.0			3.0	0.0		
02 Middle & Other Managers	2019	-323	1	-0.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	-323	1	-0.3			3.0	-10.3			3.0	-10.3		
03 Professionals	2019	-1,571	2	-0.1	0	0.0	0.3	-42.4	0	0.0	0.0	0.0	0.0	
	2022	-1,571	2	-0.1			1.0	-12.7			1.0	-12.7		
04 Semi-Professionals & Technicians	2019	-1,037	4	-0.4	0	0.0	0.7	-55.1	0	0.0	0.0	0.0	0.0	
	2022	-1,037	4	-0.4			1.3	-29.7			1.3	-29.7		
05 Supervisors	2019	-152	2	-1.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	-152	2	-1.3			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	-115	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	-115	0	0.0			1.5	0.0			1.5	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Bombardier Inc.

2020-01-22

001042

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	#	Actual	Expected	Difference		
07 Administrative & Senior Clerical	2015	1,526	4	0.3	0.9	14	-10	29.1																
	2019	1,126	2	0.2	1.2	14	-12	14.8	433	0	0.0	5	-5	69	0	0.0	0	0	937	4	0.4	2	2	
08 Skilled Sales & Service Personnel	2015	174	1	0.6	1.0	2	-1	57.5																
	2019	340	4	1.2	1.8	6	-2	65.4	119	4	3.4	2	2	5	0	0.0	0	0	123	0	0.0	1	-1	
09 Skilled Crafts & Trades Workers	2015	2,003	10	0.5	1.8	36	-26	27.7																
	2019	1,687	7	0.4	2.8	47	-40	14.8	489	3	0.6	14	-11	27	0	0.0	0	0	631	5	0.8	3	2	
10 Clerical Personnel	2015	1,053	11	1.0	1.1	12	-1	95.0																
	2019	804	4	0.5	1.3	10	-6	38.3	177	0	0.0	2	-2	16	0	0.0	0	0	466	10	2.1	5	5	
11 Intermediate Sales & Service Personnel	2015	61	2	3.3	0.9	1	1	364.3																
	2019	259	4	1.5	0.9	2	2	171.6	257	2	0.8	2	0	36	0	0.0	1	-1	37	0	0.0	1	-1	
12 Semi-Skilled Manual Workers	2015	4,700	42	0.9	1.8	85	-43	49.6																
	2019	4,124	25	0.6	1.7	70	-45	35.7	976	6	0.6	17	-11	0	0	0.0	0	0	1,564	21	1.3	14	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	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	2019	-435	0	0.0	0	0.0	0.3	0.0	0	0.0	0.0	0.0	0.0
	2022	-435	0	0.0			1.2	0.0			1.2	0.0	
08 Skilled Sales & Service Personnel	2019	1	4	400.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0
	2022	1	4	400.0			3.0	13333.3			3.0	13333.3	
09 Skilled Crafts & Trades Workers	2019	-115	3	-2.6	0	0.0	0.4	-652.2	0	0.0	0.0	0.0	0.0
	2022	-115	3	-2.6			2.8	-93.2			2.8	-93.2	
10 Clerical Personnel	2019	-273	0	0.0	0	0.0	1.2	0.0	0	0.0	0.0	0.0	0.0
	2022	-273	0	0.0			1.3	0.0			1.3	0.0	
11 Intermediate Sales & Service Personnel	2019	256	2	0.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0
	2022	256	2	0.8			0.0	0.0			0.0	0.0	
12 Semi-Skilled Manual Workers	2019	-588	6	-1.0	0	0.0	1.0	-102.0	0	0.0	0.0	0.0	0.0
	2022	-588	6	-1.0			1.7	-60.0			1.7	-60.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Bombardier Inc.

2020-01-22

001043

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								
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	
13 Other Sales & Service Personnel	2015	41	0	0.0	1.1	0	0	0.0																	
	2019	14	0	0.0	1.0	0	0	0.0	0	0	0.0	0	0	0	46	0	0.0	0	0	3	0	0.0	0	0	
14 Other Manual Workers	2015	53	0	0.0	11.7	6	-6	0.0																	
	2019	17	0	0.0	10.6	2	-2	0.0	4	0	0.0	0	0	0	0	0.0	0	0	14	0	0.0	0	0		
Total	2015	20,339	114	0.6	1.4	285	-171	40.0																	
	2019	16,268	71	0.4	1.6	260	-189	27.3	4,829	23	0.5	77	-54	671	1	0.1	4	-3	9,853	71	0.7	55	16		

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			
#	#	#	%	#	%	%	#	%	%					
13 Other Sales & Service Personnel	2019	43	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	43	0	0.0		0.0	0.0		0.0	0.0		0.0		
14 Other Manual Workers	2019	-10	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-10	0	0.0		10.6	0.0			10.6	0.0			
Total	2019	-4,353	24	-0.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-4,353	24	-0.6		0.0	0.0			0.0	0.0			

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Bombardier Inc.

2020-01-22

001044

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	2015	1,247	9	0.7	4.3	54	-45	16.8																	
	2019	1,139	5	0.4	5.0	57	-52	8.8	302	0	0.0	15	-15	94	1	1.1	1	0	753	5	0.7	5	0		
03 Professionals	2015	4,156	30	0.7	3.8	158	-128	19.0																	
	2019	2,475	18	0.7	8.9	220	-202	8.2	764	3	0.4	68	-65	202	0	0.0	1	-1	2,537	18	0.7	18	0		
04 Semi-Professionals & Technicians	2015	4,641	57	1.2	4.6	213	-156	26.7																	
	2019	3,775	34	0.9	7.6	287	-253	11.9	1,127	6	0.5	86	-80	127	1	0.8	2	-1	2,291	30	1.3	28	2		
05 Supervisors	2015	221	2	0.9	13.9	31	-29	6.5																	
	2019	143	2	1.4	27.5	39	-37	5.1	48	1	2.1	13	-12	23	1	4.3	0	1	223	4	1.8	2	2		
06 Supervisors: Crafts & Trades	2015	463	8	1.7	7.8	36	-28	22.2																	
	2019	365	2	0.5	10.1	37	-35	5.4	133	1	0.8	13	-12	26	0	0.0	0	0	274	2	0.7	5	-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	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		
01&02 Managers	2019	-357	1	-0.3	0	0.0	0.8	-35.0	0	0.0	0.0	0.0	
	2022	-357	1	-0.3			5.0	-5.6			5.0	-5.6	
03 Professionals	2019	-1,571	3	-0.2	0	0.0	0.8	-23.9	0	0.0	0.0	0.0	
	2022	-1,571	3	-0.2			8.9	-2.1			8.9	-2.1	
04 Semi-Professionals & Technicians	2019	-1,037	7	-0.7	0	0.0	1.3	-51.9	0	0.0	0.0	0.0	
	2022	-1,037	7	-0.7			7.6	-8.9			8.0	-8.4	
05 Supervisors	2019	-152	2	-1.3	0	0.0	2.0	-65.8	0	0.0	0.0	0.0	
	2022	-152	2	-1.3			27.5	-4.8			27.5	-4.8	
06 Supervisors: Crafts & Trades	2019	-115	1	-0.9	0	0.0	2.0	-43.5	0	0.0	0.0	0.0	
	2022	-115	1	-0.9			10.1	-8.6			10.1	-8.6	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Bombardier Inc.

2020-01-22

001045

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	2015	1,526	8	0.5	3.4	52	-44	15.4																	
	2019	1,126	9	0.8	10.0	113	-104	8.0	433	2	0.5	43	-41	69	0	0.0	0	0	937	2	0.2	5	-3		
08 Skilled Sales & Service Personnel	2015	174	6	3.4	3.5	6	0	98.5																	
	2019	340	0	0.0	8.0	27	-27	0.0	119	0	0.0	10	-10	5	0	0.0	0	0	123	4	3.3	4	0		
09 Skilled Crafts & Trades Workers	2015	2,003	26	1.3	3.8	76	-50	34.2																	
	2019	1,687	10	0.6	7.8	132	-122	7.6	489	2	0.4	38	-36	27	0	0.0	0	0	631	17	2.7	8	9		
10 Clerical Personnel	2015	1,053	19	1.8	7.0	74	-55	25.8																	
	2019	804	9	1.1	9.3	75	-66	12.0	177	0	0.0	16	-16	16	0	0.0	0	0	466	12	2.6	8	4		
11 Intermediate Sales & Service Personnel	2015	61	0	0.0	5.6	3	-3	0.0																	
	2019	259	2	0.8	10.8	28	-26	7.2	257	3	1.2	28	-25	36	0	0.0	0	0	37	1	2.7	0	1		
12 Semi-Skilled Manual Workers	2015	4,700	69	1.5	4.8	226	-157	30.6																	
	2019	4,124	44	1.1	10.3	425	-381	10.4	976	11	1.1	101	-90	0	0	0.0	0	0	1,564	35	2.2	23	12		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
---------------	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
07 Administrative & Senior Clerical	2019	-435	2	-0.5	0	0.0	0.7	-65.7	0	0.0	0.0	0.0		
	2022	-435	2	-0.5			10.0	-4.6			10.0	-4.6		
08 Skilled Sales & Service Personnel	2019	1	0	0.0	0	0.0	3.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			8.0	0.0			8.0	0.0		
09 Skilled Crafts & Trades Workers	2019	-115	2	-1.7	0	0.0	1.3	-133.8	0	0.0	0.0	0.0		
	2022	-115	2	-1.7			7.8	-22.3			8.0	-21.7		
10 Clerical Personnel	2019	-273	0	0.0	0	0.0	1.8	0.0	0	0.0	0.0	0.0		
	2022	-273	0	0.0			9.3	0.0			9.3	0.0		
11 Intermediate Sales & Service Personnel	2019	256	3	1.2	0	0.0	2.0	58.6	0	0.0	0.0	0.0		
	2022	256	3	1.2			10.8	10.9			10.8	10.9		
12 Semi-Skilled Manual Workers	2019	-588	11	-1.9	0	0.0	1.5	-124.7	0	0.0	0.0	0.0		
	2022	-588	11	-1.9			10.3	-18.2			10.3	-18.2		

Federal Contractors Program Achievement Report

001046

Part 6: Results - Persons with Disabilities

Bombardier Inc.

2020-01-22

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								
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	41	0	0.0	6.3	3	-3	0.0																		
	2019	14	0	0.0	10.7	1	-1	0.0	0	0	0.0	0	0	0	46	0	0.0	0	0	3	0	0.0	0	0	0	
14 Other Manual Workers	2015	53	0	0.0	5.3	3	-3	0.0																		
	2019	17	0	0.0	6.8	1	-1	0.0	4	0	0.0	0	0	0	0	0	0.0	0	0	14	0	0.0	0	0	0	
Total	2015	20,339	234	1.2	4.6	936	-702	25.0																		
	2019	16,268	135	0.8	8.9	1,448	-1,313	9.3	4,829	29	0.6	430	-401	671	3	0.4	8	-5	9,853	130	1.3	113	17			

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	2019	43	0	0.0	0	0.0	1.0	0.0	0	0.0	0.0	0.0		
	2022	43	0	0.0			10.7	0.0			10.7	0.0		
14 Other Manual Workers	2019	-10	0	0.0	0	0.0	1.0	0.0	0	0.0	0.0	0.0		
	2022	-10	0	0.0			6.8	0.0			6.8	0.0		
Total	2019	-4,353	32	-0.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-4,353	32	-0.7			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Bombardier Inc.

2020-01-22

001047

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities			EE Result				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
01 Senior Managers	2015	79	1	1.3	10.7	8	-7	12.5																
	2019	86	5	5.8	11.5	10	-5	50.6	54	3	5.6	6	-3	8	0	0.0	0	0	96	11	11.5	1	10	
02 Middle & Other Managers	2015	1,168	67	5.7	15.0	175	-108	38.2																
	2019	1,053	75	7.1	17.6	185	-110	40.5	248	31	12.5	44	-13	86	6	7.0	5	1	657	62	9.4	38	24	
03 Professionals	2015	4,156	580	14.0	25.3	1,051	-471	55.2																
	2019	2,475	360	14.5	26.9	666	-306	54.1	764	156	20.4	206	-50	202	23	11.4	28	-5	2,537	498	19.6	354	144	
04 Semi-Professionals & Technicians	2015	4,641	535	11.5	15.9	738	-203	72.5																
	2019	3,775	510	13.5	17.7	668	-158	76.3	1,127	206	18.3	199	7	127	17	13.4	15	2	2,291	375	16.4	264	111	
05 Supervisors	2015	221	20	9.0	29.3	65	-45	30.9																
	2019	143	18	12.6	32.4	46	-28	38.9	48	9	18.8	16	-7	23	5	21.7	2	3	223	25	11.2	20	5	
06 Supervisors: Crafts & Trades	2015	463	17	3.7	8.5	39	-22	43.2																
	2019	365	26	7.1	12.0	44	-18	59.4	133	17	12.8	16	1	26	3	11.5	1	2	274	21	7.7	10	11	

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	Goal	Percent of Goal Met	
01 Senior Managers	2019	-34	3	-8.8	0	0.0	1.0	-882.4	0	0.0	0.0	0.0		
	2022	-34	3	-8.8			11.5	-76.7			11.5	-76.7		
02 Middle & Other Managers	2019	-323	37	-11.5	0	0.0	5.8	-197.5	0	0.0	0.0	0.0		
	2022	-323	37	-11.5			17.6	-65.1			17.6	-65.1		
03 Professionals	2019	-1,571	179	-11.4	0	0.0	13.9	-82.0	0	0.0	0.0	0.0		
	2022	-1,571	179	-11.4			26.9	-42.4			27.0	-42.2		
04 Semi-Professionals & Technicians	2019	-1,037	223	-21.5	0	0.0	11.6	-185.4	0	0.0	0.0	0.0		
	2022	-1,037	223	-21.5			18.0	-119.5			18.0	-119.5		
05 Supervisors	2019	-152	14	-9.2	0	0.0	9.0	-102.3	0	0.0	0.0	0.0		
	2022	-152	14	-9.2			32.4	-28.4			32.4	-28.4		
06 Supervisors: Crafts & Trades	2019	-115	20	-17.4	0	0.0	4.0	-434.8	0	0.0	0.0	0.0		
	2022	-115	20	-17.4			13.0	-133.8			13.0	-133.8		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Bombardier Inc.

2020-01-22

001048

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities			EE Result				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
07 Administrative & Senior Clerical	2015	1,526	130	8.5	14.2	217	-87	60.0																
	2019	1,126	133	11.8	16.0	180	-47	73.8	433	88	20.3	69	19	69	8	11.6	6	2	937	108	11.5	80	28	
08 Skilled Sales & Service Personnel	2015	174	26	14.9	15.9	28	-2	94.0																
	2019	340	38	11.2	15.6	53	-15	71.6	119	15	12.6	19	-4	5	1	20.0	1	0	123	32	26.0	18	14	
09 Skilled Crafts & Trades Workers	2015	2,003	197	9.8	10.0	200	-3	98.4																
	2019	1,687	173	10.3	8.7	147	26	117.9	489	84	17.2	43	41	27	2	7.4	3	-1	631	78	12.4	62	16	
10 Clerical Personnel	2015	1,053	115	10.9	30.6	322	-207	35.7																
	2019	804	87	10.8	32.4	260	-173	33.4	177	32	18.1	57	-25	16	1	6.3	2	-1	466	54	11.6	51	3	
11 Intermediate Sales & Service Personnel	2015	61	11	18.0	34.6	21	-10	52.1																
	2019	259	75	29.0	53.5	139	-64	54.1	257	70	27.2	137	-67	36	12	33.3	6	6	37	5	13.5	7	-2	
12 Semi-Skilled Manual Workers	2015	4,700	296	6.3	24.1	1,133	-837	26.1																
	2019	4,124	342	8.3	28.6	1,179	-837	29.0	976	129	13.2	279	-150	0	0	0.0	0	0	1,564	208	13.3	98	110	

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	2019	-435	96	-22.1	0	0.0	8.5	-259.6	0	0.0	0.0	0.0	
	2022	-435	96	-22.1			20.0	-110.3			20.0	-110.3	
08 Skilled Sales & Service Personnel	2019	1	16	1,600.0	0	0.0	15.0	10666.7	0	0.0	0.0	0.0	
	2022	1	16	1600.0			15.6	10256.4			15.6	10256.4	
09 Skilled Crafts & Trades Workers	2019	-115	86	-74.8	0	0.0	9.9	-755.4	0	0.0	0.0	0.0	
	2022	-115	86	-74.8			17.0	-439.9			17.0	-439.9	
10 Clerical Personnel	2019	-273	33	-12.1	0	0.0	11.0	-109.9	0	0.0	0.0	0.0	
	2022	-273	33	-12.1			32.4	-37.3			32.4	-37.3	
11 Intermediate Sales & Service Personnel	2019	256	82	32.0	0	0.0	19.0	168.6	0	0.0	0.0	0.0	
	2022	256	82	32.0			50.0	64.1			50.0	64.1	
12 Semi-Skilled Manual Workers	2019	-588	129	-21.9	0	0.0	6.3	-348.2	0	0.0	0.0	0.0	
	2022	-588	129	-21.9			28.6	-76.7			28.6	-76.7	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Bombardier Inc.

2020-01-22

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			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	2015	41	1	2.4	23.8	10	-9	10.2																		
	2019	14	1	7.1	28.3	4	-3	25.2	0	0	0.0	0	0	0	46	2	4.3	1	1	3	0	0.0	0	0	0	
14 Other Manual Workers	2015	53	0	0.0	6.1	3	-3	0.0																		
	2019	17	0	0.0	10.8	2	-2	0.0	4	0	0.0	0	0	0	0	0	0.0	0	0	14	0	0.0	0	0	0	
Total	2015	20,339	1,996	9.8	19.7	4,007	-2,011	49.8																		
	2019	16,268	1,843	11.3	22.0	3,579	-1,736	51.5	4,829	840	17.4	1,062	-222	671	80	11.9	66	14	9,853	1,477	15.0	967	510			

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	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2019	43	2	4.7	0	0.0	4.0	116.3	0	0.0	0.0	0.0		
	2022	43	2	4.7			28.3	16.4			28.3	16.4		
14 Other Manual Workers	2019	-10	0	0.0	0	0.0	3.0	0.0	0	0.0	0.0	0.0		
	2022	-10	0	0.0			10.8	0.0			10.8	0.0		
Total	2019	-4,353	920	-21.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-4,353	920	-21.1			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Bombardier Inc.
2020-01-22

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):

We have very recently developed an integrated Diversity and Inclusion strategy for Bombardier. We therefore plan to implement many of these measures over the next three years.

Operational Context

In 2019, Bombardier has undergone changes in its corporate structure, has co.
 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.

In 2019, Bombardier has undergone changes in its corporate structure, has completed divestitures and has conducted restructuring initiative. These events are detailed in the following sections. This has resulted in a reduction of the company's workforce, both worldwide and in Canada, in year 2019.

- Any reorganization or other corporate structural changes.

In 2019, Bombardier completed the sale of its Business aircraft training activities to CAE, and of its Q Series aircraft program to Longview.

- Acquisitions, mergers or transfers of employees.

In November 2018, Bombardier launched a company-wide restructuring initiative focused on optimizing production and management processes, flattening management structures and further reducing indirect costs. Collectively, these actions would result in a reduction of approximately 5,000 positions across the organization over the next 12 to 18 months.

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

No strikes in Canada in 2019.

- 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: Bombardier Inc.

Primary Location: Montréal (Québec)

Number of Employees: 16 268

• Ontario	4 437		• New Brunswick	1
• Québec	11 782		• British Columbia	25
• Nova Scotia	1		• Alberta	22

Organization Overview: NAICS – 3367: Aerospace Product and Parts Manufacturing
Bombardier Inc. is a manufacturer of both planes and trains. The Company builds trains, business and commercial aircrafts, and transportation systems.

Key Dates – First Year Assessment

Initiated: 2017-02-22
Received: 2017-03-30
Closed: 2017-04-04
Workforce Analysis: 2015-12-31

Key Dates – Subsequent Assessment

Initiated: 2020-02-08
Received: 2020-02-05
Workforce Analysis: 2019-12-31

DATA VERIFICATION

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

Yes No

Comments: None

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

Yes No

Comments:

- Minor discrepancies were noted in the Workforce Analysis tab. Corrections were made based on the workforce analysis report.

ASSESSMENT OF REASONABLE PROGRESS

- Goals set during the previous assessment were set as percentages.

Women

01	Senior Managers	Goal met at 161%
02	Middle & Other Managers	Goal met at 108%
03	Professionals	Goal met at 163%
04	Semi-Professionals & Technicians	Goal met at 119%
05	Supervisors	Goal met at 117%
07	Administrative & Senior Clerical Personnel	Goal met at 114%
10	Clerical Personnel	Goal met at 84%
11	Intermediate Sales & Service Personnel	Goal not met (65% achieved)
12	Semi-Skilled Manual Workers	Goal met at 176%
13	Other Sales & Service Personnel	Goal met at 109%
14	Other Manual Workers	Goal not met (0% achieved)

Assessment/Observations

- EEOG 11: There were 293 new entrants, which included 63 women. This represents a 21.5% hiring rate, which is below the LMA of 63.2%. At least 146 women (50%) would have been expected.
- EEOG 14: There were four new entrants and none were women. This is to be expected given the labour market availability (LMA) of 13.6%.

Aboriginal Peoples

01	Senior Managers	Goal not met (0% achieved)
02	Middle & Other Managers	No goal set
03	Professionals	Goal not met (70% achieved)
04	Semi-Professionals & Technicians	Goal not met (46% achieved)
05	Supervisors	No goal set
06	Supervisors: Crafts & Trades	No goal set
07	Administrative & Senior Clerical Personnel	Goal not met (0% achieved)
08	Skilled Sales & Service Personnel	No goal set
09	Skilled Crafts & Trades Workers	Goal met at 145%
10	Clerical Personnel	Goal not met (0% achieved)
12	Semi-Skilled Manual Workers	Goal not met (62% achieved)
14	Other Manual Workers	No goal set

Assessment/Observations

- EEOG 01: There were 62 new entrants and none were Aboriginal persons. With an availability rate of 2.9%, at least one would have been expected.

- EEOG 03: There were 966 new entrants and two were Aboriginal. This represents a hiring rate of 0.2%, which is below the LMA for this group of 0.9%. At this availability rate, at least eight would have been expected.
- EEOG 04: There were 1254 new entrants and four were Aboriginal. This represents a hiring rate of 0.3%, which is below the LMA for this group of 1.4%. At this availability rate, at least 17 would have been expected.
- EEOG 07: There were 502 new entrants and none were Aboriginal persons. With an availability rate of 0.9%, at least four would have been expected.
- EEOG 10: There were 193 new entrants and none were Aboriginal persons. With an availability rate of 1.1%, at least two would have been expected.
- EEOG 12: There were 976 new entrants and six were Aboriginal. This represents a hiring rate of 0.6%, which is below the LMA for this group of 1.8%. At this availability rate, at least 17 would have been expected.

Persons with Disabilities

01/02	Managers	Goal not met (32% achieved)
03	Professionals	Goal not met (39% achieved)
04	Semi-Professionals & Technicians	Goal not met (43% achieved)
05	Supervisors	Goal met at 141%
06	Supervisors: Crafts & Trades	Goal not met (31% achieved)
07	Administrative & Senior Clerical Personnel	Goal not met (57% achieved)
09	Skilled Crafts & Trades Workers	Goal not met (30% achieved)
10	Clerical Personnel	Goal not met (0% achieved)
11	Intermediate Sales & Service Personnel	Goal not met (51% achieved)
12	Semi-Skilled Manual Workers	Goal not met (75% achieved)
13	Other Sales & Service Personnel	Goal not met (0% achieved)
14	Other Manual Workers	Goal not met (0% achieved)

Assessment/Observations

- EEOG 01/02: There were 396 new entrants in these occupational groups including a person with disabilities. This represents a hiring rate of 0.3%, which is below the 4.3% LMA. Given the LMA, at least 17 persons with disabilities would have been expected.
- EEOG 03: There were 966 new entrants and three were persons with disabilities. This represents a hiring rate of 0.3%, which is below the 3.8% LMA. Given the LMA, at least 36 persons with disabilities would have been expected.
- EEOG 04: There were 1256 new entrants in these occupational groups and seven were persons with disabilities. This represents a hiring rate of 0.6%, which is below the 4.6% LMA. Given the LMA, at least 57 persons with disabilities would have been expected.
- EEOG 06: There were 159 new entrants including a person with disabilities. This represents a hiring rate of 0.6%, which is below the 7.8% LMA. Given the LMA, at least 12 persons with disabilities would have been expected.

- EEOG 07: There were 502 new entrants in these occupational groups including two person with disabilities. This represents a hiring rate of 0.4%, which is below the 3.4% LMA. Given the LMA, at least 17 persons with disabilities would have been expected.
- EEOG 09: There were 516 new entrants and two were persons with disabilities. This represents a hiring rate of 0.4%, which is below the 3.8% LMA. Given the LMA, at least 19 persons with disabilities would have been expected.
- EEOG 10: There were 193 new entrants and none were persons with disabilities. Considering a LMA of 7.0%, at least 13 persons with disabilities would have been expected
- EEOG 11: 293 new entrants including three person with disabilities. This represents a hiring rate of 1.0%, which is below the 5.6% LMA. Given the LMA, at least 16 persons with disabilities would have been expected.
- EEOG 12: 976 new entrants including 11 person with disabilities. This represents a hiring rate of 1.1%, which is below the 4.8% LMA. Given the LMA, at least 46 persons with disabilities would have been expected.
- EEOG 13: There were no new persons with disabilities entrants in this EEOG out of a total of 46 new entrants. Considering a LMA of 6.3%, at least two person with a disability would have been expected.
- EEOG 14: There were four new entrants and none were persons with disabilities. This is to be expected given the labour market availability (LMA) of 5.3%.

Members of Visible Minorities

01	Senior Managers	Goal met at 484%
02	Middle & Other Managers	Goal met at 191%
03	Professionals	Goal met at 133%
04	Semi-Professionals & Technicians	Goal met at 153%
05	Supervisors	Goal met at 219%
06	Supervisors: Crafts & Trades	Goal met at 314%
07	Administrative & Senior Clerical Personnel	Goal met at 225%
08	Skilled Sales & Service Personnel	Goal met at 86%
09	Skilled Crafts & Trades Workers	Goal met at 168%
10	Clerical Personnel	Goal met at 155%
11	Intermediate Sales & Service Personnel	Goal met at 147%
12	Semi-Skilled Manual Workers	Goal met at 210%
13	Other Sales & Service Personnel	Goal met at 109%
14	Other Manual Workers	Goal not met (0% achieved)

Assessment/Observations

- EEOG 14: There were four new entrants and none were members of visible minorities. This is to be expected given the labour market availability (LMA) of 6.1%.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- The organization set 44 goals and achieved 24. This equals 54% of goals met, which does not meet the 80% threshold necessary to demonstrate reasonable efforts.
 - Regarding the 20 instances where goals were not met, there were sufficient hiring and promotion opportunities to expect reasonable progress in 18 instances.
 - All the required measures and other additional measures were implemented.
 - Bombardier has undergone changes in its corporate structure. This has resulted in a 20% reduction of the company's workforce from 20 339 employees in 2015 to 16 268 employees in 2019.

ASSESSMENT OF GOALS

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

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
01	Senior Managers	-14	27.6	30.0	11.6	27.6
02	Middle & Other Managers	-154	39.4	39.4	24.8	39.4
04	Semi-Professionals & Technicians	-20	18.0	18.0	15.5	16.0
05	Supervisors	-44	50.0	50.0	20.3	51.2
06	Supervisors: Crafts & Trades	-3	15.0	15.0	11.5	12.4
07	Admin & Senior Clerical Personnel	-262	-	-	57.5	80.8
10	Clerical Personnel	-332	50.0	50.0	22.4	63.7
11	Intermediate Sales & Service Personnel	-110	50.0	50.0	23.2	65.6
12	Semi-Skilled Manual Workers	-237	16.0	16.0	10.3	16.0
13	Other Sales & Service Personnel	-7	50.0	50.0	0.0	50.0
14	Other Manual Workers	-1	50.0	25.0	5.9	13.6

Observations:

- Goal is not required for EEOG 07 given that the present availability is above 50%.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01	Senior Managers	-3	3.2	3.0	0.0	3.2
02	Middle & Other Managers	-28	3.0	3.0	0.0	2.7
03	Professionals	-19	1.0	1.0	0.2	1.0
04	Semi-Professionals & Technicians	-33	1.3	1.3	0.4	1.3
06	Supervisors: Crafts & Trades	-4	1.5	1.5	0.3	1.5
07	Admin & Senior Clerical Personnel	-12	1.2	1.2	0.2	1.2
08	Skilled Sales & Service Personnel	-2	3.0	3.0	1.2	1.8
09	Skilled Crafts & Trades Workers	-40	2.8	2.8	0.4	2.8
10	Clerical Personnel	-6	1.3	1.3	0.5	1.3
12	Semi-Skilled Manual Workers	-45	1.7	1.7	0.6	1.7
14	Other Manual Workers	-2	10.6	10.6	0.0	10.6

Observations: None

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01/02	Managers	-52	5.0	5.0	0.4	5.0
03	Professionals	-202	8.9	8.9	0.7	8.9
04	Semi-Professionals & Technicians	-253	7.6	7.6	0.9	7.6
05	Supervisors	-37	27.5	27.5	1.4	27.5
06	Supervisors: Crafts & Trades	-35	10.1	10.1	0.5	10.1
07	Admin & Senior Clerical Personnel	-104	10.0	10.0	0.8	10.0
08	Skilled Sales & Service Personnel	-27	8.0	8.0	0.0	8.0

09	Skilled Crafts & Trades Workers	-122	7.8	7.8	0.6	7.8
10	Clerical Personnel	-66	9.3	9.3	1.1	9.3
11	Intermediate Sales & Service Personnel	-26	10.8	10.8	0.8	10.8
12	Semi-Skilled Manual Workers	-381	10.3	10.3	1.1	10.3
13	Other Sales & Service Personnel	-1	10.7	10.7	0.0	10.7
14	Other Manual Workers	-1	6.8	6.8	0.0	6.8

Observations: None

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	%	%	%
01	Senior Managers	-5	11.5	11.5	5.8	11.5
02	Middle & Other Managers	-110	17.6	17.6	7.1	17.6
03	Professionals	-306	26.9	27.0	14.5	26.9
04	Semi-Professionals & Technicians	-158	18.0	18.0	13.5	17.7
05	Supervisors	-28	32.4	32.4	12.6	32.4
06	Supervisors: Crafts & Trades	-18	13.0	13.0	7.1	12.0
07	Admin & Senior Clerical Personnel	-47	20.0	20.0	11.8	16.0
08	Skilled Sales & Service Personnel	-15	17.0	17.0	11.2	15.6
10	Clerical Personnel	-173	32.4	32.4	10.8	32.4
11	Intermediate Sales & Service Personnel	-64	50.0	50.0	29.0	53.4
12	Semi-Skilled Manual Workers	-837	28.6	28.6	8.3	28.6
13	Other Sales & Service Personnel	-3	28.3	28.3	7.1	28.3
14	Other Manual Workers	-2	10.8	10.8	0	10.8

Observations: None

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

Having assessed the data submitted by the employer regarding its workforce and, considering their unique circumstances, I recommend the closing letter include the following:

- Bombardier Inc. met 24 of the 44 goals set during the first compliance assessment. Almost all of the goals set for women and visible minorities were met. The goals that were not met pertain to Aboriginal peoples and persons with disabilities. These two designated groups have seen the gaps grow wider since the first assessment.
- We encourage Bombardier Inc. to introduce special measures to ensure that the goals set during the first assessment are met, particularly in terms of Aboriginal peoples and persons with disabilities. The organization could, for example, consider contacting organizations that work in access to employment for these two designated groups to identify qualified candidates who could be considered the next time that a process is initiated to fill a vacant position.
- It could also be beneficial to develop relationships with colleges, universities or professional associations to identify and recruit qualified students or professionals in the designated groups. Promoting relationships with these organizations could help Bombardier Inc. bridge representation gaps through internships or permanent jobs when there are vacancies.

Name of Analyst: Maurice N. Yakibonge

Date: 2020-05-08

From: Yakibonge, Ntambwe Maurice N [NC]
Sent: June 12, 2020 15:02
To: 'daniel.brennan@bombardier.com'
Cc: 'Josianne.Caron@bombardier.com';
'Paul.Michaud@bombardier.com';
'diana.tocco@aero.bombardier.com'
Subject: Government of Canada Agreement Number: 050567, AIEE –
Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Mr. Brennan,

I am writing to inform you that the subsequent compliance assessment initiated on February 8, 2020, has been completed. As a result of the assessment, Bombardier Inc. 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 Bombardier Inc.'s employment equity program.

- Bombardier Inc. met 24 of the 44 goals set during the first compliance assessment. Almost all of the goals set for women and visible minorities were met. The goals that were not met pertain to Aboriginal peoples and persons with disabilities. These two designated groups have seen the gaps grow wider since the first assessment.
- We encourage Bombardier Inc. to introduce special measures to ensure that the goals set during the first assessment are met, particularly in terms of Aboriginal peoples and persons with disabilities. The organization could, for example, consider contacting organizations that work in access to employment for these two designated groups to identify qualified candidates who could be considered the next time that a process is initiated to fill a vacant position.
- It could also be beneficial to develop relationships with colleges, universities or professional associations to identify and recruit qualified students or professionals in the designated groups. Promoting relationships with these organizations could help Bombardier Inc. bridge representation gaps through internships or permanent jobs when there are vacancies.

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 February 8, 2023. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When Bombardier Inc. 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, Bombardier Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

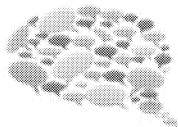
Your cooperation during the course of this compliance assessment was appreciated and we wish Bombardier Inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Équipe de l'équité en emploi / Workplace Equity Team

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

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



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