



Employment and
Social Development Canada

Emploi et
Développement social Canada

OFFICIAL USE ONLY

Agreement N°:

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 CAE 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° 334511	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 3900 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-ecian/2002/naics-sclan02l-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.) 8588 Cote-de-Liesse	City St-Laurent	Province QC	Postal Code H4T 1G6
	Telephone Number 514-641-6780	Fax Number 514-341-7699	

EMPLOYMENT EQUITY CONTACT	
Name (print) Martin Leclerc	Title Director, Global Remuneration
Telephone Number 514-340-5377	E-mail Address martin.leclerc@cae.com

CERTIFICATION
The above-named organization:
<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.	
Name (print) Martin Leclerc	Title Director, Global Remuneration
Telephone Number 514-340-5377	E-mail Address martin.leclerc@cae.com
Signature [REDACTED]	Date 2013-09-04

RETURN INSTRUCTIONS
IMPORTANT
<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: (519) 953-8768 or by e-mail at: ee-eme@hrsc-rhdcc.gc.ca



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

Reporting Period 2016-04-09 to 2019-02-01

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	233	3	0	236	Calgary	3	0	0	3
Québec	3010	36	0	3046	Edmonton	5	0	0	5
Nova Scotia	89	0	0	89	Halifax	67	0	0	67
New Brunswick	12	0	0	12	Montréal	3010	36	0	3046
British Columbia	20	0	0	20	Toronto	53	1	0	54
Saskatchewan	12	0	0	12	Vancouver	13	0	0	13
Alberta	14	0	0	14	Saint John	4	0	0	4
Total Employees in Canada				3429	Ottawa - Gatineau	99	1	0	100
					Victoria	7	0	0	7
					Alta. less CMAs	6	0	0	6
					N.B. less CMA	8	0	0	8
					N.S. less CMA	22	0	0	22
					Ont. less CMAs	81	1	0	82
					Sask. less CMA	12	0	0	12
					Total Employees in Canada				3429



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-04-09 to 2019-02-01

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	29	25	4	1		1	2	2		1	1	
	Total	29	25	4	1		1	2	2		1	1	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	376	268	108	2	2		6	5	1	51	34	17
	Total	376	268	108	2	2		6	5	1	51	34	17
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1719	1389	330	10	7	3	34	24	10	302	227	75
	Total	1719	1389	330	10	7	3	34	24	10	302	227	75
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	566	501	65	6	6		19	16	3	101	89	12
	Total	566	501	65	6	6		19	16	3	101	89	12



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-04-09 to 2019-02-01

001184

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	18	45				3	2	1	16	5	11
	Total	63	18	45				3	2	1	16	5	11
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	119	29	90				6	4	2	24	7	17
	Total	119	29	90				6	4	2	24	7	17
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	11	2							2	2	
	Total	13	11	2							2	2	
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	65	65								5	5	
	Total	65	65								5	5	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-04-09 to 2019-02-01

001185

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
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	56	17	39				2	1	1	13	2	11
	Total	56	17	39				2	1	1	13	2	11
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	20	16	4									
	Total	20	16	4									
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	285	247	38				7	6	1	29	29	
	Total	285	247	38				7	6	1	29	29	
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	7	2				1	1		3	2	1
	Total	9	7	2				1	1		3	2	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-04-09 to 2019-02-01

001186

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	70	63	7							5	4	1
	Total	70	63	7							5	4	1
Total Number of Employees		3390	2656	734	19	15	4	80	61	19	552	407	145



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-04-09 to 2019-02-01

001187

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
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	27	12	15	1		1	1	1		2		2
	Total	27	12	15	1		1	1	1		2		2
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3								2	2	
	Total	3	3								2	2	
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3		3									
	Total	3		3									
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3		3									
	Total	3		3									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-04-09 to 2019-02-01

001188

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
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Total Number of Employees		39	18	21	1		1	1	1		4	2	2



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-04-09 to 2019-02-01

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	6	6										
Middle and Other Managers	91	57	34				1	1		12	6	6
Professionals	527	391	136	2	1	1	1	1		110	81	29
Semi-Professionals and Technicians	292	252	40				3	2	1	67	58	9
Supervisors	21	11	10							9	4	5
Administrative and Senior Clerical Personnel	40	3	37				1		1	7	1	6
Skilled Sales and Service Personnel	4	2	2									
Skilled Crafts and Trades Workers	23	23								4	4	
Clerical Personnel	21	6	15							5	1	4
Intermediate Sales and Service Personnel	2	1	1									
Semi-Skilled Manual Workers	151	133	18				1		1	30	29	1
Other Manual Workers	30	28	2							2	2	
Total Number of Employees Hired	1208	913	295	2	1	1	7	4	3	246	186	60



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

Reporting Period 2016-04-09 to 2019-02-01

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								1	1	
Administrative and Senior Clerical Personnel	2		2									
Clerical Personnel	1	1										
Other Manual Workers	2	2										
Total Number of Employees Hired	7	4	3							1	1	



CAE Inc. (certificate # 050047)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / National

Reporting Period 2016-04-09 to 2019-02-01

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	4	3	1	1		1						
Middle and Other Managers	122	82	40				1	1		12	10	2
Professionals	537	446	91	1		1	6	2	4	104	86	18
Semi-Professionals and Technicians	66	57	9	1	1		1	1		12	11	1
Supervisors	22	6	16				1	1		8	3	5
Administrative and Senior Clerical Personnel	23	6	17							5	1	4
Skilled Sales and Service Personnel	4	2	2							1	1	
Clerical Personnel	13	2	11				1		1	4		4
Intermediate Sales and Service Personnel	8	6	2									
Semi-Skilled Manual Workers	2	2										
Other Sales and Service Personnel	1	1					1	1				
Other Manual Workers	1		1									
Total Number of Employees Promoted	803	613	190	3	1	2	11	6	5	146	112	34
Total Number of Promotions	886	677	209	3	1	2	12	7	5	165	127	38



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Part-Time / National

Reporting Period 2016-04-09 to 2019-02-01

001192

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
Professionals	4	1	3									
Supervisors	2		2									
Total Number of Employees Promoted	6	1	5									
Total Number of Promotions	6	1	5									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Temporary / National

Reporting Period 2016-04-09 to 2019-02-01

001193

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	2	2										
Professionals	2	1	1						1	1		
Semi-Professionals and Technicians	1	1							1	1		
Total Number of Employees Promoted	5	4	1						2	2		
Total Number of Promotions	5	4	1						2	2		



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2016-04-09 to 2019-02-01

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										
Middle and Other Managers	72	60	12							2	2	
Professionals	267	197	70	1	1		1	1		52	34	18
Semi-Professionals and Technicians	102	90	12	1	1		1	1		15	15	
Supervisors	8	4	4							4	2	2
Administrative and Senior Clerical Personnel	23	4	19							2		2
Skilled Sales and Service Personnel	2		2							1		1
Skilled Crafts and Trades Workers	19	19								3	3	
Clerical Personnel	13	7	6							3	2	1
Intermediate Sales and Service Personnel	3	1	2									
Semi-Skilled Manual Workers	78	67	11							11	10	1
Other Sales and Service Personnel	1	1										
Other Manual Workers	15	13	2							1	1	
Total Number of Employees Terminated	607	467	140	2	2		2	2		94	69	25



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2016-04-09 to 2019-02-01

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	5	3	2									
Semi-Professionals and Technicians	1	1								1	1	
Administrative and Senior Clerical Personnel	1		1									
Clerical Personnel	2	1	1							1		1
Total Number of Employees Terminated	10	5	5							2	1	1



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	29	4	13.8 %	27.6 %	8	-4	National
02 : Middle and Other Managers	National	376	108	28.7 %	39.4 %	148	-40	National
03 : Professionals		1746	345	19.8 %	17.7 %	309	36	
1111 : Financial auditors and accountants	Québec	39	17	43.6 %	58.1 %	23	-6	Québec
1112 : Financial and investment analysts	Ontario	2	0	0.0 %	43.9 %	1	-1	Ontario
1112 : Financial and investment analysts	Québec	77	43	55.8 %	46.1 %	35	8	Québec
1121 : Human resources professionals	Ontario	2	2	100.0 %	73.6 %	1	1	Ontario
1121 : Human resources professionals	Québec	25	23	92.0 %	70.4 %	18	5	Québec
1122 : Professional occupations in business management consulting	Ontario	3	1	33.3 %	43.0 %	1	0	Ontario
1122 : Professional occupations in business management consulting	Québec	79	33	41.8 %	42.9 %	34	-1	Québec
1123 : Professional occupations in advertising, marketing and public relations	Québec	13	12	92.3 %	68.7 %	9	3	Québec
2113 : Geoscientists and oceanographers	Québec	1	0	0.0 %	26.1 %	0	0	Québec
2132 : Mechanical engineers	Québec	1	0	0.0 %	9.5 %	0	0	Québec
2133 : Electrical and electronics engineers	Alberta	2	1	50.0 %	12.8 %	0	1	Alberta
2133 : Electrical and electronics engineers	New Brunswick	1	0	0.0 %	12.3 %	0	0	New Brunswick
2133 : Electrical and electronics engineers	Nova Scotia	37	7	18.9 %	9.0 %	3	4	Nova Scotia
2133 : Electrical and electronics engineers	Ontario	67	8	11.9 %	10.3 %	7	1	Ontario
2133 : Electrical and electronics engineers	Québec	1193	137	11.5 %	10.3 %	123	14	Québec
2141 : Industrial and manufacturing engineers	Ontario	2	1	50.0 %	19.1 %	0	1	Ontario
2141 : Industrial and manufacturing engineers	Québec	17	4	23.5 %	23.1 %	4	0	Québec
2146 : Aerospace engineers	British Columbia	1	0	0.0 %	14.5 %	0	0	British Columbia
2146 : Aerospace engineers	Nova Scotia	2	0	0.0 %	25.0 %	1	-1	Nova Scotia
2146 : Aerospace engineers	Ontario	5	1	20.0 %	12.0 %	1	0	Ontario
2146 : Aerospace engineers	Québec	14	0	0.0 %	12.3 %	2	-2	Québec



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

001197

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2171 : Information systems analysts and consultants	Ontario	1	0	0.0 %	28.4 %	0	0	Ontario
2171 : Information systems analysts and consultants	Québec	53	12	22.6 %	25.9 %	14	-2	Québec
2172 : Database analysts and data administrators	Québec	3	0	0.0 %	29.5 %	1	-1	Québec
2173 : Software engineers and designers	British Columbia	1	0	0.0 %	14.4 %	0	0	British Columbia
2173 : Software engineers and designers	Nova Scotia	15	8	53.3 %	14.3 %	2	6	Nova Scotia
2173 : Software engineers and designers	Ontario	4	1	25.0 %	17.5 %	1	0	Ontario
2173 : Software engineers and designers	Québec	26	6	23.1 %	13.3 %	3	3	Québec
2174 : Computer programmers and interactive media developers	Québec	21	4	19.0 %	13.3 %	3	1	Québec
3012 : Registered nurses and registered psychiatric nurses	Québec	1	1	100.0 %	89.4 %	1	0	Québec
4112 : Lawyers and Quebec notaries	Ontario	2	1	50.0 %	41.8 %	1	0	Ontario
4112 : Lawyers and Quebec notaries	Québec	10	7	70.0 %	52.5 %	5	2	Québec
4162 : Economists and economic policy researchers and analysts	Québec	2	1	50.0 %	42.6 %	1	0	Québec
4163 : Business development officers and marketing researchers and consultants	Québec	1	0	0.0 %	56.1 %	1	-1	Québec
5121 : Authors and writers	Ontario	3	0	0.0 %	54.8 %	2	-2	Ontario
5121 : Authors and writers	Québec	13	7	53.8 %	53.4 %	7	0	Québec
5122 : Editors	Ontario	1	1	100.0 %	60.6 %	1	0	Ontario
5122 : Editors	Québec	5	5	100.0 %	67.9 %	3	2	Québec
5125 : Translators, terminologists and interpreters	Québec	1	1	100.0 %	69.3 %	1	0	Québec
04 : Semi-Professionals and Technicians		569	65	11.4 %	10.3 %	59	6	
2231 : Civil engineering technologists and technicians	Québec	2	1	50.0 %	16.9 %	0	1	Québec
2232 : Mechanical engineering technologists and technicians	Alberta	3	0	0.0 %	9.0 %	0	0	Alberta
2232 : Mechanical engineering technologists and technicians	British Columbia	10	0	0.0 %	7.1 %	1	-1	British Columbia
2232 : Mechanical engineering technologists and technicians	New Brunswick	4	1	25.0 %	7.1 %	0	1	New Brunswick
2232 : Mechanical engineering technologists and technicians	Nova Scotia	3	0	0.0 %	6.6 %	0	0	Nova Scotia



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

001198

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2232 : Mechanical engineering technologists and technicians	Ontario	30	2	6.7 %	9.1 %	3	-1	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	19	0	0.0 %	8.6 %	2	-2	Québec
2232 : Mechanical engineering technologists and technicians	Saskatchewan	1	0	0.0 %	8.2 %	0	0	Saskatchewan
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	1	0	0.0 %	24.6 %	0	0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Alberta	8	0	0.0 %	12.3 %	1	-1	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	3	0	0.0 %	13.8 %	0	0	British Columbia
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	7	0	0.0 %	4.4 %	0	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	26	4	15.4 %	7.6 %	2	2	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	39	1	2.6 %	11.0 %	4	-3	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	303	33	10.9 %	8.4 %	25	8	Québec
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	9	1	11.1 %	10.7 %	1	0	Saskatchewan
2242 : Electronic service technicians (household and business equipment)	Ontario	5	0	0.0 %	8.0 %	0	0	Ontario
2242 : Electronic service technicians (household and business equipment)	Québec	27	11	40.7 %	6.1 %	2	9	Québec
2243 : Industrial instrument technicians and mechanics	Québec	1	0	0.0 %	3.9 %	0	0	Québec
2253 : Drafting technologists and technicians	Québec	2	0	0.0 %	34.5 %	1	-1	Québec
2271 : Air pilots, flight engineers and flying instructors	British Columbia	5	0	0.0 %	6.6 %	0	0	British Columbia
2271 : Air pilots, flight engineers and flying instructors	Ontario	17	0	0.0 %	7.4 %	1	-1	Ontario
2271 : Air pilots, flight engineers and flying instructors	Québec	15	4	26.7 %	7.5 %	1	3	Québec
2282 : User support technicians	Québec	5	0	0.0 %	22.1 %	1	-1	Québec
2283 : Information systems testing technicians	Ontario	1	0	0.0 %	46.7 %	0	0	Ontario
2283 : Information systems testing technicians	Québec	13	0	0.0 %	32.0 %	4	-4	Québec
4211 : Paralegal and related occupations	Québec	5	5	100.0 %	86.5 %	4	1	Québec
5225 : Audio and video recording technicians	Québec	1	0	0.0 %	15.4 %	0	0	Québec
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	50.0 %	1	-1	Ontario



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

001199

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
5241 : Graphic designers and illustrators	Québec	3	2	66.7 %	48.7 %	1	1	Québec
05 : Supervisors		66	48	72.7 %	50.5 %	33	15	
Employment Equity Occupational Group	Montréal	64	46	71.9 %	50.5 %	32	14	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	51.8 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	52.0 %	1	0	Toronto
07 : Administrative and Senior Clerical Personnel		122	93	76.2 %	80.8 %	99	-6	
Employment Equity Occupational Group	Montréal	117	89	76.1 %	80.9 %	95	-6	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	4	4	100.0 %	76.8 %	3	1	Ottawa - Gatineau
Employment Equity Occupational Group	Sask. less CMA	1	0	0.0 %	88.5 %	1	-1	Sask. less CMA
08 : Skilled Sales and Service Personnel		13	2	15.4 %	29.1 %	4	-2	
6221 : Technical sales specialists - wholesale trade	Alberta	1	0	0.0 %	23.4 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	Ontario	2	0	0.0 %	27.9 %	1	-1	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	10	2	20.0 %	29.9 %	3	-1	Québec
09 : Skilled Crafts and Trades Workers		65	0	0.0 %	3.6 %	2	-2	
7231 : Machinists and machining and tooling inspectors	Québec	36	0	0.0 %	5.1 %	2	-2	Québec
7237 : Welders and related machine operators	Québec	4	0	0.0 %	4.1 %	0	0	Québec
7242 : Industrial electricians	Québec	6	0	0.0 %	2.0 %	0	0	Québec
7251 : Plumbers	Québec	3	0	0.0 %	1.4 %	0	0	Québec
7271 : Carpenters	Québec	3	0	0.0 %	1.2 %	0	0	Québec
7311 : Construction millwrights and industrial mechanics	Québec	12	0	0.0 %	1.4 %	0	0	Québec
7313 : Heating, refrigeration and air conditioning mechanics	Québec	1	0	0.0 %	1.0 %	0	0	Québec
10 : Clerical Personnel		57	39	68.4 %	64.0 %	36	3	
Employment Equity Occupational Group	Halifax	1	1	100.0 %	69.7 %	1	0	Halifax
Employment Equity Occupational Group	Montréal	38	26	68.4 %	61.6 %	23	3	Montréal



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

001200

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	72.3 %	1	-1	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	6	5	83.3 %	73.9 %	4	1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	3	2	66.7 %	65.7 %	2	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	5	62.5 %	65.5 %	5	0	Toronto
11 : Intermediate Sales and Service Personnel		20	4	20.0 %	63.4 %	13	-9	
Employment Equity Occupational Group	Montréal	18	4	22.2 %	63.2 %	11	-7	Montréal
Employment Equity Occupational Group	Toronto	2	0	0.0 %	65.7 %	1	-1	Toronto
12 : Semi-Skilled Manual Workers		285	38	13.3 %	15.9 %	45	-7	
Employment Equity Occupational Group	Montréal	285	38	13.3 %	15.9 %	45	-7	Montréal
13 : Other Sales and Service Personnel		9	2	22.2 %	50.0 %	5	-3	
Employment Equity Occupational Group	Montréal	8	2	25.0 %	50.0 %	4	-2	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	49.8 %	0	0	Ottawa - Gatineau
14 : Other Manual Workers		72	7	9.7 %	23.6 %	17	-10	
Employment Equity Occupational Group	Montréal	72	7	9.7 %	23.6 %	17	-10	Montréal
Total		3429	755	22.0 %	22.7 %	778	-23	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

001201

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area	
			Representation #	%	Availability %	Gap #		
01 : Senior Managers	National	29	1	3.4 %	3.2 %	1	0	National
02 : Middle and Other Managers	National	376	2	0.5 %	2.7 %	10	-8	National
03 : Professionals		1746	11	0.6 %	0.7 %	12	-1	
1111 : Financial auditors and accountants	Québec	39	0	0.0 %	0.9 %	0	0	Québec
1112 : Financial and investment analysts	Ontario	2	0	0.0 %	0.4 %	0	0	Ontario
1112 : Financial and investment analysts	Québec	77	1	1.3 %	0.7 %	1	0	Québec
1121 : Human resources professionals	Ontario	2	0	0.0 %	1.9 %	0	0	Ontario
1121 : Human resources professionals	Québec	25	0	0.0 %	2.0 %	1	-1	Québec
1122 : Professional occupations in business management consulting	Ontario	3	0	0.0 %	0.9 %	0	0	Ontario
1122 : Professional occupations in business management consulting	Québec	79	2	2.5 %	1.2 %	1	1	Québec
1123 : Professional occupations in advertising, marketing and public relations	Québec	13	0	0.0 %	1.1 %	0	0	Québec
2113 : Geoscientists and oceanographers	Québec	1	0	0.0 %	3.0 %	0	0	Québec
2132 : Mechanical engineers	Québec	1	0	0.0 %	0.9 %	0	0	Québec
2133 : Electrical and electronics engineers	Alberta	2	0	0.0 %	1.3 %	0	0	Alberta
2133 : Electrical and electronics engineers	New Brunswick	1	0	0.0 %	1.8 %	0	0	New Brunswick
2133 : Electrical and electronics engineers	Nova Scotia	37	0	0.0 %	2.8 %	1	-1	Nova Scotia
2133 : Electrical and electronics engineers	Ontario	67	1	1.5 %	0.6 %	0	1	Ontario
2133 : Electrical and electronics engineers	Québec	1193	6	0.5 %	0.6 %	7	-1	Québec
2141 : Industrial and manufacturing engineers	Ontario	2	0	0.0 %	0.6 %	0	0	Ontario
2141 : Industrial and manufacturing engineers	Québec	17	1	5.9 %	0.6 %	0	1	Québec
2146 : Aerospace engineers	British Columbia	1	0	0.0 %	0.0 %	0	0	British Columbia
2146 : Aerospace engineers	Nova Scotia	2	0	0.0 %	8.3 %	0	0	Nova Scotia
2146 : Aerospace engineers	Ontario	5	0	0.0 %	0.6 %	0	0	Ontario
2146 : Aerospace engineers	Québec	14	0	0.0 %	0.0 %	0	0	Québec



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

001202

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	Availability %	Availability %		
2171 : Information systems analysts and consultants	Ontario	1	0	0.0 %	0.8 %	0	Ontario
2171 : Information systems analysts and consultants	Québec	53	0	0.0 %	0.8 %	0	Québec
2172 : Database analysts and data administrators	Québec	3	0	0.0 %	1.0 %	0	Québec
2173 : Software engineers and designers	British Columbia	1	0	0.0 %	0.7 %	0	British Columbia
2173 : Software engineers and designers	Nova Scotia	15	0	0.0 %	0.0 %	0	Nova Scotia
2173 : Software engineers and designers	Ontario	4	0	0.0 %	0.5 %	0	Ontario
2173 : Software engineers and designers	Québec	26	0	0.0 %	0.5 %	0	Québec
2174 : Computer programmers and interactive media developers	Québec	21	0	0.0 %	0.7 %	0	Québec
3012 : Registered nurses and registered psychiatric nurses	Québec	1	0	0.0 %	1.5 %	0	Québec
4112 : Lawyers and Quebec notaries	Ontario	2	0	0.0 %	1.2 %	0	Ontario
4112 : Lawyers and Quebec notaries	Québec	10	0	0.0 %	0.8 %	0	Québec
4162 : Economists and economic policy researchers and analysts	Québec	2	0	0.0 %	1.1 %	0	Québec
4163 : Business development officers and marketing researchers and consultants	Québec	1	0	0.0 %	1.0 %	0	Québec
5121 : Authors and writers	Ontario	3	0	0.0 %	1.6 %	0	Ontario
5121 : Authors and writers	Québec	13	0	0.0 %	1.6 %	0	Québec
5122 : Editors	Ontario	1	0	0.0 %	1.1 %	0	Ontario
5122 : Editors	Québec	5	0	0.0 %	1.1 %	0	Québec
5125 : Translators, terminologists and interpreters	Québec	1	0	0.0 %	2.3 %	0	Québec
04 : Semi-Professionals and Technicians		569	6	1.1 %	1.8 %	10	-4
2231 : Civil engineering technologists and technicians	Québec	2	0	0.0 %	1.8 %	0	Québec
2232 : Mechanical engineering technologists and technicians	Alberta	3	1	33.3 %	1.3 %	0	1
2232 : Mechanical engineering technologists and technicians	British Columbia	10	0	0.0 %	2.2 %	0	0
2232 : Mechanical engineering technologists and technicians	New Brunswick	4	0	0.0 %	0.0 %	0	0
2232 : Mechanical engineering technologists and technicians	Nova Scotia	3	0	0.0 %	4.1 %	0	0



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2232 : Mechanical engineering technologists and technicians	Ontario	30	0	0.0 %	1.7 %	1	-1	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	19	0	0.0 %	1.0 %	0	0	Québec
2232 : Mechanical engineering technologists and technicians	Saskatchewan	1	0	0.0 %	2.4 %	0	0	Saskatchewan
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	1	0	0.0 %	1.1 %	0	0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Alberta	8	1	12.5 %	2.6 %	0	1	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	3	0	0.0 %	2.8 %	0	0	British Columbia
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	7	0	0.0 %	1.5 %	0	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	26	1	3.8 %	4.2 %	1	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	39	0	0.0 %	1.7 %	1	-1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	303	1	0.3 %	1.6 %	5	-4	Québec
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	9	2	22.2 %	5.3 %	0	2	Saskatchewan
2242 : Electronic service technicians (household and business equipment)	Ontario	5	0	0.0 %	1.9 %	0	0	Ontario
2242 : Electronic service technicians (household and business equipment)	Québec	27	0	0.0 %	1.4 %	0	0	Québec
2243 : Industrial instrument technicians and mechanics	Québec	1	0	0.0 %	2.4 %	0	0	Québec
2253 : Drafting technologists and technicians	Québec	2	0	0.0 %	1.0 %	0	0	Québec
2271 : Air pilots, flight engineers and flying instructors	British Columbia	5	0	0.0 %	2.6 %	0	0	British Columbia
2271 : Air pilots, flight engineers and flying instructors	Ontario	17	0	0.0 %	2.2 %	0	0	Ontario
2271 : Air pilots, flight engineers and flying instructors	Québec	15	0	0.0 %	2.0 %	0	0	Québec
2282 : User support technicians	Québec	5	0	0.0 %	1.3 %	0	0	Québec
2283 : Information systems testing technicians	Ontario	1	0	0.0 %	1.0 %	0	0	Ontario
2283 : Information systems testing technicians	Québec	13	0	0.0 %	0.9 %	0	0	Québec
4211 : Paralegal and related occupations	Québec	5	0	0.0 %	1.1 %	0	0	Québec
5225 : Audio and video recording technicians	Québec	1	0	0.0 %	1.8 %	0	0	Québec
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	1.4 %	0	0	Ontario



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
5241 : Graphic designers and illustrators	Québec	3	0	0.0 %	2.0 %	0	0	Québec
05 : Supervisors		66	0	0.0 %	0.8 %	1	-1	
Employment Equity Occupational Group	Montréal	64	0	0.0 %	0.8 %	1	-1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.9 %	0	0	Toronto
07 : Administrative and Senior Clerical Personnel		122	0	0.0 %	1.0 %	1	-1	
Employment Equity Occupational Group	Montréal	117	0	0.0 %	0.8 %	1	-1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	4	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Sask. less CMA	1	0	0.0 %	11.4 %	0	0	Sask. less CMA
08 : Skilled Sales and Service Personnel		13	0	0.0 %	1.3 %	0	0	
6221 : Technical sales specialists - wholesale trade	Alberta	1	0	0.0 %	2.8 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	Ontario	2	0	0.0 %	1.2 %	0	0	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	10	0	0.0 %	1.1 %	0	0	Québec
09 : Skilled Crafts and Trades Workers		65	0	0.0 %	1.7 %	1	-1	
7231 : Machinists and machining and tooling inspectors	Québec	36	0	0.0 %	0.9 %	0	0	Québec
7237 : Welders and related machine operators	Québec	4	0	0.0 %	2.3 %	0	0	Québec
7242 : Industrial electricians	Québec	6	0	0.0 %	2.0 %	0	0	Québec
7251 : Plumbers	Québec	3	0	0.0 %	2.8 %	0	0	Québec
7271 : Carpenters	Québec	3	0	0.0 %	3.6 %	0	0	Québec
7311 : Construction millwrights and industrial mechanics	Québec	12	0	0.0 %	2.7 %	0	0	Québec
7313 : Heating, refrigeration and air conditioning mechanics	Québec	1	0	0.0 %	0.9 %	0	0	Québec
10 : Clerical Personnel		57	0	0.0 %	1.8 %	1	-1	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	3.9 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	38	0	0.0 %	1.0 %	0	0	Montréal



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	5.6 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	6	0	0.0 %	6.4 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	3.5 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	0	0.0 %	0.8 %	0	0	Toronto
11 : Intermediate Sales and Service Personnel		20	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Montréal	18	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.8 %	0	0	Toronto
12 : Semi-Skilled Manual Workers		285	0	0.0 %	1.0 %	3	-3	
Employment Equity Occupational Group	Montréal	285	0	0.0 %	1.0 %	3	-3	Montréal
13 : Other Sales and Service Personnel		9	0	0.0 %	1.3 %	0	0	
Employment Equity Occupational Group	Montréal	8	0	0.0 %	1.0 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.7 %	0	0	Ottawa - Gatineau
14 : Other Manual Workers		72	0	0.0 %	1.0 %	1	-1	
Employment Equity Occupational Group	Montréal	72	0	0.0 %	1.0 %	1	-1	Montréal
Total		3429	20	0.6 %	1.2 %	41	-21	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
01 : Senior Managers	National	29	1	3.4 %	11.5 %	3	-2	National
02 : Middle and Other Managers	National	376	51	13.6 %	17.6 %	66	-15	National
03 : Professionals		1746	304	17.4 %	20.4 %	356	-52	
1111 : Financial auditors and accountants	Québec	39	8	20.5 %	13.6 %	5	3	Québec
1112 : Financial and investment analysts	Ontario	2	2	100.0 %	49.6 %	1	1	Ontario
1112 : Financial and investment analysts	Québec	77	29	37.7 %	18.1 %	14	15	Québec
1121 : Human resources professionals	Ontario	2	0	0.0 %	23.8 %	0	0	Ontario
1121 : Human resources professionals	Québec	25	6	24.0 %	7.5 %	2	4	Québec
1122 : Professional occupations in business management consulting	Ontario	3	0	0.0 %	35.7 %	1	-1	Ontario
1122 : Professional occupations in business management consulting	Québec	79	15	19.0 %	11.4 %	9	6	Québec
1123 : Professional occupations in advertising, marketing and public relations	Québec	13	0	0.0 %	10.5 %	1	-1	Québec
2113 : Geoscientists and oceanographers	Québec	1	0	0.0 %	7.4 %	0	0	Québec
2132 : Mechanical engineers	Québec	1	0	0.0 %	13.3 %	0	0	Québec
2133 : Electrical and electronics engineers	Alberta	2	0	0.0 %	49.8 %	1	-1	Alberta
2133 : Electrical and electronics engineers	New Brunswick	1	0	0.0 %	2.6 %	0	0	New Brunswick
2133 : Electrical and electronics engineers	Nova Scotia	37	1	2.7 %	16.7 %	6	-5	Nova Scotia
2133 : Electrical and electronics engineers	Ontario	67	7	10.4 %	45.6 %	31	-24	Ontario
2133 : Electrical and electronics engineers	Québec	1193	213	17.9 %	20.3 %	242	-29	Québec
2141 : Industrial and manufacturing engineers	Ontario	2	0	0.0 %	40.8 %	1	-1	Ontario
2141 : Industrial and manufacturing engineers	Québec	17	0	0.0 %	21.2 %	4	-4	Québec
2146 : Aerospace engineers	British Columbia	1	0	0.0 %	30.6 %	0	0	British Columbia
2146 : Aerospace engineers	Nova Scotia	2	0	0.0 %	8.3 %	0	0	Nova Scotia
2146 : Aerospace engineers	Ontario	5	0	0.0 %	32.5 %	2	-2	Ontario
2146 : Aerospace engineers	Québec	14	2	14.3 %	20.7 %	3	-1	Québec



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

001207

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
2171 : Information systems analysts and consultants	Ontario	1	1	100.0 %	48.4 %	0	1	Ontario
2171 : Information systems analysts and consultants	Québec	53	7	13.2 %	19.9 %	11	-4	Québec
2172 : Database analysts and data administrators	Québec	3	0	0.0 %	19.9 %	1	-1	Québec
2173 : Software engineers and designers	British Columbia	1	0	0.0 %	50.2 %	1	-1	British Columbia
2173 : Software engineers and designers	Nova Scotia	15	1	6.7 %	25.1 %	4	-3	Nova Scotia
2173 : Software engineers and designers	Ontario	4	0	0.0 %	53.3 %	2	-2	Ontario
2173 : Software engineers and designers	Québec	26	1	3.8 %	26.3 %	7	-6	Québec
2174 : Computer programmers and interactive media developers	Québec	21	7	33.3 %	19.4 %	4	3	Québec
3012 : Registered nurses and registered psychiatric nurses	Québec	1	0	0.0 %	13.4 %	0	0	Québec
4112 : Lawyers and Quebec notaries	Ontario	2	0	0.0 %	18.7 %	0	0	Ontario
4112 : Lawyers and Quebec notaries	Québec	10	1	10.0 %	7.2 %	1	0	Québec
4162 : Economists and economic policy researchers and analysts	Québec	2	1	50.0 %	17.4 %	0	1	Québec
4163 : Business development officers and marketing researchers and consultants	Québec	1	0	0.0 %	14.2 %	0	0	Québec
5121 : Authors and writers	Ontario	3	0	0.0 %	16.3 %	0	0	Ontario
5121 : Authors and writers	Québec	13	1	7.7 %	7.1 %	1	0	Québec
5122 : Editors	Ontario	1	0	0.0 %	17.3 %	0	0	Ontario
5122 : Editors	Québec	5	1	20.0 %	7.9 %	0	1	Québec
5125 : Translators, terminologists and interpreters	Québec	1	0	0.0 %	12.3 %	0	0	Québec
04 : Semi-Professionals and Technicians		569	103	18.1 %	13.9 %	79	24	
2231 : Civil engineering technologists and technicians	Québec	2	1	50.0 %	8.1 %	0	1	Québec
2232 : Mechanical engineering technologists and technicians	Alberta	3	0	0.0 %	24.6 %	1	-1	Alberta
2232 : Mechanical engineering technologists and technicians	British Columbia	10	4	40.0 %	22.1 %	2	2	British Columbia
2232 : Mechanical engineering technologists and technicians	New Brunswick	4	0	0.0 %	0.0 %	0	0	New Brunswick
2232 : Mechanical engineering technologists and technicians	Nova Scotia	3	0	0.0 %	0.0 %	0	0	Nova Scotia



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

001208

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
2232 : Mechanical engineering technologists and technicians	Ontario	30	10	33.3 %	26.2 %	8	2	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	19	0	0.0 %	9.0 %	2	-2	Québec
2232 : Mechanical engineering technologists and technicians	Saskatchewan	1	0	0.0 %	14.1 %	0	0	Saskatchewan
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	1	1	100.0 %	11.4 %	0	1	Québec
2241 : Electrical and electronics engineering technologists and technicians	Alberta	8	1	12.5 %	27.1 %	2	-1	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	3	1	33.3 %	32.3 %	1	0	British Columbia
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	7	0	0.0 %	3.7 %	0	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	26	2	7.7 %	2.4 %	1	1	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	39	0	0.0 %	30.6 %	12	-12	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	303	72	23.8 %	11.4 %	35	37	Québec
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	9	1	11.1 %	12.4 %	1	0	Saskatchewan
2242 : Electronic service technicians (household and business equipment)	Ontario	5	0	0.0 %	31.1 %	2	-2	Ontario
2242 : Electronic service technicians (household and business equipment)	Québec	27	3	11.1 %	13.9 %	4	-1	Québec
2243 : Industrial instrument technicians and mechanics	Québec	1	0	0.0 %	3.9 %	0	0	Québec
2253 : Drafting technologists and technicians	Québec	2	1	50.0 %	9.5 %	0	1	Québec
2271 : Air pilots, flight engineers and flying instructors	British Columbia	5	0	0.0 %	7.5 %	0	0	British Columbia
2271 : Air pilots, flight engineers and flying instructors	Ontario	17	1	5.9 %	10.7 %	2	-1	Ontario
2271 : Air pilots, flight engineers and flying instructors	Québec	15	3	20.0 %	5.7 %	1	2	Québec
2282 : User support technicians	Québec	5	0	0.0 %	20.8 %	1	-1	Québec
2283 : Information systems testing technicians	Ontario	1	0	0.0 %	50.3 %	1	-1	Ontario
2283 : Information systems testing technicians	Québec	13	1	7.7 %	23.2 %	3	-2	Québec
4211 : Paralegal and related occupations	Québec	5	0	0.0 %	10.5 %	1	-1	Québec
5225 : Audio and video recording technicians	Québec	1	1	100.0 %	6.8 %	0	1	Québec
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	28.6 %	0	0	Ontario



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

001209

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	Québec	3	0	0.0 %	11.9 %	0	0	Québec
05 : Supervisors		66	16	24.2 %	20.9 %	14	2	
Employment Equity Occupational Group	Montréal	64	15	23.4 %	20.4 %	13	2	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	16.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	51.5 %	1	0	Toronto
07 : Administrative and Senior Clerical Personnel		122	24	19.7 %	14.5 %	18	6	
Employment Equity Occupational Group	Montréal	117	20	17.1 %	14.6 %	17	3	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	4	3	75.0 %	14.1 %	1	2	Ottawa - Gatineau
Employment Equity Occupational Group	Sask. less CMA	1	1	100.0 %	2.5 %	0	1	Sask. less CMA
08 : Skilled Sales and Service Personnel		13	2	15.4 %	12.9 %	2	0	
6221 : Technical sales specialists - wholesale trade	Alberta	1	0	0.0 %	12.9 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	Ontario	2	0	0.0 %	22.8 %	0	0	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	10	2	20.0 %	10.9 %	1	1	Québec
09 : Skilled Crafts and Trades Workers		65	5	7.7 %	8.3 %	5	0	
7231 : Machinists and machining and tooling inspectors	Québec	36	4	11.1 %	11.4 %	4	0	Québec
7237 : Welders and related machine operators	Québec	4	1	25.0 %	6.4 %	0	1	Québec
7242 : Industrial electricians	Québec	6	0	0.0 %	5.5 %	0	0	Québec
7251 : Plumbers	Québec	3	0	0.0 %	4.3 %	0	0	Québec
7271 : Carpenters	Québec	3	0	0.0 %	1.7 %	0	0	Québec
7311 : Construction millwrights and industrial mechanics	Québec	12	0	0.0 %	3.6 %	0	0	Québec
7313 : Heating, refrigeration and air conditioning mechanics	Québec	1	0	0.0 %	6.8 %	0	0	Québec
10 : Clerical Personnel		57	13	22.8 %	22.2 %	13	0	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	8.1 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	38	6	15.8 %	20.4 %	8	-2	Montréal



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

001210

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
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	1.9 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	6	3	50.0 %	1.9 %	0	3	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	3	1	33.3 %	18.2 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	3	37.5 %	52.2 %	4	-1	Toronto
11 : Intermediate Sales and Service Personnel		20	0	0.0 %	29.5 %	6	-6	
Employment Equity Occupational Group	Montréal	18	0	0.0 %	26.6 %	5	-5	Montréal
Employment Equity Occupational Group	Toronto	2	0	0.0 %	54.7 %	1	-1	Toronto
12 : Semi-Skilled Manual Workers		285	29	10.2 %	26.1 %	74	-45	
Employment Equity Occupational Group	Montréal	285	29	10.2 %	26.1 %	74	-45	Montréal
13 : Other Sales and Service Personnel		9	3	33.3 %	28.3 %	3	0	
Employment Equity Occupational Group	Montréal	8	3	37.5 %	28.3 %	2	1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	28.6 %	0	0	Ottawa - Gatineau
14 : Other Manual Workers		72	5	6.9 %	27.1 %	20	-15	
Employment Equity Occupational Group	Montréal	72	5	6.9 %	27.1 %	20	-15	Montréal
Total		3429	556	16.2 %	19.2 %	659	-103	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Detailed Report

Date: 2019-02-01

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	405	8	2.0 %	5.0 %	20	-12	National
03 : Professionals	National	1746	35	2.0 %	8.9 %	155	-120	National
04 : Semi-Professionals and Technicians	National	569	19	3.3 %	7.6 %	43	-24	National
05 : Supervisors	National	66	3	4.5 %	27.5 %	18	-15	National
07 : Administrative and Senior Clerical Personnel	National	122	6	4.9 %	10.0 %	12	-6	National
08 : Skilled Sales and Service Personnel	National	13	0	0.0 %	8.0 %	1	-1	National
09 : Skilled Crafts and Trades Workers	National	65	0	0.0 %	7.8 %	5	-5	National
10 : Clerical Personnel	National	57	2	3.5 %	9.3 %	5	-3	National
11 : Intermediate Sales and Service Personnel	National	20	0	0.0 %	10.8 %	2	-2	National
12 : Semi-Skilled Manual Workers	National	285	7	2.5 %	10.3 %	29	-22	National
13 : Other Sales and Service Personnel	National	9	1	11.1 %	10.7 %	1	0	National
14 : Other Manual Workers	National	72	0	0.0 %	6.8 %	5	-5	National
Total		3429	81	2.4 %	8.7 %	296	-215	

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: 2019-02-01

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

For the EEOG Professionals, language requirements include French. Therefore, we have used the Provincial recruiting pool. Moreover, the universities visited to attract new employees are exclusively in Quebec.

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	Provincial (default National)
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2019-02-01

WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Summary Report

Date: 2019-02-01

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	29	4	13.8 %	27.6 %	8	-4
02 : Middle and Other Managers	376	108	28.7 %	39.4 %	148	-40
03 : Professionals	1746	345	19.8 %	17.7 %	309	36
04 : Semi-Professionals and Technicians	569	65	11.4 %	10.3 %	59	6
05 : Supervisors	66	48	72.7 %	50.5 %	33	15
07 : Administrative and Senior Clerical Personnel	122	93	76.2 %	80.8 %	99	-6
08 : Skilled Sales and Service Personnel	13	2	15.4 %	29.1 %	4	-2
09 : Skilled Crafts and Trades Workers	65	0	0.0 %	3.6 %	2	-2
10 : Clerical Personnel	57	39	68.4 %	64.0 %	36	3
11 : Intermediate Sales and Service Personnel	20	4	20.0 %	63.4 %	13	-9
12 : Semi-Skilled Manual Workers	285	38	13.3 %	15.9 %	45	-7
13 : Other Sales and Service Personnel	9	2	22.2 %	50.0 %	5	-3
14 : Other Manual Workers	72	7	9.7 %	23.6 %	17	-10
Total	3429	755	22.0 %	22.7 %	778	-23

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Summary Report

Date: 2019-02-01

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	29	1	3.4 %	3.2 %	1	0
02 : Middle and Other Managers	376	2	0.5 %	2.7 %	10	-8
03 : Professionals	1746	11	0.6 %	0.7 %	12	-1
04 : Semi-Professionals and Technicians	569	6	1.1 %	1.8 %	10	-4
05 : Supervisors	66	0	0.0 %	0.8 %	1	-1
07 : Administrative and Senior Clerical Personnel	122	0	0.0 %	1.0 %	1	-1
08 : Skilled Sales and Service Personnel	13	0	0.0 %	1.3 %	0	0
09 : Skilled Crafts and Trades Workers	65	0	0.0 %	1.7 %	1	-1
10 : Clerical Personnel	57	0	0.0 %	1.8 %	1	-1
11 : Intermediate Sales and Service Personnel	20	0	0.0 %	0.8 %	0	0
12 : Semi-Skilled Manual Workers	285	0	0.0 %	1.0 %	3	-3
13 : Other Sales and Service Personnel	9	0	0.0 %	1.3 %	0	0
14 : Other Manual Workers	72	0	0.0 %	1.0 %	1	-1
Total	3429	20	0.6 %	1.2 %	41	-21

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Summary Report

Date: 2019-02-01

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	29	1	3.4 %	11.5 %	3	-2
02 : Middle and Other Managers	376	51	13.6 %	17.6 %	66	-15
03 : Professionals	1746	304	17.4 %	20.4 %	356	-52
04 : Semi-Professionals and Technicians	569	103	18.1 %	13.9 %	79	24
05 : Supervisors	66	16	24.2 %	20.9 %	14	2
07 : Administrative and Senior Clerical Personnel	122	24	19.7 %	14.5 %	18	6
08 : Skilled Sales and Service Personnel	13	2	15.4 %	12.9 %	2	0
09 : Skilled Crafts and Trades Workers	65	5	7.7 %	8.3 %	5	0
10 : Clerical Personnel	57	13	22.8 %	22.2 %	13	0
11 : Intermediate Sales and Service Personnel	20	0	0.0 %	29.5 %	6	-6
12 : Semi-Skilled Manual Workers	285	29	10.2 %	26.1 %	74	-45
13 : Other Sales and Service Personnel	9	3	33.3 %	28.3 %	3	0
14 : Other Manual Workers	72	5	6.9 %	27.1 %	20	-15
Total	3429	556	16.2 %	19.2 %	659	-103

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - CAE Inc.

Workforce Analysis - Summary Report

Date: 2019-02-01

001217

Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					Gap #
	All Employees	Representation		Availability		
	#	#	%	%	#	
01/02 : Managers	405	8	2.0 %	5.0 %	20	-12
03 : Professionals	1746	35	2.0 %	8.9 %	155	-120
04 : Semi-Professionals and Technicians	569	19	3.3 %	7.6 %	43	-24
05 : Supervisors	66	3	4.5 %	27.5 %	18	-15
07 : Administrative and Senior Clerical Personnel	122	6	4.9 %	10.0 %	12	-6
08 : Skilled Sales and Service Personnel	13	0	0.0 %	8.0 %	1	-1
09 : Skilled Crafts and Trades Workers	65	0	0.0 %	7.8 %	5	-5
10 : Clerical Personnel	57	2	3.5 %	9.3 %	5	-3
11 : Intermediate Sales and Service Personnel	20	0	0.0 %	10.8 %	2	-2
12 : Semi-Skilled Manual Workers	285	7	2.5 %	10.3 %	29	-22
13 : Other Sales and Service Personnel	9	1	11.1 %	10.7 %	1	0
14 : Other Manual Workers	72	0	0.0 %	6.8 %	5	-5
Total	3429	81	2.4 %	8.7 %	296	-215

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-02-01

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

For the EEOG Professionals, language requirements include French. Therefore, we have used the Provincial recruiting pool. Moreover, the universities visited to attract new employees are exclusively in Quebec.

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	Provincial (default National)
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2019-02-01

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

CAE Inc.

2019-02-22

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	09

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	2	01

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
01	Senior Managers	26	5	27.40
02	Middle & Other Managers	284	69	38.90
03	Professionals	1,442	278	20.00
04	Semi-Professionals & Technicians	511	44	11.00
05	Supervisors	51	38	50.80
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	104	81	80.80
08	Skilled Sales & Service Personnel	11	2	28.30
09	Skilled Crafts & Trades Workers	72	0	4.10
10	Clerical Personnel	58	32	64.30
11	Intermediate Sales & Service Personnel	24	7	61.90
12	Semi-Skilled Manual Workers	258	41	18.40
13	Other Sales & Service Personnel	17	4	51.10
14	Other Manual Workers	57	12	23.80
Total		2,915	613	24.0

		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
	29	4	27.60	
	376	108	39.40	
	1,746	345	17.70	
	569	65	10.30	
	66	48	50.50	
	0	0	0.00	
	122	93	80.80	
	13	2	29.10	
	65	0	3.60	
	57	39	64.00	
	20	4	63.40	
	285	38	15.90	
	9	2	50.00	
	72	7	23.60	
	3,429	755	22.7	

* Source:
2011 National Household Survey

* Source:
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

CAE Inc.

2019-02-22

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	09

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	2	01

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
01	Senior Managers	26	0	2.90
02	Middle & Other Managers	284	3	2.20
03	Professionals	1,442	7	0.70
04	Semi-Professionals & Technicians	511	5	1.10
05	Supervisors	51	0	0.80
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	104	0	0.70
08	Skilled Sales & Service Personnel	11	0	1.10
09	Skilled Crafts & Trades Workers	72	1	1.30
10	Clerical Personnel	58	0	1.40
11	Intermediate Sales & Service Personnel	24	1	0.80
12	Semi-Skilled Manual Workers	258	0	0.90
13	Other Sales & Service Personnel	17	2	0.80
14	Other Manual Workers	57	0	0.80
Total		2,915	19	1.0

		Table 6: Aboriginal Peoples		
		Subsequent/Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
		29	1	3.2
		376	2	2.7
		1,746	11	0.7
		569	6	1.8
		66	0	0.8
		0	0	0.0
		122	0	1.0
		13	0	1.3
		65	0	1.7
		57	0	1.8
		20	0	0.8
		285	0	1.0
		9	0	1.3
		72	0	1.0
Total		3,429	20	1.2

*** Source:**
2011 National Household Survey

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

CAE Inc.

2019-02-22

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	09

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	2	01

Table 3: Members of Visible Minorities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	26	1	10.10
02	Middle & Other Managers	284	27	15.00
03	Professionals	1,442	230	24.00
04	Semi-Professionals & Technicians	511	79	12.10
05	Supervisors	51	9	17.20
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	104	11	12.20
08	Skilled Sales & Service Personnel	11	1	9.90
09	Skilled Crafts & Trades Workers	72	5	6.70
10	Clerical Personnel	58	11	19.00
11	Intermediate Sales & Service Personnel	24	0	23.30
12	Semi-Skilled Manual Workers	258	15	22.70
13	Other Sales & Service Personnel	17	4	24.30
14	Other Manual Workers	57	6	22.10
Total		2,915	399	19.6

* Source:
2011 National Household Survey

Table 7: Members of Visible Minorities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
		29	1	11.5
		376	51	17.6
		1,746	304	20.4
		569	103	13.9
		66	16	20.9
		0	0	0.0
		122	24	14.5
		13	2	12.9
		65	5	8.3
		57	13	22.2
		20	0	29.5
		285	29	26.1
		9	3	28.3
		72	5	27.1
		3,429	556	19.2

* Source:
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

CAE Inc.

2019-02-22

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	09

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	2	01

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
Representation	Availability*			
#	#	%		
01/02 Managers	310	0	4.30	
03 Professionals	1,442	8	3.80	
04 Semi-Professionals & Technicians	511	11	4.60	
05 Supervisors	51	0	13.90	
06 Supervisors: Crafts & Trades	0	0	0.00	
07 Administrative & Senior Clerical Personnel	104	2	3.40	
08 Skilled Sales & Service Personnel	11	0	3.50	
09 Skilled Crafts & Trades Workers	72	0	3.80	
10 Clerical Personnel	58	0	7.00	
11 Intermediate Sales & Service Personnel	24	0	5.60	
12 Semi-Skilled Manual Workers	258	3	4.80	
13 Other Sales & Service Personnel	17	0	6.30	
14 Other Manual Workers	57	0	5.30	
Total	2,915	24	4.4	

		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
Representation	Availability*			
#	#	%		
405	8	5.0		
1,746	35	8.9		
569	19	7.6		
66	3	27.5		
0	0	0.0		
122	6	10.0		
13	0	8.0		
65	0	7.8		
57	2	9.3		
20	0	10.8		
285	7	10.3		
9	1	10.7		
72	0	6.8		
3,429	81	8.7		

* Source:
2012 Canadian Survey on Disability

* Source:
2012 Canadian Survey on Disability

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

CAE Inc.

2019-02-22

Start Date of Flow Data		
YYYY	MM	DD
2016	04	09

End Date of Flow Data		
YYYY	MM	DD
2019	2	01

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	6	0	0	0	4	1	0	0	4	0	0	0
02 Middle & Other Managers	91	34	0	0	122	40	0	0	72	12	1	1
03 Professionals	527	136	1	1	537	91	4	3	267	70	5	2
04 Semi-Professionals & Technicians	292	40	1	0	66	9	0	0	102	12	1	0
05 Supervisors	21	10	0	0	22	16	2	2	8	4	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	40	37	2	2	23	17	0	0	23	19	1	1
08 Skilled Sales & Service Personnel	4	2	0	0	4	2	0	0	2	2	0	0
09 Skilled Crafts & Trades Workers	23	0	0	0	0	0	0	0	19	0	0	0
10 Clerical Personnel	21	15	1	0	13	11	0	0	13	6	2	1
11 Intermediate Sales & Service Personnel	2	1	0	0	8	2	0	0	3	2	0	0
12 Semi-Skilled Manual Workers	151	18	0	0	2	0	0	0	78	11	0	0
13 Other Sales & Service Personnel	0	0	0	0	1	0	0	0	1	0	0	0
14 Other Manual Workers	30	2	2	0	1	1	0	0	15	2	0	0
Total	1,208	295	7	3	803	190	6	5	607	140	10	5

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

CAE Inc.

2019-02-22

Start Date of Flow Data		
YYYY	MM	DD
2016	04	09

End Date of Flow Data		
YYYY	MM	DD
2019	2	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	6	0	0	0
02 Middle & Other Managers	91	0	0	0
03 Professionals	527	2	1	0
04 Semi-Professionals & Technicians	292	0	1	0
05 Supervisors	21	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	40	0	2	0
08 Skilled Sales & Service Personnel	4	0	0	0
09 Skilled Crafts & Trades Workers	23	0	0	0
10 Clerical Personnel	21	0	1	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	151	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	30	0	2	0
Total	1,208	2	7	0

	Table 6: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
	#	#	#	#
	4	1	0	0
	122	0	0	0
	537	1	4	0
	66	1	0	0
	22	0	2	0
	0	0	0	0
	23	0	0	0
	4	0	0	0
	0	0	0	0
	13	0	0	0
	8	0	0	0
	2	0	0	0
	1	0	0	0
	1	0	0	0
Total	803	3	6	0

	Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#
	4	0	0	0
	72	0	1	0
	267	1	5	0
	102	1	1	0
	8	0	0	0
	0	0	0	0
	23	0	1	0
	2	0	0	0
	19	0	0	0
	13	0	2	0
	3	0	0	0
	78	0	0	0
	1	0	0	0
	15	0	0	0
Total	607	2	10	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

CAE Inc.

2019-02-22

Start Date of Flow Data		
YYYY	MM	DD
2016	04	09

End Date of Flow Data		
YYYY	MM	DD
2019	2	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National				Part-time / National							
	All Employees Hired		Persons with Disabilities Hired		All Employees Hired		Persons with Disabilities Hired					
	#	#	#	#	#	#	#	#				
01 Senior Managers	6	0	0	0	4	0	0	0	4	0	0	0
02 Middle & Other Managers	91	1	0	0	122	1	0	0	72	0	1	0
03 Professionals	527	1	1	0	537	6	4	0	267	1	5	0
04 Semi-Professionals & Technicians	292	3	1	0	66	1	0	0	102	1	1	0
05 Supervisors	21	0	0	0	22	1	2	0	8	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	40	1	2	0	23	0	0	0	23	0	1	0
08 Skilled Sales & Service Personnel	4	0	0	0	4	0	0	0	2	0	0	0
09 Skilled Crafts & Trades Workers	23	0	0	0	0	0	0	0	19	0	0	0
10 Clerical Personnel	21	0	1	0	13	1	0	0	13	0	2	0
11 Intermediate Sales & Service Personnel	2	0	0	0	8	0	0	0	3	0	0	0
12 Semi-Skilled Manual Workers	151	1	0	0	2	0	0	0	78	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	1	1	0	0	1	0	0	0
14 Other Manual Workers	30	0	2	0	1	0	0	0	15	0	0	0
Total	1,208	7	7	0	803	11	6	0	607	2	10	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

CAE Inc.

2019-02-22

Start Date of Flow Data		
YYYY	MM	DD
2016	04	09

End Date of Flow Data		
YYYY	MM	DD
2019	2	01

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			
	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	6	0	0	0
02 Middle & Other Managers	91	12	0	0
03 Professionals	527	110	1	0
04 Semi-Professionals & Technicians	292	67	1	1
05 Supervisors	21	9	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	40	7	2	0
08 Skilled Sales & Service Personnel	4	0	0	0
09 Skilled Crafts & Trades Workers	23	4	0	0
10 Clerical Personnel	21	5	1	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	151	30	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	30	2	2	0
Total	1,208	246	7	1

Employment Equity Occupational Group (EEOG)	Table 8: Members of Visible Minorities			
	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
	#	#	#	#
01 Senior Managers	4	0	0	0
02 Middle & Other Managers	122	12	0	0
03 Professionals	537	104	4	0
04 Semi-Professionals & Technicians	66	12	0	0
05 Supervisors	22	8	2	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	23	5	0	0
08 Skilled Sales & Service Personnel	4	1	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	13	4	0	0
11 Intermediate Sales & Service Personnel	8	0	0	0
12 Semi-Skilled Manual Workers	2	0	0	0
13 Other Sales & Service Personnel	1	0	0	0
14 Other Manual Workers	1	0	0	0
Total	803	146	6	0

Employment Equity Occupational Group (EEOG)	Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#
01 Senior Managers	4	0	0	0
02 Middle & Other Managers	72	2	1	0
03 Professionals	267	52	5	0
04 Semi-Professionals & Technicians	102	15	1	1
05 Supervisors	8	4	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	23	2	1	0
08 Skilled Sales & Service Personnel	2	1	0	0
09 Skilled Crafts & Trades Workers	19	3	0	0
10 Clerical Personnel	13	3	2	1
11 Intermediate Sales & Service Personnel	3	0	0	0
12 Semi-Skilled Manual Workers	78	11	0	0
13 Other Sales & Service Personnel	1	0	0	0
14 Other Manual Workers	15	1	0	0
Total	607	94	10	2

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

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 1: Women

Employment Equity Occupational Group (EOG)	All Employees											First/Previous Short-term Goals									
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		Actual	Projected		Actual	Projected				From - To YYYY - YYYY	2016		2019								
	09-04-2016	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	09-04-2016	Annually	Over 3 Years	#	%	%	#	%	%	%				
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	%	%	%			
01 Senior Managers	26	3.7%			14.5%		0	0	5		0	2	0	27.4%	-2	-2	19.2%	19.2%			
02 Middle & Other Managers	284	9.8%			22.1%		0	0	69		0	41	0	38.9%	-41	-41	24.3%	24.3%			
03 Professionals	1,442	6.6%			17.1%		0	0	278		0	10	0	20.0%	-10	-10	19.3%	19.3%			
04 Semi-Professionals & Tech	511	3.6%			19.1%		0	0	44		0	12	0	11.0%	-12	-12	8.6%	8.6%			
05 Supervisors	51	9.0%			13.7%		0	0	38		0	-12	0	50.8%	12	12	74.5%	74.5%			
06 Supervisors: Crafts & Trades	0	0.0%			0.0%		0	0	0		0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07 Administrative & Sr Clerical	104	5.5%			21.2%		0	0	81		0	3	0	80.8%	-3	-3	77.9%	77.9%			
08 Skilled Sales & Service	11	5.7%			16.7%		0	0	2		0	1	0	28.3%	-1	-1	18.2%	18.2%			
09 Skilled Crafts & Trades	72	-3.4%			27.7%		0	0	0		0	3	0	4.1%	-3	-3	0.0%	0.0%			
10 Clerical Personnel	58	-0.6%			26.1%		0	0	32		0	5	0	64.3%	-5	-5	55.2%	55.2%			
11 Intermediate Sales & Service	24	-5.9%			13.6%		0	0	7		0	8	0	61.9%	-8	-8	29.2%	29.2%			
12 Semi-Skilled Manual	258	3.4%			28.7%		0	0	41		0	6	0	18.4%	-6	-6	15.9%	15.9%			
13 Other Sales & Service	17	-19.1%			7.7%		0	0	4		0	5	0	51.1%	-5	-5	23.5%	23.5%			
14 Other Manual Workers	57	8.1%			23.3%		0	0	12		0	2	0	23.8%	-2	-2	21.1%	21.1%			
Total	2,915	5.6%			19.5%		0	0	613		0	87	0	24.0%	-87	-87	21.0%	21.0%			

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)¹ - 1) x 100.

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

Table 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	8	0.0	8	0.0	
03 Professionals	2	0.0	2	0.0	
04 Semi-Professionals & Tech	3	0.0	3	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	1	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	1	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	1	0.0	
12 Semi-Skilled Manual	1	0.0	1	0.0	
13 Other Sales & Service	0	0.0	1	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

14	Other Manual Workers	0	0.0	0	0.0
Total		15		17	

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								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	09-04-2016	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	09-04-2016	Annually	Over 3 Years	2016	2019	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%
01 Senior Managers	26	3.7%		0	14.5%		0	0	0	0.0%	0	1	0	2.9%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	284	9.8%		0	22.1%		0	3	0.0%	0	3	0	2.2%	-3	-3	1.1%	1.1%		
03 Professionals	1,442	6.6%		0	17.1%		0	7	0.0%	0	3	0	0.7%	-3	-3	0.5%	0.5%		
04 Semi-Professionals & Tech	511	3.6%		0	19.1%		0	5	0.0%	0	1	0	1.1%	-1	-1	1.0%	1.0%		
05 Supervisors	51	9.0%		0	13.7%		0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	104	5.5%		0	21.2%		0	0	0.0%	0	1	0	0.7%	-1	-1	0.0%	0.0%		
08 Skilled Sales & Service	11	5.7%		0	16.7%		0	0	0.0%	0	0	0	1.1%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	72	-3.4%		0	27.7%		0	1	0.0%	0	0	0	1.3%	0	0	1.4%	1.4%		
10 Clerical Personnel	58	-0.6%		0	26.1%		0	0	0.0%	0	1	0	1.4%	-1	-1	0.0%	0.0%		
11 Intermediate Sales & Service	24	-5.9%		0	13.6%		0	1	0.0%	0	-1	0	0.8%	1	1	4.2%	4.2%		
12 Semi-Skilled Manual	258	3.4%		0	28.7%		0	0	0.0%	0	2	0	0.9%	-2	-2	0.0%	0.0%		
13 Other Sales & Service	17	-19.1%		0	7.7%		0	2	0.0%	0	-2	0	0.8%	2	2	11.8%	11.8%		
14 Other Manual Workers	57	8.1%		0	23.3%		0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%		
Total	2,915	5.6%		0	19.5%		0	19	0.0%	0	10	0	1.0%	-10	-10	0.7%	0.7%		

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

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	1	0.0	
03 Professionals	1	0.0	1	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

12	Semi-Skilled Manual	0	0.0	0	0.0
13	Other Sales & Service	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		1		2	

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

First/Previous 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)		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years	From - To						2016
	09-04-2016	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	09-04-2016	Annually	Over 3 Years	Hires Required Over 3 Years	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%	
01/02 Senior Managers	310	6.8%		0	18.3%		0	0	0	0.0%	0	13	0	4.3%	-13	-13	0.0%	0.0%	
03 Professionals	1,442	6.6%		0	17.1%		0	0	8	0.0%	0	47	0	3.8%	-47	-47	0.6%	0.6%	
04 Semi-Professionals & Tech	511	3.6%		0	19.1%		0	11	0.0%	0	13	0	4.6%	-13	-13	2.2%	2.2%		
05 Supervisors	51	9.0%		0	13.7%		0	0	0	0.0%	0	7	0	13.9%	-7	-7	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	104	5.5%		0	21.2%		0	2	0.0%	0	2	0	3.4%	-2	-2	1.9%	1.9%		
08 Skilled Sales & Service	11	5.7%		0	16.7%		0	0	0	0.0%	0	0	0	3.5%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	72	-3.4%		0	27.7%		0	0	0	0.0%	0	3	0	3.8%	-3	-3	0.0%	0.0%	
10 Clerical Personnel	58	-0.6%		0	26.1%		0	0	0	0.0%	0	4	0	7.0%	-4	-4	0.0%	0.0%	
11 Intermediate Sales & Service	24	-5.9%		0	13.6%		0	0	0	0.0%	0	1	0	5.6%	-1	-1	0.0%	0.0%	
12 Semi-Skilled Manual	258	3.4%		0	28.7%		0	3	0.0%	0	9	0	4.8%	-9	-9	1.2%	1.2%		
13 Other Sales & Service	17	-19.1%		0	7.7%		0	0	0	0.0%	0	1	0	6.3%	-1	-1	0.0%	0.0%	
14 Other Manual Workers	57	8.1%		0	23.3%		0	0	0	0.0%	0	3	0	5.3%	-3	-3	0.0%	0.0%	
Total	2,915	5.6%		0	19.5%		0	0	24	0.0%	0	104	0	4.4%	-104	-104	0.8%	0.8%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)¹ - 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)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Senior Managers	2	0.0	2	0.0	
03 Professionals	9	0.0	9	0.0	
04 Semi-Professionals & Tech	3	0.0	3	0.0	
05 Supervisors	0	0.0	1	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	1	0.0	1	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

12	Semi-Skilled Manual	0	0.0	0	0.0
13	Other Sales & Service	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		15		16	

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees											Women							
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	09-04-2016	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	09-04-2016	Annually	Over 3 Years	2016	2019	%	%	%	%	%	%	
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	26	3.7%		0	14.5%		0	0	1	0.0%	0	2	0	10.1%		-2	-2	3.8%	3.8%
02 Middle & Other Managers	284	9.8%		0	22.1%		0	27	0.0%	0	16	0	15.0%		-16	-16	9.5%	9.5%	
03 Professionals	1,442	6.6%		0	17.1%		0	230	0.0%	0	116	0	24.0%		-116	-116	16.0%	16.0%	
04 Semi-Professionals & Tech	511	3.6%		0	19.1%		0	79	0.0%	0	-17	0	12.1%		17	17	15.5%	15.5%	
05 Supervisors	51	9.0%		0	13.7%		0	9	0.0%	0	0	0	17.2%		0	0	17.6%	17.6%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%		0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	104	5.5%		0	21.2%		0	11	0.0%	0	2	0	12.2%		-2	-2	10.6%	10.6%	
08 Skilled Sales & Service	11	5.7%		0	16.7%		0	1	0.0%	0	0	0	9.9%		0	0	9.1%	9.1%	
09 Skilled Crafts & Trades	72	-3.4%		0	27.7%		0	5	0.0%	0	0	0	6.7%		0	0	6.9%	6.9%	
10 Clerical Personnel	58	-0.6%		0	26.1%		0	11	0.0%	0	0	0	19.0%		0	0	19.0%	19.0%	
11 Intermediate Sales & Service	24	-5.9%		0	13.6%		0	0	0.0%	0	6	0	23.3%		-6	-6	0.0%	0.0%	
12 Semi-Skilled Manual	258	3.4%		0	28.7%		0	15	0.0%	0	44	0	22.7%		-44	-44	5.8%	5.8%	
13 Other Sales & Service	17	-19.1%		0	7.7%		0	4	0.0%	0	0	0	24.3%		0	0	23.5%	23.5%	
14 Other Manual Workers	57	8.1%		0	23.3%		0	6	0.0%	0	7	0	22.1%		-7	-7	10.5%	10.5%	
Total	2,915	5.6%		0	19.5%		0	399	0.0%	0	172	0	19.6%		-172	-172	13.7%	13.7%	

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

‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	4	0.0	4	0.0	
03 Professionals	21	0.0	21	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service	1	0.0	1	0.0
12	Semi-Skilled Manual	2	0.0	2	0.0
13	Other Sales & Service	1	0.0	0	0.0
14	Other Manual Workers	0	0.0	1	0.0
Total		29		29	

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 9: Women

Employment Equity Occupational Group (EEOG)	All Employees										First/Previous Short-term Goals										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	Over 3 Years	Actual	Projected			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years						From - To	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	1-2-2019	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	1-2-2019	Annually	Over 3 Years	2019	2022	%	%	#	#	%	%							
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%							
01 Senior Managers	29	3.7%	7.7%	7	14.5%	1.7%	1	8	4	1.7%	0	6	2	27.6%	27.6%	-4	-4	13.8%	16.7%						
02 Middle & Other Managers	376	9.8%	7.7%	87	22.1%	2.0%	23	110	108	2.0%	6	80	43	39.4%	39.4%	-40	-37	28.7%	31.3%						
03 Professionals	1,746	6.6%	8.0%	419	17.1%	2.0%	105	524	345	2.0%	21	59	0	17.7%	17.7%	36	-59	19.8%	15.0%						
04 Semi-Professionals & Tech	569	3.6%	1.0%	17	19.1%	2.0%	34	51	65	2.0%	4	-1	0	10.3%	10.3%	6	1	11.4%	10.4%						
05 Supervisors	66	9.0%	9.7%	19	13.7%	1.7%	3	22	48	1.7%	2	-3	0	50.5%	50.5%	15	3	72.7%	54.1%						
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!						
07 Administrative & Sr Clerical	122	5.5%	6.3%	23	21.2%	2.3%	8	31	93	2.3%	6	30	0	80.8%	80.8%	-6	-30	76.2%	60.0%						
08 Skilled Sales & Service	13	5.7%	7.7%	3	16.7%	1.3%	1	4	2	1.3%	0	3	1	29.1%	29.1%	-2	-2	15.4%	18.8%						
09 Skilled Crafts & Trades	65	-3.4%	1.7%	3	27.7%	4.0%	8	11	0	4.0%	0	2	0	3.6%	3.6%	-2	-2	0.0%	0.0%						
10 Clerical Personnel	57	-0.6%	1.7%	3	26.1%	3.0%	5	8	39	3.0%	4	3	0	64.0%	64.0%	3	-3	68.4%	58.3%						
11 Intermediate Sales & Service	20	-5.9%	3.3%	2	13.6%	2.0%	1	3	4	2.0%	0	10	2	50.0%	63.4%	-9	-8	20.0%	27.3%						
12 Semi-Skilled Manual	285	3.4%	8.7%	74	28.7%	4.3%	37	111	38	4.3%	5	24	18	15.9%	15.9%	-7	-6	13.3%	14.2%						
13 Other Sales & Service	9	-19.1%	-15.0%	-4	7.7%	2.0%	1	-3	2	2.0%	0	1	-2	50.0%	50.0%	-3	-3	22.2%	0.0%						
14 Other Manual Workers	72	8.1%	-11.3%	24	23.3%	9.7%	21	45	7	9.7%	2	18	11	23.6%	23.6%	-10	-7	9.7%	16.7%						
Total	3,429	5.6%	4.3%	442	19.5%	2.7%	278	720	755	2.7%	61	185	163	22.7%	22.7%	-23	-22	22.0%	22.1%						

† 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		27.6	
02 Middle & Other Managers		39.4		39.4	
03 Professionals		0.0			
04 Semi-Professionals & Tech		0.0			
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0			

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

08	Skilled Sales & Service	29.1	29.1
09	Skilled Crafts & Trades	3.6	3.6
10	Clerical Personnel	0.0	
11	Intermediate Sales & Service	50.0	50.0
12	Semi-Skilled Manual	15.9	15.9
13	Other Sales & Service	50.0	50.0
14	Other Manual Workers	23.6	23.6
Total		22.7	22.7

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

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 11: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	All Employees										First/Previous Short-term Goals										Aboriginal Peoples									
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years										
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			From - To YYYY - YYYY	2019	2022																		
	1-2-2019	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	1-2-2019	Annually	Over 3 Years	2019	2022	%	%	%	%	%	%	%											
	#	%	%	#	%	%	#	#	%	%	#	%	%	%	%	#	#	%	%											
01 Senior Managers	29	3.7%	7.7%	7	14.5%	1.7%	1	8	1	1.7%	0	0	0	0	3.2%	0	0	3.4%	2.8%											
02 Middle & Other Managers	376	9.8%	7.7%	87	22.1%	2.0%	23	110	2	2.0%	0	11	3	2.7%	2.7%	-8	-8	0.5%	1.1%											
03 Professionals	1,746	6.6%	8.0%	419	17.1%	2.0%	105	524	11	2.0%	1	5	4	0.7%	0.7%	-1	-1	0.6%	0.6%											
04 Semi-Professionals & Tech	569	3.6%	1.0%	17	19.1%	2.0%	34	51	6	2.0%	0	5	1	1.8%	1.8%	-4	-4	1.1%	1.2%											
05 Supervisors	66	9.0%	9.7%	19	13.7%	1.7%	3	22	0	1.7%	0	1	0	0.8%	0.8%	-1	-1	0.0%	0.0%											
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%											
07 Administrative & Sr Clerical	122	5.5%	6.3%	23	21.2%	2.3%	8	31	0	2.3%	0	1	0	1.0%	1.0%	-1	-1	0.0%	0.0%											
08 Skilled Sales & Service	13	5.7%	7.7%	3	16.7%	1.3%	1	4	0	1.3%	0	0	0	1.3%	1.3%	0	0	0.0%	0.0%											
09 Skilled Crafts & Trades	65	-3.4%	1.7%	3	27.7%	4.0%	8	11	0	4.0%	0	1	0	1.7%	1.7%	-1	-1	0.0%	0.0%											
10 Clerical Personnel	57	-0.6%	1.7%	3	26.1%	3.0%	5	8	0	3.0%	0	1	0	1.8%	1.8%	-1	-1	0.0%	0.0%											
11 Intermediate Sales & Service	20	-5.9%	3.3%	2	13.6%	2.0%	1	3	0	2.0%	0	0	0	0.8%	0.8%	0	0	0.0%	0.0%											
12 Semi-Skilled Manual	285	3.4%	8.7%	74	28.7%	4.3%	37	111	0	4.3%	0	4	1	1.0%	1.0%	-3	-3	0.0%	0.3%											
13 Other Sales & Service	9	-19.1%	-15.0%	-4	7.7%	2.0%	1	-3	0	2.0%	0	0	0	1.3%	1.3%	0	0	0.0%	0.0%											
14 Other Manual Workers	72	8.1%	11.3%	24	23.3%	9.7%	21	45	0	9.7%	0	1	0	1.0%	1.0%	-1	-1	0.0%	0.0%											
Total	3,429	5.6%	4.3%	442	19.5%	2.7%	278	720	20	2.7%	2	28	9	1.2%	1.2%	-21	-19	0.6%	0.7%											

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)¹ - 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 (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers		0.0			
02 Middle & Other Managers		2.7		2.7	
03 Professionals		0.7		0.7	
04 Semi-Professionals & Tech		1.8		1.8	
05 Supervisors		0.8		0.8	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		1.0		1.0	
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		1.7		1.7	
10 Clerical Personnel		1.8		1.8	
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		1.0		1.0	
13 Other Sales & Service		0.0			

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

14	Other Manual Workers	10	10
Total		12	12

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

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 13: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees																				First/Previous Short-term Goals				
	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	Actual			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years						From - To	Yyyy - Yyyy				
	1-2-2019	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	1-2-2019	Annually	Over 3 Years	2019	2022	%	%	#	#	%	%						
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%						
01/02 Managers	405	6.8%	7.7%	94	18.3%	1.8%	22	116	8	1.8%	0	17	6	5.0%	5.0%	-12	-11	2.0%	2.8%						
03 Professionals	1,746	6.6%	8.0%	419	17.1%	2.0%	105	524	35	2.0%	2	160	47	8.9%	8.9%	-120	-113	2.0%	3.7%						
04 Semi-Professionals & Tech	569	3.6%	1.0%	17	19.1%	2.0%	34	51	19	2.0%	1	27	4	7.6%	7.6%	-24	-23	3.3%	3.8%						
05 Supervisors	66	9.0%	9.7%	19	13.7%	1.7%	3	22	3	1.7%	0	20	6	27.5%	27.5%	-15	-14	4.5%	10.6%						
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!						
07 Administrative & Sr Clerical	122	5.5%	6.3%	23	21.2%	2.3%	8	31	6	2.3%	0	9	3	10.0%	10.0%	-6	-6	4.9%	6.2%						
08 Skilled Sales & Service	13	5.7%	7.7%	3	16.7%	1.3%	1	4	0	1.3%	0	1	0	8.0%	8.0%	-1	-1	0.0%	0.0%						
09 Skilled Crafts & Trades	65	-3.4%	1.7%	3	27.7%	4.0%	8	11	0	4.0%	0	5	1	7.8%	7.8%	-5	-4	0.0%	1.5%						
10 Clerical Personnel	57	-0.6%	1.7%	3	26.1%	3.0%	5	8	2	3.0%	0	4	1	9.3%	9.3%	-3	-3	3.5%	5.0%						
11 Intermediate Sales & Service	20	-5.9%	3.3%	2	13.6%	2.0%	1	3	0	2.0%	0	2	0	10.8%	10.8%	-2	-2	0.0%	0.0%						
12 Semi-Skilled Manual	285	3.4%	8.7%	74	28.7%	4.3%	37	111	7	4.3%	1	31	11	10.3%	10.3%	-22	-20	2.5%	4.7%						
13 Other Sales & Service	9	-19.1%	-15.0%	-4	7.7%	2.0%	1	-3	1	2.0%	0	0	0	10.7%	10.7%	0	0	11.1%	20.0%						
14 Other Manual Workers	72	8.1%	11.3%	24	23.3%	9.7%	21	45	0	9.7%	0	7	3	6.8%	6.8%	-5	-4	0.0%	3.1%						
Total	3,429	5.6%	4.3%	442	19.5%	2.7%	278	720	81	2.7%	7	263	63	8.7%	8.7%	-217	-200	2.4%	3.5%						

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)¹ - 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	7.6	
05 Supervisors	27.5	27.5	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	10.0	10.0	
08 Skilled Sales & Service	8.0	8.0	
09 Skilled Crafts & Trades	7.8	7.8	
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	0.0		
14 Other Manual Workers	6.8	6.8	
Total	8.7	8.7	

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

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 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees											Members of Visible Minorities									
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		Actual	Projected		Actual	Projected				Annually	Over 3 Years		From - To	2019						2022	
	1-2-2019	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	1-2-2019	Annually	Over 3 Years	2019	2022	%	%	#	#	%	%			
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	%	#	#	%	%		
01 Senior Managers	29	3.7%	7.7%	7	14.5%	1.7%	1	8	1	1.7%	0	3	1	11.5%	11.5%	-2	-2	3.4%	5.6%		
02 Middle & Other Managers	376	9.8%	7.7%	87	22.1%	2.0%	23	110	51	2.0%	3	33	19	17.6%	17.6%	-15	-14	13.6%	14.5%		
03 Professionals	1,746	6.6%	8.0%	419	17.1%	2.0%	105	524	304	2.0%	18	156	107	20.4%	20.4%	-52	-49	17.4%	18.2%		
04 Semi-Professionals & Tech	569	3.6%	1.0%	17	19.1%	2.0%	34	51	103	2.0%	6	-16	0	13.9%	13.9%	24	16	18.1%	16.6%		
05 Supervisors	66	9.0%	9.7%	19	13.7%	1.7%	3	22	16	1.7%	1	3	0	20.9%	20.9%	2	-3	24.2%	17.6%		
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	122	5.5%	6.3%	23	21.2%	2.3%	8	31	24	2.3%	2	-1	0	14.5%	14.5%	6	1	19.7%	15.2%		
08 Skilled Sales & Service	13	5.7%	7.7%	3	16.7%	1.3%	1	4	2	1.3%	0	0	0	12.9%	12.9%	0	0	15.4%	12.5%		
09 Skilled Crafts & Trades	65	-3.4%	1.7%	3	27.7%	4.0%	8	11	5	4.0%	1	2	0	8.3%	8.3%	0	-2	7.7%	5.9%		
10 Clerical Personnel	57	-0.6%	1.7%	3	26.1%	3.0%	5	8	13	3.0%	1	1	0	22.2%	22.2%	0	-1	22.8%	20.0%		
11 Intermediate Sales & Service	20	-5.9%	3.3%	2	13.6%	2.0%	1	3	0	2.0%	0	6	1	29.5%	29.5%	-6	-5	0.0%	4.5%		
12 Semi-Skilled Manual	285	3.4%	8.7%	74	28.7%	4.3%	37	111	29	4.3%	4	69	29	26.1%	26.1%	-45	-40	10.2%	15.0%		
13 Other Sales & Service	9	-19.1%	-15.0%	-4	7.7%	2.0%	1	-3	3	2.0%	0	-2	0	28.3%	28.3%	0	2	33.3%	60.0%		
14 Other Manual Workers	72	8.1%	11.3%	24	23.3%	9.7%	21	45	5	9.7%	1	22	12	27.1%	27.1%	-15	-10	6.9%	16.7%		
Total	3,429	5.6%	4.3%	442	19.5%	2.7%	278	720	556	2.7%	45	232	138	19.2%	19.2%	-102	-94	16.2%	16.8%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹ - 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		20.4		20.4	
04 Semi-Professionals & Tech		0.0			
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		0.0			
07 Administrative & Sr Clerical		0.0			
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		0.0			
10 Clerical Personnel		0.0			
11 Intermediate Sales & Service		29.5		29.5	
12 Semi-Skilled Manual		26.1		26.1	
13 Other Sales & Service		0.0			

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

14	Other Manual Workers	27.1	27.1
Total		19.2	19.2

Federal Contractors Program Achievement Report

Part 3: Goals

CAE Inc.

2019-02-22

Federal Contractors Program Achievement Report

Part 4: Results - Women

CAE Inc.

2019-02-22

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	Women			EE Result					All Employees	Women			All Employees	Women			All Employees	Women				
		#	Representation	Availability	Gap	%	%	#	#	%	#	%	#	#	#	%	#	%	#	%	#	%	#	%
01 Senior Managers	2016	26	5	19.2	27.4	7	-2	70.2																
	2019	29	4	13.8	27.6	8	-4	50.0	6	0	0.0	2	-2	4	1	25.0	1	0	4	0	0.0	1	-1	
02 Middle & Other Managers	2016	284	69	24.3	38.9	110	-41	62.5																
	2019	376	108	28.7	39.4	148	-40	72.9	91	34	37.4	36	-2	122	40	32.8	30	10	73	13	17.8	18	-5	
03 Professionals	2016	1,442	278	19.3	20.0	288	-10	96.4																
	2019	1,746	345	19.8	17.7	309	36	111.6	528	137	25.9	93	44	541	94	17.4	104	-10	272	72	26.5	52	20	
04 Semi-Professionals & Technicians	2016	511	44	8.6	11.0	56	-12	78.3																
	2019	569	65	11.4	10.3	59	6	110.9	293	40	13.7	30	10	66	9	13.6	6	3	103	12	11.7	9	3	
05 Supervisors	2016	51	38	74.5	50.8	26	12	146.7																
	2019	66	48	72.7	50.5	33	15	144.0	21	10	47.6	11	-1	24	18	75.0	18	0	8	4	50.0	6	-2	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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 + 1 x 100	Part 3: Goals	E - K x 100	Part 3: Goals	F - M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals				
		All Employees	Women	Women		Women		Women		Women		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2019	6	16.7	0.0	27.6	60.4	0.0	27.6	60.4			
	2022	6	16.7	#REF!	0.0	#REF!	0.0	#REF!	0.0			
02 Middle & Other Managers	2019	140	52.9	0.0	39.4	134.2	0.0	39.4	134.2			
	2022	140	52.9	#REF!	0.0	#REF!	0.0	#REF!	0.0			
03 Professionals	2019	797	29.0	0.0	0.0	0.0	0.0	0.0	0.0			
	2022	797	29.0	#REF!	0.0	#REF!	0.0	#REF!	0.0			
04 Semi-Professionals & Technicians	2019	256	19.1	0.0	0.0	0.0	0.0	0.0	0.0			
	2022	256	19.1	#REF!	0.0	#REF!	0.0	#REF!	0.0			
05 Supervisors	2019	37	75.7	0.0	0.0	0.0	0.0	0.0	0.0			
	2022	37	75.7	#REF!	0.0	#REF!	0.0	#REF!	0.0			
06 Supervisors: Crafts & Trades	2019	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
	2022	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0			

Federal Contractors Program Achievement Report

Part 4: Results - Women

CAE Inc.

2019-02-22

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 × 100	Part 1 Workforce Analysis	D × G - 100	E - H	E ÷ H × 100	Part 2 Flow Data Analysis	Part 2 Flow Data Analysis	L - K × 100	K × G - 100	L - N	Part 2 Flow Data Analysis	Part 2 Flow Data Analysis	Q - P × 100	P × F - 100	Q - S	Part 2 Flow Data Analysis	Part 2 Flow Data Analysis	V - U × 100	U × F - 100	V - X	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women									
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#							
07 Administrative & Senior Clerical	2016	104	81	77.9	80.8	84	-3	96.4																
	2019	122	93	76.2	80.8	99	-6	94.3	42	39	92.9	34	5	23	17	73.9	18	-1	24	20	83.3	19	1	
08 Skilled Sales & Service Personnel	2016	11	2	18.2	28.3	3	-1	64.2																
	2019	13	2	15.4	29.1	4	-2	52.9	4	2	50.0	1	1	4	2	50.0	1	1	2	2	100.0	0	2	
09 Skilled Crafts & Trades Workers	2016	72	0	0.0	4.1	3	-3	0.0																
	2019	65	0	0.0	3.6	2	-2	0.0	23	0	0.0	1	-1	0	0	0.0	0	0	19	0	0.0	0	0	
10 Clerical Personnel	2016	58	32	55.2	64.3	37	-5	85.8																
	2019	57	39	68.4	64.0	36	3	106.9	22	15	68.2	14	1	13	11	84.6	7	4	15	7	46.7	8	-1	
11 Intermediate Sales & Service Personnel	2016	24	7	29.2	61.9	15	-8	47.1																
	2019	20	4	20.0	63.4	13	-9	31.5	2	1	50.0	1	0	8	2	25.0	2	0	3	2	66.7	1	1	
12 Semi-Skilled Manual Workers	2016	258	41	15.9	18.4	47	-6	86.4																
	2019	285	38	13.3	15.9	45	-7	83.9	151	18	11.9	24	-6	2	0	0.0	0	0	78	11	14.1	12	-1	

Data sources	Part 2 Flow Data Analysis	Part 2 Flow Data Analysis	E - D × 100	Part 3 Goals	E - G × 100	Part 3 Goals	F - I × 100	Part 3 Goals	E - K × 100	Part 3 Goals	F - M × 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	41	56	136.6		0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	41	56	136.6	#REF!	0.0	0.0	0.0	#REF!	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2019	6	4	66.7		0.0	29.1	229.1	0	0.0	29.1	229.1		
	2022	6	4	66.7	#REF!	0.0	0.0	0.0	#REF!	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	4	0	0.0		0.0	3.6	0.0	0	0.0	3.6	0.0		
	2022	4	0	0.0	#REF!	0.0	0.0	0.0	#REF!	0.0	0.0	0.0		
10 Clerical Personnel	2019	20	26	130.0		0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	20	26	130.0	#REF!	0.0	0.0	0.0	#REF!	0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	7	3	42.9		0.0	50.0	85.7	0	0.0	50.0	85.7		
	2022	7	3	42.9	#REF!	0.0	0.0	0.0	#REF!	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2019	75	18	24.0		0.0	15.9	150.9	0	0.0	15.9	150.9		
	2022	75	18	24.0	#REF!	0.0	0.0	0.0	#REF!	0.0	0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

CAE Inc.

2019-02-22

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	Women				All Employees	Women			All Employees	Women			All Employees	Women								
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference						
13 Other Sales & Service Personnel	2016	17	4	23.5	51.1	9	-5	46.0																
	2019	9	2	22.2	50.0	5	-3	44.4	0	0	0.0	0	0	0	1	0	0.0	0	0	1	0	0.0	0	0
14 Other Manual Workers	2016	57	12	21.1	23.8	14	-2	88.5																
	2019	72	7	9.7	23.6	17	-10	41.2	32	2	6.3	8	-6	1	1	100.0	0	1	15	2	13.3	3	-1	
Total	2016	2,915	613	21.0	24.0	700	-87	87.6																
	2019	3,429	755	22.0	22.7	778	-23	97.0	1,215	298	24.5	276	22	809	195	24.1	170	25	617	145	23.5	130	15	

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			
13 Other Sales & Service Personnel	2019	0	0	0.0	0.0	50.0	0.0	0	0.0	50.0	0.0			
	2022	0	0	0.0	#REF!	0.0	#REF!	#REF!	0.0	#REF!	0.0			
14 Other Manual Workers	2019	18	3	16.7	0.0	23.6	70.6	0	0.0	23.6	70.6			
	2022	18	3	16.7	#REF!	0.0	#REF!	#REF!	0.0	#REF!	0.0			
Total	2019	1,407	493	35.0	0.0	22.7	154.4	0	0.0	22.7	154.4			
	2022	1,407	493	35.0	#REF!	0.0	#REF!	#REF!	0.0	#REF!	0.0			

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

CAE Inc.

2019-02-22

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 (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#						
01 Senior Managers	2016	26	0	0.0	2.9	1	-1	0.0																
	2019	29	1	3.4	3.2	1	0	107.8	6	0	0.0	0	0	4	1	25.0	0	1	4	0	0.0	0	0	
02 Middle & Other Managers	2016	284	3	1.1	2.2	6	-3	48.0																
	2019	376	2	0.5	2.7	10	-8	19.7	91	0	0.0	2	-2	122	0	0.0	1	-1	73	0	0.0	1	-1	
03 Professionals	2016	1,442	7	0.5	0.7	10	-3	69.3																
	2019	1,746	11	0.6	0.7	12	-1	90.0	528	2	0.4	4	-2	541	1	0.2	3	-2	272	1	0.4	1	0	
04 Semi-Professionals & Technicians	2016	511	5	1.0	1.1	6	-1	89.0																
	2019	569	6	1.1	1.8	10	-4	58.6	293	0	0.0	5	-5	66	1	1.5	1	0	103	1	1.0	1	0	
05 Supervisors	2016	51	0	0.0	0.8	0	0	0.0																
	2019	66	0	0.0	0.8	1	-1	0.0	21	0	0.0	0	0	24	0	0.0	0	0	8	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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
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Employment Equity Occupational Group (EOG)	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	6	1	16.7	0.0	0.0	0.0	0	0.0	0.0	0.0							
	2022	6	1	16.7	#REF!	0.0	0.0	#REF!	#REF!	0.0	0.0							
02 Middle & Other Managers	2019	140	0	0.0	0.0	2.7	0.0	0	0.0	2.7	0.0							
	2022	140	0	0.0	#REF!	0.0	0.0	#REF!	#REF!	0.0	0.0							
03 Professionals	2019	797	3	0.4	0.0	0.7	53.8	0	0.0	0.7	53.8							
	2022	797	3	0.4	#REF!	0.0	0.0	#REF!	#REF!	0.0	0.0							
04 Semi-Professionals & Technicians	2019	256	1	0.4	0.0	1.8	21.7	0	0.0	1.8	21.7							
	2022	256	1	0.4	#REF!	0.0	0.0	#REF!	#REF!	0.0	0.0							
05 Supervisors	2019	37	0	0.0	0.0	0.8	0.0	0	0.0	0.8	0.0							
	2022	37	0	0.0	#REF!	0.0	0.0	#REF!	#REF!	0.0	0.0							
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0							
	2022	0	0	0.0	#REF!	0.0	0.0	#REF!	#REF!	0.0	0.0							

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

CAE Inc.

2019-02-22

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	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	2016	104	0	0.0	0.7	1	-1	0.0																	
	2019	122	0	0.0	1.0	1	-1	0.0	42	0	0.0	0	0	0	23	0	0.0	0	0	24	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2016	11	0	0.0	1.1	0	0	0.0																	
	2019	13	0	0.0	1.3	0	0	0.0	4	0	0.0	0	0	0	4	0	0.0	0	0	2	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	72	1	1.4	1.3	1	0	106.8																	
	2019	65	0	0.0	1.7	1	-1	0.0	23	0	0.0	0	0	0	0	0	0.0	0	0	19	0	0.0	0	0	0
10 Clerical Personnel	2016	58	0	0.0	1.4	1	-1	0.0																	
	2019	57	0	0.0	1.8	1	-1	0.0	22	0	0.0	0	0	0	13	0	0.0	0	0	15	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2016	24	1	4.2	0.8	0	1	520.8																	
	2019	20	0	0.0	0.8	0	0	0.0	2	0	0.0	0	0	0	8	0	0.0	0	0	3	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	258	0	0.0	0.9	2	-2	0.0																	
	2019	285	0	0.0	1.0	3	-3	0.0	151	0	0.0	2	-2	2	0	0.0	0	0	78	0	0.0	0	0	0	0

Data sources	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F - I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07 Administrative & Senior Clerical	2019	41	0	0.0		0.0	1.0	0.0	0	0.0	1.0	0.0		
	2022	41	0	0.0	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0			
08 Skilled Sales & Service Personnel	2019	6	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	6	0	0.0	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0			
09 Skilled Crafts & Trades Workers	2019	4	0	0.0		0.0	1.7	0.0	0	0.0	1.7	0.0		
	2022	4	0	0.0	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0			
10 Clerical Personnel	2019	20	0	0.0		0.0	1.8	0.0	0	0.0	1.8	0.0		
	2022	20	0	0.0	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0			
11 Intermediate Sales & Service Personnel	2019	7	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	0	0.0	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0			
12 Semi-Skilled Manual Workers	2019	75	0	0.0		0.0	1.0	0.0	0	0.0	1.0	0.0		
	2022	75	0	0.0	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0			

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

CAE Inc.

2019-02-22

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															
		All Employees	Aboriginal Peoples							All Employees	Hires			All Employees	Promotions			All Employees	Terminations						
			Representation	Availability		Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference						
			#	%	#	%	#	%	#		%	#	%		#	%	#		%	#	%				
13	Other Sales & Service Personnel	2016	17	2	11.8	0.8	0	2	1,470.6																
		2019	9	0	0.0	1.3	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	1	0	0.0	0	0
14	Other Manual Workers	2016	57	0	0.0	0.8	0	0	0.0																
		2019	72	0	0.0	1.0	1	-1	0.0	32	0	0.0	0	0	0	0	0	0	0	0	15	0	0.0	0	0
Total		2016	2,915	19	0.7	1.0	29	-10	65.2																
		2019	3,429	20	0.6	1.2	41	-21	48.6	1,215	2	0.2	15	-13	809	3	0.4	5	-2	617	2	0.3	4	-2	

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
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		All Employees	Flow Data			Short-term Goals				Long-term Goals				
			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	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0	
		2022	0	0	0.0		#REF!	0.0	0.0		#REF!	0.0	0.0	
14	Other Manual Workers	2019	18	0	0.0		0.0	1.0	0.0	0	0.0	1.0	0.0	
		2022	18	0	0.0		#REF!	0.0	0.0		#REF!	0.0	0.0	
Total		2019	1,407	5	0.4		0.0	1.2	29.6	0	0.0	1.2	29.6	
		2022	1,407	5	0.4		#REF!	0.0	0.0		#REF!	0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

CAE Inc.

2019-02-22

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						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	%	#	#		
01&02 Managers	2016	310	0	0.0	4.3	13	-13	0.0																
	2019	405	8	2.0	5.0	20	-12	39.5	97	1	1.0	5	-4	126	1	0.8	0	1	77	0	0.0	0	0	0
03 Professionals	2016	1,442	8	0.6	3.8	55	-47	14.6																
	2019	1,746	35	2.0	8.9	155	-120	22.5	528	1	0.2	47	-46	541	6	1.1	3	3	272	1	0.4	2	-1	-1
04 Semi-Professionals & Technicians	2016	511	11	2.2	4.6	24	-13	46.8																
	2019	569	19	3.3	7.6	43	-24	43.9	293	3	1.0	22	-19	66	1	1.5	1	0	103	1	1.0	2	-1	-1
05 Supervisors	2016	51	0	0.0	13.9	7	-7	0.0																
	2019	66	3	4.5	27.5	18	-15	16.5	21	0	0.0	6	-6	24	1	4.2	0	1	8	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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
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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	146	2	1.4	0	0.0	5.0	27.4	0	0.0	5.0	27.4	
	2022	146	2	1.4	#REF!	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0	
03 Professionals	2019	797	7	0.9		0.0	8.9	9.9	0	0.0	8.9	9.9	
	2022	797	7	0.9	#REF!	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0	
04 Semi-Professionals & Technicians	2019	256	4	1.6		0.0	7.6	20.6	0	0.0	7.6	20.6	
	2022	256	4	1.6	#REF!	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0	
05 Supervisors	2019	37	1	2.7		0.0	27.5	9.8	0	0.0	27.5	9.8	
	2022	37	1	2.7	#REF!	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0	
06 Supervisors: Crafts & Trades	2019	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0	#REF!	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

CAE Inc.

2019-02-22

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																
		All Employees	Workforce							All Employees	Hires				All Employees	Promotions				All Employees	Terminations					
			Persons with Disabilities				Gap	EE Result	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities										
			Representation	Availability		Actual			Expected		Difference	Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	104	2	1.9	3.4	4	-2	56.6																		
	2019	122	6	4.9	10.0	12	-6	49.2	42	1	2.4	4	-3	23	0	0.0	0	0	24	0	0.0	0	0	0	0	0
08 Skilled Sales & Service Personnel	2016	11	0	0.0	3.5	0	0	0.0																		
	2019	13	0	0.0	8.0	1	-1	0.0	4	0	0.0	0	0	4	0	0.0	0	0	2	0	0.0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	72	0	0.0	3.8	3	-3	0.0																		
	2019	65	0	0.0	7.8	5	-5	0.0	23	0	0.0	2	-2	0	0	0.0	0	0	19	0	0.0	0	0	0	0	0
10 Clerical Personnel	2016	58	0	0.0	7.0	4	-4	0.0																		
	2019	57	2	3.5	9.3	5	-3	37.7	22	0	0.0	2	-2	13	1	7.7	0	1	15	0	0.0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	2016	24	0	0.0	5.6	1	-1	0.0																		
	2019	20	0	0.0	10.8	2	-2	0.0	2	0	0.0	0	0	8	0	0.0	0	0	3	0	0.0	0	0	0	0	0
12 Semi-Skilled Manual Workers	2016	258	3	1.2	4.8	12	-9	24.2																		
	2019	285	7	2.5	10.3	29	-22	23.8	151	1	0.7	16	-15	2	0	0.0	0	0	78	0	0.0	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
		All Employees	Flow Data			Short-term Goals				Long-term Goals				
			Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2019	41	1	2.4		0.0	10.0	24.4	0	0.0	10.0	24.4		
	2022	41	1	2.4		0.0	#REF!	0.0		#REF!	0.0			
08 Skilled Sales & Service Personnel	2019	6	0	0.0		0.0	8.0	0.0	0	0.0	8.0	0.0		
	2022	6	0	0.0		0.0	#REF!	0.0		#REF!	0.0			
09 Skilled Crafts & Trades Workers	2019	4	0	0.0		0.0	7.8	0.0	0	0.0	7.8	0.0		
	2022	4	0	0.0		0.0	#REF!	0.0		#REF!	0.0			
10 Clerical Personnel	2019	20	1	5.0		0.0	9.3	53.8	0	0.0	9.3	53.8		
	2022	20	1	5.0		0.0	#REF!	0.0		#REF!	0.0			
11 Intermediate Sales & Service Personnel	2019	7	0	0.0		0.0	10.8	0.0	0	0.0	10.8	0.0		
	2022	7	0	0.0		0.0	#REF!	0.0		#REF!	0.0			
12 Semi-Skilled Manual Workers	2019	75	1	1.3		0.0	10.3	12.9	0	0.0	10.3	12.9		
	2022	75	1	1.3		0.0	#REF!	0.0		#REF!	0.0			

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

CAE Inc.

2019-02-22

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	Gnp	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
13 Other Sales & Service Personnel	2016	17	0	0.0	6.3	1	-1	0.0																
	2019	9	1	11.1	10.7	1	0	103.8	0	0	0.0	0	0	1	1	100.0	0	1	1	0	0.0	0	0	
14 Other Manual Workers	2016	57	0	0.0	5.3	3	-3	0.0																
	2019	72	0	0.0	6.8	5	-5	0.0	32	0	0.0	2	-2	1	0	0.0	0	0	15	0	0.0	0	0	
Total	2016	2,915	24	0.8	4.4	128	-104	18.7																
	2019	3,429	81	2.4	8.7	298	-217	27.2	1,215	7	0.6	106	-99	809	11	1.4	7	4	617	2	0.3	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
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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	0	1	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	1	0.0		#REF!	0.0	#REF!	0.0	#REF!	0.0	#REF!	0.0	
14 Other Manual Workers	2019	18	0	0.0		0.0	6.8	0.0	0	0.0	6.8	0.0	0.0	
	2022	18	0	0.0		#REF!	0.0	#REF!	0	#REF!	0.0	#REF!	0.0	
Total	2019	1,407	18	1.3		0.0	8.7	14.7	0	0.0	8.7	14.7	0.0	
	2022	1,407	18	1.3		#REF!	0.0	#REF!	0	#REF!	0.0	#REF!	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

CAE Inc.

2019-02-22

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			Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	%	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#		
01 Senior Managers	2016	26	1	3.8	10.1	3	-2	38.1																
	2019	29	1	3.4	11.5	3	-2	30.0	6	0	0.0	1	-1	4	0	0.0	0	0	4	0	0.0	0	0	0
02 Middle & Other Managers	2016	284	27	9.5	15.0	43	-16	63.4																
	2019	376	51	13.6	17.6	66	-15	77.1	91	12	13.2	16	-4	122	12	9.8	12	0	73	2	2.7	7	-5	
03 Professionals	2016	1,442	230	16.0	24.0	346	-116	66.5																
	2019	1,746	304	17.4	20.4	356	-52	85.3	528	110	20.8	108	2	541	104	19.2	86	18	272	52	19.1	43	9	
04 Semi-Professionals & Technicians	2016	511	79	15.5	12.1	62	17	127.8																
	2019	569	103	18.1	13.9	79	24	130.2	293	68	23.2	41	27	66	12	18.2	10	2	103	16	15.5	16	0	
05 Supervisors	2016	51	9	17.6	17.2	9	0	102.6																
	2019	66	16	24.2	20.9	14	2	116.0	21	9	42.9	4	5	24	8	33.3	4	4	8	4	50.0	1	3	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

Data sources	Part 2 Flow Data Analysis	Part 2 Flow Data Analysis	E - D x 100	Part 3 Goals	E - G x 100	Part 3 Goals	F - I x 100	Part 3 Goals	E - K x 100	Part 3 Goals	F - M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	2019	6	0	0.0		0.0	11.5	0.0		0	0.0	11.5	0.0	
	2022	6	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0	0.0	#REF!	0.0	
02 Middle & Other Managers	2019	140	24	17.1		0.0	17.6	97.4		0	0.0	17.6	97.4	
	2022	140	24	17.1	#REF!	0.0	#REF!	0.0	#REF!	0	0.0	#REF!	0.0	
03 Professionals	2019	797	214	26.9		0.0	20.4	131.6		0	0.0	20.4	131.6	
	2022	797	214	26.9	#REF!	0.0	#REF!	0.0	#REF!	0	0.0	#REF!	0.0	
04 Semi-Professionals & Technicians	2019	256	80	31.3		0.0	0.0	0.0		0	0.0	0.0	0.0	
	2022	256	80	31.3	#REF!	0.0	#REF!	0.0	#REF!	0	0.0	#REF!	0.0	
05 Supervisors	2019	37	17	45.9		0.0	0.0	0.0		0	0.0	0.0	0.0	
	2022	37	17	45.9	#REF!	0.0	#REF!	0.0	#REF!	0	0.0	#REF!	0.0	
06 Supervisors: Crafts & Trades	2019	0	0	0.0		0.0	0.0	0.0		0	0.0	0.0	0.0	
	2022	0	0	0.0	#REF!	0.0	#REF!	0.0	#REF!	0	0.0	#REF!	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

CAE Inc.

2019-02-22

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			Gap			EE Result	All Employees		Visible Minorities		Difference		All Employees		Visible Minorities		Difference			
		#	%	Availability	Gap	EE Result	#	%	#	%	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference		
07 Administrative & Senior Clerical	2016	104	11	10.6	12.2	13	-2	86.7																
	2019	122	24	19.7	14.5	18	6	135.7	42	7	16.7	6	1	23	5	21.7	2	3	24	2	8.3	3	-1	
08 Skilled Sales & Service Personnel	2016	11	1	9.1	9.9	1	0	91.8																
	2019	13	2	15.4	12.9	2	0	119.3	4	0	0.0	1	-1	4	1	25.0	0	1	2	1	50.0	0	1	
09 Skilled Crafts & Trades Workers	2016	72	5	6.9	6.7	5	0	103.6																
	2019	65	5	7.7	8.3	5	0	92.7	23	4	17.4	2	2	0	0	0.0	0	0	19	3	15.8	1	2	
10 Clerical Personnel	2016	58	11	19.0	19.0	11	0	99.8																
	2019	57	13	22.8	22.2	13	0	102.7	22	5	22.7	5	0	13	4	30.8	2	2	15	4	26.7	3	1	
11 Intermediate Sales & Service Personnel	2016	24	0	0.0	23.3	6	-6	0.0																
	2019	20	0	0.0	29.5	6	-6	0.0	2	0	0.0	1	-1	8	0	0.0	0	0	3	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	258	15	5.8	22.7	59	-44	25.6																
	2019	285	29	10.2	26.1	74	-45	39.0	151	30	19.9	39	-9	2	0	0.0	0	0	78	11	14.1	5	6	

Data sources	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E - D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals				
		All Employees		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	
07 Administrative & Senior Clerical	2019	41	12	29.3		0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	41	12	29.3	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0	0.0
08 Skilled Sales & Service Personnel	2019	6	1	16.7		0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	6	1	16.7	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0	0.0
09 Skilled Crafts & Trades Workers	2019	4	4	100.0		0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	4	4	100.0	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0	0.0
10 Clerical Personnel	2019	20	9	45.0		0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	20	9	45.0	#REF!	#REF!	0.0	#REF!	#REF!	#REF!	0.0	0.0
11 Intermediate Sales & Service Personnel	2019	7	0	0.0		0.0	29.5	0.0	0	0.0	29.5	0.0
	2022	7	0	0.0	#REF!	#REF!	29.5	#REF!	#REF!	#REF!	29.5	#REF!
12 Semi-Skilled Manual Workers	2019	75	30	40.0		0.0	26.1	153.3	0	0.0	26.1	153.3
	2022	75	30	40.0	#REF!	#REF!	26.1	#REF!	#REF!	#REF!	26.1	#REF!

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

CAE Inc.

2019-02-22

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															
		All Employees	Visible Minorities					All Employees	Hires			All Employees	Promotions			All Employees	Terminations								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
			#	%	#	%	#		%	#	%		#	%	#		%	#	%	#	%				
13	Other Sales & Service Personnel	2016	17	4	23.5	24.3	4	0	96.8																
		2019	9	3	33.3	28.3	3	0	117.8	0	0	0.0	0	0	0	1	0	0.0	0	0	1	0	0.0	0	0
14	Other Manual Workers	2016	57	6	10.5	22.1	13	-7	47.6																
		2019	72	5	6.9	27.1	20	-15	25.6	32	2	6.3	9	-7	1	0	0.0	0	0	15	1	6.7	2	-1	
Total		2016	2,915	399	13.7	19.6	571	-172	69.8																
		2019	3,429	556	16.2	19.2	658	-102	84.5	1,215	247	20.3	233	14	809	146	18.0	111	35	617	96	15.6	84	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
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		All Employees	Flow Data			Short-term Goals				Long-term Goals					
			Visible Minorities			Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	%	#	%	%	#	%	%				
13	Other Sales & Service Personnel	2019	0	0	0.0		0.0	0.0	0.0		0	0.0	0.0	0.0	
		2022	0	0	0.0		#REF!	0.0	0.0			#REF!	0.0	0.0	
14	Other Manual Workers	2019	18	2	11.1		0.0	27.1	41.0		0	0.0	27.1	41.0	
		2022	18	2	11.1		#REF!	0.0				#REF!	0.0		
Total		2019	1,407	393	27.9		0.0	19.2	145.5		0	0.0	19.2	145.5	
		2022	1,407	393	27.9		#REF!	0.0				#REF!	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
CAE Inc.
2019-02-22

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):

See attached Action Plan

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

[Redacted]

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

[Redacted]

- Other.

[Redacted]

Additional Details

Please provide any additional information (optional):

[Redacted]

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: CAE Inc.

Primary Location: Saint-Laurent (Québec)

Number of Employees:

<ul style="list-style-type: none"> • Ontario 236 • Québec 3046 • Nova Scotia 89 • New Brunswick 12 		<ul style="list-style-type: none"> • British Columbia 20 • Saskatchewan 12 • Alberta 14 •
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Organization Overview:

NAICS 3345 – Navigational, Measuring, Medical and Control Instruments Manufacturing
CAE Inc. provides training solutions for the civil aviation, defence and security, and healthcare markets. The company design and manufactures flight simulation devices, simulators for healthcare markets and provides training solutions.

Key Dates – First Year Assessment

Initiated: 2016-02-01
Received: 2016-05-05
Closed: 2016-05-26
Workforce Analysis: 2016-04-09

Key Dates – Subsequent Assessment

Initiated: 2019-02-27
Received: 2019-02-26
Workforce Analysis: 2019-02-01

DATA VERIFICATION

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

Yes No

Comments: None

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

Yes No

Comments: None

ASSESSMENT OF REASONABLE PROGRESS

- The organization established goals in numbers and not in percentages during the previous assessment.
- The previous compliance assessment revealed 37 gaps and 15 goals were set. The previous assessment accepted that the company be found in compliance without setting goals for all the area of under-representation.

Women

01	Senior Managers	No goal set
02	Middle & Other Managers	Goal met at 925%
03	Professionals	Goal met at 11550%
04	Semi-Professionals & Technicians	Goal met at 1633%
07	Administrative & Senior Clerical Personnel	Goal not required
08	Skilled Sales & Service Personnel	Goal met at 400%
09	Skilled Crafts & Trades Workers	No goal set
10	Clerical Personnel	Goal not required
11	Intermediate Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	Goal met at 1800%
13	Other Sales & Service Personnel	No goal set
14	Other Manual Workers	No goal set

Assessment/Observations

- Goals were not required for EEOGs 07 and 10 given the representation was above 50%.

Aboriginal Peoples

01	Senior Managers	No goal set
02	Middle & Other Managers	No goal set
03	Professionals	Goal met at 300%
04	Semi-Professionals & Technicians	No goal set
07	Administrative & Senior Clerical Personnel	No goal set
10	Clerical Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set

Assessment/Observations

- None

Persons with Disabilities

01/02	Managers	Goal met at 100%
03	Professionals	Goal not met (78% achieved)

04	Semi-Professionals & Technicians	Goal met at 133%
05	Supervisors	No goal set
07	Administrative & Senior Clerical Personnel	No goal set
09	Skilled Crafts & Trades Workers	No goal set
10	Clerical Personnel	Goal met at 100%
11	Intermediate Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set
13	Other Sales & Service Personnel	No goal set
14	Other Manual Workers	No goal set

Assessment/Observations

- EEOG 03: There were 1069 new entrants and seven were persons with disabilities (0.6% hiring rate). Given the LMA of 3.8%, at least 40 would have been expected.

Members of Visible Minorities

01	Senior Managers	No goal set
02	Middle & Other Managers	Goal met at 600%
03	Professionals	Goal met at 1019%
07	Administrative & Senior Clerical Personnel	No goal set
11	Intermediate Sales & Service Personnel	Goal not met (0% Achieved)
12	Semi-Skilled Manual Workers	Goal met at 1500%
14	Other Manual Workers	No goal set

Assessment/Observations

- EEOG 11: There were ten new entrants and none were members of visible minorities. At LMA rate of 23.3%, at least two members of visible minorities would have been expected.

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 14 goals and achieved 12. This equals 86% of goals met, which meet the 80% threshold necessary to demonstrate reasonable efforts.

ASSESSMENT OF GOALS

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

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01	Senior Managers	-4	27.6	27.6	13.8	27.6
02	Middle & Other Managers	-40	39.4	39.4	28.7	39.4
07	Admin & Senior Clerical Personnel	-6	-	-	76.2	80.8
08	Skilled Sales & Service Personnel	-2	29.1	29.1	15.4	29.1
09	Skilled Crafts & Trades Workers	-2	3.6	3.6	0.0	3.6
11	Intermediate Sales & Service Personnel	-9	50.0	50.0	20.0	63.4
12	Semi-Skilled Manual Workers	-7	15.9	15.9	13.3	15.9
13	Other Sales & Service Personnel	-3	50.0	50.0	22.2	50.0
14	Other Manual Workers	-10	23.6	23.6	9.7	23.6

Observations:

- Goals are not required for EEOG 07 given that the current 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)	%
02	Middle & Other Managers	-8	2.7	2.7	0.5	2.7
03	Professionals	-1	0.7	0.7	0.6	0.7
04	Semi-Professionals & Technicians	-4	1.8	1.8	1.1	1.8
05	Supervisors	-1	0.8	0.8	0.0	0.8
07	Admin & Senior Clerical Personnel	-1	1.0	1.0	0.0	1.0
09	Skilled Crafts & Trades Workers	-1	1.7	1.7	0.0	1.7
10	Clerical Personnel	-1	1.8	1.8	0.0	1.8
12	Semi-Skilled Manual Workers	-3	1.0	1.0	0.0	1.0
14	Other Manual Workers	-1	1.0	1.0	0.0	1.0

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	-12	5.0	5.0	2.0	5.0
03	Professionals	-120	8.9	8.9	2.0	8.9
04	Semi-Professionals & Technicians	-24	7.6	7.6	3.3	7.6
05	Supervisors	-15	27.5	27.5	4.5	27.5
07	Admin & Senior Clerical Personnel	-6	10.0	10.0	4.9	10.0
08	Skilled Sales & Service Personnel	-1	8.0	8.0	0.0	8.0
09	Skilled Crafts & Trades Workers	-5	7.8	7.8	0.0	7.8
10	Clerical Personnel	-3	9.3	9.3	3.5	9.3
11	Intermediate Sales & Service Personnel	-2	10.8	10.8	0.0	10.8
12	Semi-Skilled Manual Workers	-22	10.3	10.3	2.5	10.3
14	Other Manual Workers	-5	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	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01	Senior Managers	-2	11.5	11.5	3.4	11.5
02	Middle & Other Managers	-15	17.6	17.6	13.6	17.6
03	Professionals	-52	20.4	20.4	17.4	20.4
11	Intermediate Sales & Service Personnel	-6	29.5	29.5	0.0	29.5
12	Semi-Skilled Manual Workers	-45	26.1	26.1	10.2	26.1
14	Other Manual Workers	-15	27.1	27.1	6.9	27.1

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:

- CAE Inc. has demonstrated through their second compliance assessment submission that they were able to meet 12 of the 14 goals set during their first compliance assessment but thirty-five (35) gaps are still present across all four designated groups. We recommend that this organization continue to implement hiring practices that encourage recruitment in the designated groups.
- CAE Inc. may focus on the early stages of the hiring and recruitment process to ensure that there are no barriers in place, which are preventing employment equity. The company may want to consider conducting an Employment Systems Review (ESR) to identify any potential barriers to the recruitment and retention of employees of designated groups. Guidance on the conduct of an ESR is available on the Labour Program website ([Step 2-2](#) of the training modules). While conducting the ESR, we recommend that CAE Inc. focus on the early stages of the hiring and recruitment process to ensure that there are no barriers in place, which are preventing employment equity.
- It may be beneficial for CAE inc. to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of the designated groups. Fostering relationships with these organizations could allow CAE Inc. to address and close gaps through internships or permanent employment when vacancies arise.

Name of Analyst: Maurice N. Yakibonge

Date: 2019-03-22

From: Yakibonge, Ntambwe N [NC] **On Behalf Of** EE-EME
Sent: April 5, 2019 2:49 PM
To: 'marc.parent@cae.com' <marc.parent@cae.com>
Cc: 'francois.couture@cae.com' <francois.couture@cae.com>; 'janick.farmer@cae.com' <janick.farmer@cae.com>
Subject: Government of Canada Agreement Number: 050047 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Marc Parent:

I am writing to inform you that the subsequent compliance assessment initiated on February 27, 2019, has been completed. As a result of the assessment, CAE 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 CAE Inc. for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of CAE Inc.'s employment equity program.

- Over the course of the current compliance assessment, CAE Inc. achieved 12 of the 14 goals set during the previous assessment. Thirty-five (35) gaps are still present in the four designated groups. We recommend that you continue implementing recruitment, hiring and retention practices to promote employment equity.
- CAE Inc. could focus on the first steps of the recruitment process to ensure that none of the barriers in place prevent the achievement of full representation of members of the four designated groups. The organization may wish to conduct an employment systems review to identify potential barriers to the recruitment and retention of employees from the designated groups. Guidance on how to conduct an employment systems review is available on the Workplace Equity Information Management System help page ([Step 2-2](#) of the training modules). We recommend that, during the employment systems review, CAE Inc. focus on the first steps of the recruitment process to ensure that there are no barriers in place to prevent employment equity.
- It could also be beneficial for CAE Inc. to develop relationships with colleagues, universities or professional associations in order to identify and recruit students or qualified professionals from the designated groups. Promoting ties with such organizations could help CAE Inc. close the gaps in representation of members from the designated groups through internships or permanent jobs in the event of 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 27, 2022. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When CAE 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, CAE 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

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

Sincerely,

Workplace Equity Team

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



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