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Human Resources and  
Skills Development Canada  
Ressources humaines et  
Développement des compétences Canada

Labour Program  
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°: 020061

### Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization CBCL Limited	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [Redacted]
Organization's North American Industry Classification System (NAICS) Code N° 5413	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 296 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm</a>

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.) 1489 Hollis Street	City Halifax	Province NS	Postal Code B3J 2R7
	Telephone Number 902.421.7241	Fax Number 902.423.338	

EMPLOYMENT EQUITY CONTACT	
Name (print) Bonnie Elliott	Title HR Coordinator
Telephone Number 902.492.6743	E-mail Address belliott@cbcl.ca

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) MacDara Woodman	Title VP, Buildings Services
Telephone Number 902.492.6748	E-mail Address daraw@cbcl.ca
[Redacted]	Date Dec 6 <sup>th</sup> 2013

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



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

Reporting Period 2015-11-02 to 2018-06-01

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	
Nova Scotia	210	17	0	227	Halifax	185	14	0	199
New Brunswick	50	6	0	56	St. John's	12	2	0	14
Prince Edward Island	13	2	0	15	Moncton	7	1	0	8
Newfoundland and Labrador	19	2	0	21	Saint John	18	2	0	20
Total Employees in Canada				319	N.B. less CMA	25	3	0	28
					N.S. less CMA	25	3	0	28
					Nfld.Lab. less CMA	7	0	0	7
					P.E.I.	13	2	0	15
					Total Employees in Canada				319



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-11-02 to 2018-06-01

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
<b>Senior Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4	1	1										
	3	1	1										
	2												
	1	1		1									
	<b>Total</b>	3	2	1									
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$ 60,000 - \$64,999	4	6	5	1									
	3	13	13										
	2	1	1										
	1	2		2	1		1						
	<b>Total</b>	22	19	3	1		1						
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	13	13										
	3	55	50	5			3	2	1	5	5		
	2	59	43	16			2		2	8	7	1	
	1	7	4	3			1		1				
	<b>Total</b>	134	110	24				6	2	4	13	12	1
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	22	20	2			1	1		1	1		
	3	51	41	10			3	3		3	2	1	
	2	20	15	5			1		1	3	2	1	
	1	6	5	1									
	<b>Total</b>	99	81	18				5	4	1	7	5	2



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-11-02 to 2018-06-01

001624

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 80,000 - \$84,999  Bottom Range: \$ 25,000 - \$29,999	4	4		4				1		1			
	3	1		1									
	2	7		7									
	1	5	2	3				2		2			
	<b>Total</b>		17	2	15				3		3		
<b>Clerical Personnel</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: Under \$5,000	4	6	1	5									
	3	9	3	6				2	2				
	2	1		1									
	1	1	1										
	<b>Total</b>		17	5	12				2	2			
<b>Total Number of Employees</b>		<b>292</b>	<b>219</b>	<b>73</b>	<b>1</b>		<b>1</b>	<b>16</b>	<b>8</b>	<b>8</b>	<b>20</b>	<b>17</b>	<b>3</b>





FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2015-11-02 to 2018-06-01

001625

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Professionals</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: Under \$5,000	4	3	2	1									
	3	1		1									
	2	2	1	1									
	1	1	1										
	<b>Total</b>	7	4	3									
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: Under \$5,000	4	7	7					1	1				
	3	3	2	1							1		1
	2												
	1	7	5	2	1	1							
	<b>Total</b>	17	14	3	1	1		1	1		1		1
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2015-11-02 to 2018-06-01

001626

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Clerical Personnel</b>  Top Range: \$ 30,000 - \$34,999  Bottom Range: \$ 30,000 - \$34,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>		1		1								
<b>Total Number of Employees</b>		<b>27</b>	<b>20</b>	<b>7</b>	<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>		<b>1</b>		<b>1</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

Reporting Period 2015-11-02 to 2018-06-01

001627

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4	1	1										
	3	1	1										
	2												
	1	1		1									
	<b>Total</b>	3	2	1									
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$ 60,000 - \$64,999	4	6	5	1									
	3	9	9										
	2	1	1										
	1	2		2	1		1						
	<b>Total</b>	18	15	3	1		1						
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	10	10										
	3	46	43	3			1	1		5	5		
	2	43	29	14			2		2	7	6	1	
	1	5	3	2			1		1				
	<b>Total</b>	104	85	19				4	1	3	12	11	1
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 95,000 - \$99,999  Bottom Range: Under \$5,000	4	14	13	1			1	1		1	1		
	3	30	23	7			3	3		3	2	1	
	2	10	7	3			1		1	2	1	1	
	1	4	3	1									
	<b>Total</b>	58	46	12				5	4	1	6	4	2



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Nova Scotia

Reporting Period 2015-11-02 to 2018-06-01

001628

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 80,000 - \$84,999  Bottom Range: \$ 25,000 - \$29,999	4	4		4				1		1			
	3												
	2	5		5									
	1	4	2	2				1		1			
	<b>Total</b>		13	2	11				2		2		
<b>Clerical Personnel</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: Under \$5,000	4	4	1	3									
	3	8	3	5				2	2				
	2	1		1									
	1	1	1										
	<b>Total</b>		14	5	9				2	2			
<b>Total Number of Employees</b>		<b>210</b>	<b>155</b>	<b>55</b>	<b>1</b>		<b>1</b>	<b>13</b>	<b>7</b>	<b>6</b>	<b>18</b>	<b>15</b>	<b>3</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Nova Scotia

Reporting Period 2015-11-02 to 2018-06-01

001629

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Professionals</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: \$ 30,000 - \$34,999	4	3	2	1									
	3												
	2												
	1	1		1									
	<b>Total</b>	4	2	2									
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: Under \$5,000	4	3	3										
	3	3	2	1							1		1
	2												
	1	5	4	1	1	1							
	<b>Total</b>	11	9	2	1	1					1		1
<b>Administrative and Senior Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Nova Scotia

Reporting Period 2015-11-02 to 2018-06-01

001630

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>17</b>	<b>13</b>	<b>4</b>	<b>1</b>	<b>1</b>					<b>1</b>		<b>1</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / New Brunswick

Reporting Period 2015-11-02 to 2018-06-01

001631

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	2	2										
	<b>Total</b>	2	2										
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: \$ 45,000 - \$49,999	4	5	5										
	3	1		1									
	2	2	2										
	1	8	6	2							1	1	
	<b>Total</b>	16	13	3							1	1	
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 90,000 - \$94,999  Bottom Range: Under \$5,000	4	10	9	1									
	3	11	10	1									
	2	5	4	1							1	1	
	1	2	2										
	<b>Total</b>	28	25	3							1	1	
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: \$ 35,000 - \$39,999	4	1		1									
	3												
	2	1		1									
	1	1		1				1		1			
	<b>Total</b>	3		3				1		1			



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / New Brunswick

Reporting Period 2015-11-02 to 2018-06-01

001632

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Clerical Personnel</b>  Top Range: \$ 45,000 - \$49,999  Bottom Range: \$ 45,000 - \$49,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>		1		1								
<b>Total Number of Employees</b>		<b>50</b>	<b>40</b>	<b>10</b>				<b>1</b>		<b>1</b>	<b>2</b>	<b>2</b>	





FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / New Brunswick

Reporting Period 2015-11-02 to 2018-06-01

001633

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Professionals</b>  Top Range: \$ 50,000 - \$54,999  Bottom Range: Under \$5,000	4	1		1									
	3	1	1										
	2												
	1	1	1										
	<b>Total</b>		3	2	1								
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 55,000 - \$59,999  Bottom Range: Under \$5,000	4	1	1					1	1				
	3												
	2												
	1	1		1									
	<b>Total</b>		2	1	1				1	1			
<b>Clerical Personnel</b>  Top Range: \$ 30,000 - \$34,999  Bottom Range: \$ 30,000 - \$34,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>		1		1								
<b>Total Number of Employees</b>		<b>6</b>	<b>3</b>	<b>3</b>				<b>1</b>	<b>1</b>				



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Prince Edward Island

Reporting Period 2015-11-02 to 2018-06-01

001634

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Professionals</b>  Top Range: \$ 95,000 - \$99,999  Bottom Range: Under \$5,000	4	3	3				1	1					
	3	2	2										
	2	1	1										
	1	1	1										
	<b>Total</b>	7	7					1	1				
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 85,000 - \$89,999  Bottom Range: \$ 40,000 - \$44,999	4	1	1										
	3												
	2	1	1										
	1	2	2										
	<b>Total</b>	4	4										
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 35,000 - \$39,999  Bottom Range: \$ 35,000 - \$39,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Prince Edward Island

Reporting Period 2015-11-02 to 2018-06-01

001635

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>13</b>	<b>12</b>	<b>1</b>				<b>1</b>	<b>1</b>				



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Prince Edward Island

Reporting Period 2015-11-02 to 2018-06-01

001636

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 55,000 - \$59,999  Bottom Range: Under \$5,000	4	1	1										
	3												
	2												
	1	1	1										
	<b>Total</b>		2	2									
<b>Total Number of Employees</b>		2	2										



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Newfoundland and Labrador

Reporting Period 2015-11-02 to 2018-06-01

001637

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	3	3										
	3	2	1	1				1		1			
	2	1	1										
	1	1		1									
	<b>Total</b>	7	5	2				1		1			
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over  Bottom Range: \$ 50,000 - \$54,999	4	1	1										
	3												
	2	4	3	1									
	1	4	2	2									
	<b>Total</b>	9	6	3									
<b>Clerical Personnel</b>  Top Range: \$ 55,000 - \$59,999  Bottom Range: \$ 30,000 - \$34,999	4	1		1									
	3												
	2												
	1	1		1									
	<b>Total</b>	2		2									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Newfoundland and Labrador

Reporting Period 2015-11-02 to 2018-06-01

001638

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>19</b>	<b>12</b>	<b>7</b>				<b>1</b>		<b>1</b>			



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Newfoundland and Labrador

Reporting Period 2015-11-02 to 2018-06-01

001639

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 50,000 - \$54,999  Bottom Range: \$ 50,000 - \$54,999	4	1	1										
	3												
	2												
	1	1	1										
	<b>Total</b>		2	2									
<b>Total Number of Employees</b>		2	2										



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2015-11-02 to 2018-06-01

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	13	9	4				1		1			
\$ 25,000 - \$29,999	5	5								1	1	
\$ 30,000 - \$34,999	6	1	5				2	1	1			
\$ 35,000 - \$37,499	4		4				1		1			
\$ 37,500 - \$39,999	3	1	2									
\$ 40,000 - \$44,999	15	11	4				1	1		1	1	
\$ 45,000 - \$49,999	13	8	5				1		1	2	1	1
\$ 50,000 - \$59,999	40	25	15							5	4	1
\$ 60,000 - \$69,999	42	31	11				2	2		3	3	
\$ 70,000 - \$84,999	53	38	15	1		1	5	2	3	3	2	1
\$ 85,000 - \$99,999	40	34	6				3	2	1	5	5	
\$100,000 and over	58	56	2									
<b>Total Number of Employees</b>	<b>292</b>	<b>219</b>	<b>73</b>	<b>1</b>		<b>1</b>	<b>16</b>	<b>8</b>	<b>8</b>	<b>20</b>	<b>17</b>	<b>3</b>





FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

Reporting Period 2015-11-02 to 2018-06-01

001641

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$5,000</b>	9	7	2	1	1							
<b>\$ 25,000 - \$29,999</b>	1	1										
<b>\$ 30,000 - \$34,999</b>	2		2									
<b>\$ 40,000 - \$49,999</b>	4	3	1							1		1
<b>\$ 50,000 and over</b>	11	9	2				1	1				
<b>Total Number of Employees</b>	27	20	7	1	1		1	1		1		1



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Nova Scotia

Reporting Period 2015-11-02 to 2018-06-01

001642

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	9	6	3				1		1			
<b>\$ 25,000 - \$29,999</b>	3	3										
<b>\$ 30,000 - \$34,999</b>	5	1	4				2	1	1			
<b>\$ 35,000 - \$37,499</b>	2		2									
<b>\$ 37,500 - \$39,999</b>	2	1	1									
<b>\$ 40,000 - \$44,999</b>	12	9	3				1	1		1	1	
<b>\$ 45,000 - \$49,999</b>	7	3	4				1		1	2	1	1
<b>\$ 50,000 - \$59,999</b>	26	15	11							4	3	1
<b>\$ 60,000 - \$69,999</b>	27	19	8				2	2		3	3	
<b>\$ 70,000 - \$84,999</b>	41	27	14	1		1	5	2	3	3	2	1
<b>\$ 85,000 - \$99,999</b>	30	27	3				1	1		5	5	
<b>\$100,000 and over</b>	46	44	2									
<b>Total Number of Employees</b>	<b>210</b>	<b>155</b>	<b>55</b>	<b>1</b>		<b>1</b>	<b>13</b>	<b>7</b>	<b>6</b>	<b>18</b>	<b>15</b>	<b>3</b>



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Nova Scotia

Reporting Period 2015-11-02 to 2018-06-01

001643

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$5,000</b>	6	5	1	1	1							
<b>\$ 30,000 - \$34,999</b>	1		1									
<b>\$ 40,000 - \$49,999</b>	4	3	1							1		1
<b>\$ 50,000 and over</b>	6	5	1									
<b>Total Number of Employees</b>	17	13	4	1	1					1		1



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / New Brunswick

Reporting Period 2015-11-02 to 2018-06-01

001644

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	2	2										
<b>\$ 25,000 - \$29,999</b>	2	2								1	1	
<b>\$ 35,000 - \$37,499</b>	2		2				1		1			
<b>\$ 40,000 - \$44,999</b>	2	1	1									
<b>\$ 45,000 - \$49,999</b>	5	4	1									
<b>\$ 50,000 - \$59,999</b>	8	6	2							1	1	
<b>\$ 60,000 - \$69,999</b>	9	7	2									
<b>\$ 70,000 - \$84,999</b>	8	8										
<b>\$ 85,000 - \$99,999</b>	7	5	2									
<b>\$100,000 and over</b>	5	5										
<b>Total Number of Employees</b>	<b>50</b>	<b>40</b>	<b>10</b>				<b>1</b>		<b>1</b>	<b>2</b>	<b>2</b>	



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / New Brunswick

Reporting Period 2015-11-02 to 2018-06-01

001645

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$5,000</b>	2	1	1									
<b>\$ 25,000 - \$29,999</b>	1	1										
<b>\$ 30,000 - \$34,999</b>	1		1									
<b>\$ 50,000 and over</b>	2	1	1				1	1				
<b>Total Number of Employees</b>	6	3	3				1	1				



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Prince Edward Island

Reporting Period 2015-11-02 to 2018-06-01

001646

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	1	1										
<b>\$ 37,500 - \$39,999</b>	1		1									
<b>\$ 40,000 - \$44,999</b>	1	1										
<b>\$ 45,000 - \$49,999</b>	1	1										
<b>\$ 50,000 - \$59,999</b>	3	3										
<b>\$ 60,000 - \$69,999</b>	1	1										
<b>\$ 70,000 - \$84,999</b>	2	2										
<b>\$ 85,000 - \$99,999</b>	2	2					1	1				
<b>\$100,000 and over</b>	1	1										
<b>Total Number of Employees</b>	13	12	1				1	1				



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Prince Edward Island

Reporting Period 2015-11-02 to 2018-06-01

001647

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$5,000</b>	<b>1</b>	<b>1</b>										
<b>\$ 50,000 and over</b>	<b>1</b>	<b>1</b>										
<b>Total Number of Employees</b>	<b>2</b>	<b>2</b>										



**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / Newfoundland and Labrador**  
**Reporting Period 2015-11-02 to 2018-06-01**

001648

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	1		1									
<b>\$ 30,000 - \$34,999</b>	1		1									
<b>\$ 50,000 - \$59,999</b>	3	1	2									
<b>\$ 60,000 - \$69,999</b>	5	4	1									
<b>\$ 70,000 - \$84,999</b>	2	1	1									
<b>\$ 85,000 - \$99,999</b>	1		1				1		1			
<b>\$100,000 and over</b>	6	6										
<b>Total Number of Employees</b>	<b>19</b>	<b>12</b>	<b>7</b>				<b>1</b>		<b>1</b>			





**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Part-Time / Newfoundland and Labrador**  
**Reporting Period 2015-11-02 to 2018-06-01**

001649

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>\$ 50,000 and over</b>	<b>2</b>	<b>2</b>										
<b>Total Number of Employees</b>	<b>2</b>	<b>2</b>										



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2015-11-02 to 2018-06-01

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
<b>Middle and Other Managers</b>	1		1									
<b>Professionals</b>	53	41	12				2		2	8	8	
<b>Semi-Professionals and Technicians</b>	25	22	3				1	1		3	1	2
<b>Administrative and Senior Clerical Personnel</b>	10		10				2		2			
<b>Clerical Personnel</b>	4	2	2				1	1				
<b>Total Number of Employees Hired</b>	93	65	28				6	2	4	11	9	2



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

Reporting Period 2015-11-02 to 2018-06-01

001651

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	6	3	3				1		1			
<b>Semi-Professionals and Technicians</b>	20	15	5	1	1		2	1	1	1	1	
<b>Administrative and Senior Clerical Personnel</b>	1	1										
<b>Clerical Personnel</b>	3		3							1		1
<b>Total Number of Employees Hired</b>	30	19	11	1	1		3	1	2	2	1	1



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Nova Scotia

Reporting Period 2015-11-02 to 2018-06-01

001652

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	1		1									
<b>Professionals</b>	36	27	9				2		2	7	7	
<b>Semi-Professionals and Technicians</b>	17	14	3				1	1		3	1	2
<b>Administrative and Senior Clerical Personnel</b>	8		8				1		1			
<b>Clerical Personnel</b>	4	2	2				1	1				
<b>Total Number of Employees Hired</b>	66	43	23				5	2	3	10	8	2



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / Nova Scotia

Reporting Period 2015-11-02 to 2018-06-01

001653

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	5	2	3				1		1			
<b>Semi-Professionals and Technicians</b>	10	7	3	1	1		2	1	1			
<b>Administrative and Senior Clerical Personnel</b>	1	1										
<b>Clerical Personnel</b>	3		3							1		1
<b>Total Number of Employees Hired</b>	19	10	9	1	1		3	1	2	1		1



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / New Brunswick

Reporting Period 2015-11-02 to 2018-06-01

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
<b>Professionals</b>	8	7	1							1	1	
<b>Semi-Professionals and Technicians</b>	5	5										
<b>Administrative and Senior Clerical Personnel</b>	1		1				1		1			
<b>Total Number of Employees Hired</b>	14	12	2				1		1	1	1	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / New Brunswick

Reporting Period 2015-11-02 to 2018-06-01

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
<b>Professionals</b>	1	1										
<b>Semi-Professionals and Technicians</b>	8	6	2							1	1	
<b>Total Number of Employees Hired</b>	9	7	2							1	1	



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / Prince Edward Island**

**Reporting Period 2015-11-02 to 2018-06-01**

001656

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	4	4										
<b>Administrative and Senior Clerical Personnel</b>	1		1									
<b>Total Number of Employees Hired</b>	5	4	1									





**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Part-Time / Prince Edward Island**  
**Reporting Period 2015-11-02 to 2018-06-01**

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
<b>Semi-Professionals and Technicians</b>	<b>2</b>	<b>2</b>										
<b>Total Number of Employees Hired</b>	<b>2</b>	<b>2</b>										



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Newfoundland and Labrador**  
**Reporting Period 2015-11-02 to 2018-06-01**

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
<b>Professionals</b>	<b>5</b>	<b>3</b>	<b>2</b>									
<b>Semi-Professionals and Technicians</b>	<b>3</b>	<b>3</b>										
<b>Total Number of Employees Hired</b>	<b>8</b>	<b>6</b>	<b>2</b>									



**CBCL Limited (certificate # 020061)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2015-11-02 to 2018-06-01**

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
<b>Middle and Other Managers</b>	<b>2</b>	<b>2</b>										
<b>Total Number of Employees Promoted</b>	<b>2</b>	<b>2</b>										
<b>Total Number of Promotions</b>	<b>2</b>	<b>2</b>										



**CBCL Limited (certificate # 020061)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Nova Scotia**  
**Reporting Period 2015-11-02 to 2018-06-01**

001660

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	<b>1</b>	<b>1</b>										
<b>Total Number of Employees Promoted</b>	<b>1</b>	<b>1</b>										
<b>Total Number of Promotions</b>	<b>1</b>	<b>1</b>										



**CBCL Limited (certificate # 020061)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / New Brunswick**  
**Reporting Period 2015-11-02 to 2018-06-01**

001661

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	<b>1</b>	<b>1</b>										
<b>Total Number of Employees Promoted</b>	<b>1</b>	<b>1</b>										
<b>Total Number of Promotions</b>	<b>1</b>	<b>1</b>										



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2015-11-02 to 2018-06-01

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
<b>Middle and Other Managers</b>	4	3	1									
<b>Professionals</b>	32	26	6				1	1		2	1	1
<b>Semi-Professionals and Technicians</b>	21	18	3				1		1			
<b>Administrative and Senior Clerical Personnel</b>	8		8									
<b>Clerical Personnel</b>	5		5									
<b>Total Number of Employees Terminated</b>	<b>70</b>	<b>47</b>	<b>23</b>				<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2015-11-02 to 2018-06-01

001663

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	<b>9</b>	<b>5</b>	<b>4</b>				<b>1</b>		<b>1</b>			
<b>Semi-Professionals and Technicians</b>	<b>18</b>	<b>14</b>	<b>4</b>				<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	
<b>Clerical Personnel</b>	<b>4</b>		<b>4</b>	<b>1</b>		<b>1</b>				<b>1</b>		<b>1</b>
<b>Total Number of Employees Terminated</b>	<b>31</b>	<b>19</b>	<b>12</b>	<b>1</b>		<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Nova Scotia

Reporting Period 2015-11-02 to 2018-06-01

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
<b>Middle and Other Managers</b>	1	1										
<b>Professionals</b>	27	23	4				1	1		2	1	1
<b>Semi-Professionals and Technicians</b>	16	13	3				1		1			
<b>Administrative and Senior Clerical Personnel</b>	5		5									
<b>Clerical Personnel</b>	4		4									
<b>Total Number of Employees Terminated</b>	<b>53</b>	<b>37</b>	<b>16</b>				<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>





FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / Nova Scotia

Reporting Period 2015-11-02 to 2018-06-01

001665

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	8	5	3				1		1			
<b>Semi-Professionals and Technicians</b>	10	7	3				2	1	1			
<b>Clerical Personnel</b>	4		4	1		1				1		1
<b>Total Number of Employees Terminated</b>	22	12	10	1		1	3	1	2	1		1



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / New Brunswick

Reporting Period 2015-11-02 to 2018-06-01

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
<b>Middle and Other Managers</b>	1	1										
<b>Professionals</b>	2	2										
<b>Semi-Professionals and Technicians</b>	3	3										
<b>Administrative and Senior Clerical Personnel</b>	2		2									
<b>Total Number of Employees Terminated</b>	8	6	2									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / New Brunswick

Reporting Period 2015-11-02 to 2018-06-01

001667

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Semi-Professionals and Technicians</b>	7	6	1							1	1	
<b>Total Number of Employees Terminated</b>	7	6	1							1	1	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED  
 Full-Time / Prince Edward Island  
 Reporting Period 2015-11-02 to 2018-06-01

001668

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	1		1									
<b>Administrative and Senior Clerical Personnel</b>	1		1									
<b>Total Number of Employees Terminated</b>	2		2									



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Part-Time / Prince Edward Island**  
**Reporting Period 2015-11-02 to 2018-06-01**

001669

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Semi-Professionals and Technicians</b>	<b>1</b>	<b>1</b>										
<b>Total Number of Employees Terminated</b>	<b>1</b>	<b>1</b>										



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Newfoundland and Labrador**  
**Reporting Period 2015-11-02 to 2018-06-01**

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
<b>Middle and Other Managers</b>	2	1	1									
<b>Professionals</b>	2	1	1									
<b>Semi-Professionals and Technicians</b>	2	2										
<b>Clerical Personnel</b>	1		1									
<b>Total Number of Employees Terminated</b>	7	4	3									



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Part-Time / Newfoundland and Labrador**  
**Reporting Period 2015-11-02 to 2018-06-01**

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
<b>Professionals</b>	<b>1</b>		<b>1</b>									
<b>Total Number of Employees Terminated</b>	<b>1</b>		<b>1</b>									



Workplace Equity Information Management System - CBCL Limited

Workforce Analysis - Detailed Report

Date: 2018-06-01

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	2	1	50.0 %	27.4 %	1	0	National
<b>02 : Middle and Other Managers</b>	National	24	3	12.5 %	38.9 %	9	-6	National
<b>03 : Professionals</b>		140	27	19.3 %	12.9 %	18	9	
1111 : Financial auditors and accountants	Nova Scotia	4	3	75.0 %	68.6 %	3	0	Nova Scotia
2113 : Geoscientists and oceanographers	New Brunswick	1	1	100.0 %	25.0 %	0	1	New Brunswick
2113 : Geoscientists and oceanographers	Nova Scotia	1	0	0.0 %	21.1 %	0	0	Nova Scotia
2121 : Biologists and related scientists	Nova Scotia	5	4	80.0 %	61.3 %	3	1	Nova Scotia
2131 : Civil engineers	New Brunswick	12	3	25.0 %	11.7 %	1	2	New Brunswick
2131 : Civil engineers	Newfoundland and Labrador	4	2	50.0 %	7.6 %	0	2	Newfoundland and Labrador
2131 : Civil engineers	Nova Scotia	39	4	10.3 %	13.1 %	5	-1	Nova Scotia
2131 : Civil engineers	Prince Edward Island	6	0	0.0 %	0.0 %	0	0	Prince Edward Island
2132 : Mechanical engineers	New Brunswick	2	0	0.0 %	6.2 %	0	0	New Brunswick
2132 : Mechanical engineers	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2132 : Mechanical engineers	Nova Scotia	17	0	0.0 %	10.0 %	2	-2	Nova Scotia
2132 : Mechanical engineers	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2133 : Electrical and electronics engineers	New Brunswick	2	0	0.0 %	5.1 %	0	0	New Brunswick
2133 : Electrical and electronics engineers	Newfoundland and Labrador	2	0	0.0 %	8.4 %	0	0	Newfoundland and Labrador
2133 : Electrical and electronics engineers	Nova Scotia	21	1	4.8 %	8.0 %	2	-1	Nova Scotia
2134 : Chemical engineers	Nova Scotia	1	1	100.0 %	22.7 %	0	1	Nova Scotia
2148 : Other professional engineers, n.e.c.	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2148 : Other professional engineers, n.e.c.	Nova Scotia	17	8	47.1 %	0.0 %	0	8	Nova Scotia
2171 : Information systems analysts and consultants	Nova Scotia	2	0	0.0 %	26.0 %	1	-1	Nova Scotia
4112 : Lawyers and Quebec notaries	Nova Scotia	1	0	0.0 %	39.3 %	0	0	Nova Scotia
<b>04 : Semi-Professionals and Technicians</b>		109	19	17.4 %	10.8 %	12	7	





Workplace Equity Information Management System - CBCL Limited

Workforce Analysis - Detailed Report

Date: 2018-06-01

001673

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2212 : Geological and mineral technologists and technicians	New Brunswick	1	1	100.0 %	22.0 %	0	1	New Brunswick
2221 : Biological technologists and technicians	Nova Scotia	1	1	100.0 %	51.9 %	1	0	Nova Scotia
2225 : Landscape and horticulture technicians and specialists	New Brunswick	2	1	50.0 %	32.7 %	1	0	New Brunswick
2225 : Landscape and horticulture technicians and specialists	Nova Scotia	2	1	50.0 %	44.6 %	1	0	Nova Scotia
2231 : Civil engineering technologists and technicians	New Brunswick	14	1	7.1 %	9.6 %	1	0	New Brunswick
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	6	2	33.3 %	19.2 %	1	1	Newfoundland and Labrador
2231 : Civil engineering technologists and technicians	Nova Scotia	18	4	22.2 %	5.2 %	1	3	Nova Scotia
2231 : Civil engineering technologists and technicians	Prince Edward Island	3	0	0.0 %	0.0 %	0	0	Prince Edward Island
2232 : Mechanical engineering technologists and technicians	New Brunswick	4	0	0.0 %	0.0 %	0	0	New Brunswick
2232 : Mechanical engineering technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	7.0 %	0	0	Newfoundland and Labrador
2232 : Mechanical engineering technologists and technicians	Nova Scotia	7	0	0.0 %	0.0 %	0	0	Nova Scotia
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	1	0	0.0 %	14.5 %	0	0	Nova Scotia
2234 : Construction estimators	Nova Scotia	2	0	0.0 %	8.7 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	2	0	0.0 %	6.2 %	0	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Newfoundland and Labrador	2	1	50.0 %	11.0 %	0	1	Newfoundland and Labrador
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	10	2	20.0 %	4.2 %	0	2	Nova Scotia
2253 : Drafting technologists and technicians	New Brunswick	5	0	0.0 %	15.0 %	1	-1	New Brunswick
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	17.9 %	0	0	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Nova Scotia	16	3	18.8 %	19.3 %	3	0	Nova Scotia
2253 : Drafting technologists and technicians	Prince Edward Island	1	0	0.0 %	28.6 %	0	0	Prince Edward Island
2254 : Land survey technologists and technicians	Nova Scotia	2	2	100.0 %	0.0 %	0	2	Nova Scotia
2262 : Engineering inspectors and regulatory officers	Nova Scotia	2	0	0.0 %	14.5 %	0	0	Nova Scotia
2262 : Engineering inspectors and regulatory officers	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2264 : Construction inspectors	Newfoundland and Labrador	1	0	0.0 %	9.7 %	0	0	Newfoundland and Labrador



Workplace Equity Information Management System - CBCL Limited

Workforce Analysis - Detailed Report

Date: 2018-06-01

001674

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2264 : Construction inspectors	Labrador							
2264 : Construction inspectors	Nova Scotia	2	0	0.0 %	3.4 %	0	0	Nova Scotia
2264 : Construction inspectors	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2281 : Computer network technicians	Nova Scotia	1	0	0.0 %	18.4 %	0	0	Nova Scotia
<b>07 : Administrative and Senior Clerical Personnel</b>		17	15	88.2 %	82.5 %	14	1	
Employment Equity Occupational Group	Halifax	11	9	81.8 %	81.4 %	9	0	Halifax
Employment Equity Occupational Group	Moncton	1	1	100.0 %	80.9 %	1	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	86.1 %	1	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	2	2	100.0 %	87.0 %	2	0	N.S. less CMA
Employment Equity Occupational Group	P.E.I.	1	1	100.0 %	82.4 %	1	0	P.E.I.
Employment Equity Occupational Group	Saint John	1	1	100.0 %	83.6 %	1	0	Saint John
<b>10 : Clerical Personnel</b>		18	13	72.2 %	68.4 %	12	1	
Employment Equity Occupational Group	Halifax	13	8	61.5 %	67.7 %	9	-1	Halifax
Employment Equity Occupational Group	Moncton	1	1	100.0 %	62.4 %	1	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	72.6 %	1	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	1	1	100.0 %	71.4 %	1	0	N.S. less CMA
Employment Equity Occupational Group	St. John's	2	2	100.0 %	72.6 %	1	1	St. John's
<b>Total</b>		310	78	25.2 %	21.3 %	66	12	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - CBCL Limited

Workforce Analysis - Detailed Report

Date: 2018-06-01

001675

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	2	0	0.0 %	2.9 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	24	1	4.2 %	2.2 %	1	0	National
<b>03 : Professionals</b>		140	0	0.0 %	0.3 %	0	0	
1111 : Financial auditors and accountants	Nova Scotia	4	0	0.0 %	4.0 %	0	0	Nova Scotia
2113 : Geoscientists and oceanographers	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2113 : Geoscientists and oceanographers	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2121 : Biologists and related scientists	Nova Scotia	5	0	0.0 %	0.0 %	0	0	Nova Scotia
2131 : Civil engineers	New Brunswick	12	0	0.0 %	0.0 %	0	0	New Brunswick
2131 : Civil engineers	Newfoundland and Labrador	4	0	0.0 %	3.0 %	0	0	Newfoundland and Labrador
2131 : Civil engineers	Nova Scotia	39	0	0.0 %	0.0 %	0	0	Nova Scotia
2131 : Civil engineers	Prince Edward Island	6	0	0.0 %	0.0 %	0	0	Prince Edward Island
2132 : Mechanical engineers	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2132 : Mechanical engineers	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2132 : Mechanical engineers	Nova Scotia	17	0	0.0 %	0.0 %	0	0	Nova Scotia
2132 : Mechanical engineers	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2133 : Electrical and electronics engineers	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2133 : Electrical and electronics engineers	Newfoundland and Labrador	2	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2133 : Electrical and electronics engineers	Nova Scotia	21	0	0.0 %	0.0 %	0	0	Nova Scotia
2134 : Chemical engineers	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2148 : Other professional engineers, n.e.c.	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2148 : Other professional engineers, n.e.c.	Nova Scotia	17	0	0.0 %	0.0 %	0	0	Nova Scotia
2171 : Information systems analysts and consultants	Nova Scotia	2	0	0.0 %	0.8 %	0	0	Nova Scotia
4112 : Lawyers and Quebec notaries	Nova Scotia	1	0	0.0 %	6.2 %	0	0	Nova Scotia
<b>04 : Semi-Professionals and Technicians</b>		109	0	0.0 %	0.8 %	1	-1	



Workplace Equity Information Management System - CBCL Limited

Workforce Analysis - Detailed Report

Date: 2018-06-01

001676

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2212 : Geological and mineral technologists and technicians	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2221 : Biological technologists and technicians	Nova Scotia	1	0	0.0 %	2.5 %	0	0	Nova Scotia
2225 : Landscape and horticulture technicians and specialists	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2225 : Landscape and horticulture technicians and specialists	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2231 : Civil engineering technologists and technicians	New Brunswick	14	0	0.0 %	0.0 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	6	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2231 : Civil engineering technologists and technicians	Nova Scotia	18	0	0.0 %	0.0 %	0	0	Nova Scotia
2231 : Civil engineering technologists and technicians	Prince Edward Island	3	0	0.0 %	0.0 %	0	0	Prince Edward Island
2232 : Mechanical engineering technologists and technicians	New Brunswick	4	0	0.0 %	0.0 %	0	0	New Brunswick
2232 : Mechanical engineering technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2232 : Mechanical engineering technologists and technicians	Nova Scotia	7	0	0.0 %	0.0 %	0	0	Nova Scotia
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2234 : Construction estimators	Nova Scotia	2	0	0.0 %	7.2 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	2	0	0.0 %	1.2 %	0	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Newfoundland and Labrador	2	0	0.0 %	9.5 %	0	0	Newfoundland and Labrador
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	10	0	0.0 %	1.6 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	New Brunswick	5	0	0.0 %	0.0 %	0	0	New Brunswick
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Nova Scotia	16	0	0.0 %	0.0 %	0	0	Nova Scotia
2253 : Drafting technologists and technicians	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2254 : Land survey technologists and technicians	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2262 : Engineering inspectors and regulatory officers	Nova Scotia	2	0	0.0 %	7.3 %	0	0	Nova Scotia
2262 : Engineering inspectors and regulatory officers	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2264 : Construction inspectors	Newfoundland and Labrador	1	0	0.0 %	3.2 %	0	0	Newfoundland and Labrador



Workplace Equity Information Management System - CBCL Limited

Workforce Analysis - Detailed Report

Date: 2018-06-01

001677

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2264 : Construction inspectors	Labrador							
2264 : Construction inspectors	Nova Scotia	2	0	0.0 %	6.8 %	0	0	Nova Scotia
2264 : Construction inspectors	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2281 : Computer network technicians	Nova Scotia	1	0	0.0 %	3.6 %	0	0	Nova Scotia
<b>07 : Administrative and Senior Clerical Personnel</b>		17	0	0.0 %	2.2 %	0	0	
Employment Equity Occupational Group	Halifax	11	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	1.2 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	2.7 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	3.3 %	0	0	N.S. less CMA
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	1.4 %	0	0	P.E.I.
Employment Equity Occupational Group	Saint John	1	0	0.0 %	1.1 %	0	0	Saint John
<b>10 : Clerical Personnel</b>		18	0	0.0 %	2.6 %	0	0	
Employment Equity Occupational Group	Halifax	13	0	0.0 %	2.7 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	2.0 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	3.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	3.5 %	0	0	N.S. less CMA
Employment Equity Occupational Group	St. John's	2	0	0.0 %	1.4 %	0	0	St. John's
<b>Total</b>		310	1	0.3 %	0.9 %	2	-1	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - CBCL Limited

Workforce Analysis - Detailed Report

Date: 2018-06-01

001678

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	Members of Visible Minorities						Recruitment Area
		All Employees	Representation		Availability		Gap	
		#	#	%	%	#	#	
<b>01 : Senior Managers</b>	National	2	0	0.0 %	10.1 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	24	0	0.0 %	15.0 %	4	-4	National
<b>03 : Professionals</b>		140	13	9.3 %	5.9 %	8	5	
1111 : Financial auditors and accountants	Nova Scotia	4	0	0.0 %	5.8 %	0	0	Nova Scotia
2113 : Geoscientists and oceanographers	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2113 : Geoscientists and oceanographers	Nova Scotia	1	0	0.0 %	6.3 %	0	0	Nova Scotia
2121 : Biologists and related scientists	Nova Scotia	5	0	0.0 %	8.9 %	0	0	Nova Scotia
2131 : Civil engineers	New Brunswick	12	1	8.3 %	4.1 %	0	1	New Brunswick
2131 : Civil engineers	Newfoundland and Labrador	4	0	0.0 %	6.6 %	0	0	Newfoundland and Labrador
2131 : Civil engineers	Nova Scotia	39	6	15.4 %	6.8 %	3	3	Nova Scotia
2131 : Civil engineers	Prince Edward Island	6	0	0.0 %	15.0 %	1	-1	Prince Edward Island
2132 : Mechanical engineers	New Brunswick	2	0	0.0 %	2.8 %	0	0	New Brunswick
2132 : Mechanical engineers	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2132 : Mechanical engineers	Nova Scotia	17	1	5.9 %	5.3 %	1	0	Nova Scotia
2132 : Mechanical engineers	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2133 : Electrical and electronics engineers	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2133 : Electrical and electronics engineers	Newfoundland and Labrador	2	0	0.0 %	7.4 %	0	0	Newfoundland and Labrador
2133 : Electrical and electronics engineers	Nova Scotia	21	3	14.3 %	8.7 %	2	1	Nova Scotia
2134 : Chemical engineers	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2148 : Other professional engineers, n.e.c.	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2148 : Other professional engineers, n.e.c.	Nova Scotia	17	2	11.8 %	0.0 %	0	2	Nova Scotia
2171 : Information systems analysts and consultants	Nova Scotia	2	0	0.0 %	9.2 %	0	0	Nova Scotia
4112 : Lawyers and Quebec notaries	Nova Scotia	1	0	0.0 %	7.0 %	0	0	Nova Scotia
<b>04 : Semi-Professionals and Technicians</b>		109	8	7.3 %	2.8 %	3	5	



Workplace Equity Information Management System - CBCL Limited

Workforce Analysis - Detailed Report

Date: 2018-06-01

001679

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area	
			Representation		Availability			
			#	%	%			
2212 : Geological and mineral technologists and technicians	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2221 : Biological technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2225 : Landscape and horticulture technicians and specialists	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2225 : Landscape and horticulture technicians and specialists	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2231 : Civil engineering technologists and technicians	New Brunswick	14	0	0.0 %	2.6 %	0	0	New Brunswick
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	6	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2231 : Civil engineering technologists and technicians	Nova Scotia	18	3	16.7 %	13.5 %	2	1	Nova Scotia
2231 : Civil engineering technologists and technicians	Prince Edward Island	3	0	0.0 %	0.0 %	0	0	Prince Edward Island
2232 : Mechanical engineering technologists and technicians	New Brunswick	4	1	25.0 %	0.0 %	0	1	New Brunswick
2232 : Mechanical engineering technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2232 : Mechanical engineering technologists and technicians	Nova Scotia	7	0	0.0 %	0.0 %	0	0	Nova Scotia
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2234 : Construction estimators	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Newfoundland and Labrador	2	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	10	3	30.0 %	2.3 %	0	3	Nova Scotia
2253 : Drafting technologists and technicians	New Brunswick	5	0	0.0 %	0.0 %	0	0	New Brunswick
2253 : Drafting technologists and technicians	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2253 : Drafting technologists and technicians	Nova Scotia	16	1	6.3 %	0.0 %	0	1	Nova Scotia
2253 : Drafting technologists and technicians	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2254 : Land survey technologists and technicians	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2262 : Engineering inspectors and regulatory officers	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2262 : Engineering inspectors and regulatory officers	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2264 : Construction inspectors	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador



Workplace Equity Information Management System - CBCL Limited

Workforce Analysis - Detailed Report

Date: 2018-06-01

001680

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
			#	%	%	#		
2264 : Construction inspectors	Labrador							
2264 : Construction inspectors	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2264 : Construction inspectors	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
2281 : Computer network technicians	Nova Scotia	1	0	0.0 %	4.7 %	0	0	Nova Scotia
<b>07 : Administrative and Senior Clerical Personnel</b>		17	0	0.0 %	4.4 %	1	-1	
Employment Equity Occupational Group	Halifax	11	0	0.0 %	5.8 %	1	-1	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	2.2 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	1.2 %	0	0	N.S. less CMA
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	3.0 %	0	0	P.E.I.
Employment Equity Occupational Group	Saint John	1	0	0.0 %	1.9 %	0	0	Saint John
<b>10 : Clerical Personnel</b>		18	0	0.0 %	5.7 %	1	-1	
Employment Equity Occupational Group	Halifax	13	0	0.0 %	7.3 %	1	-1	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	1.5 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	1.9 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	1.9 %	0	0	N.S. less CMA
Employment Equity Occupational Group	St. John's	2	0	0.0 %	0.8 %	0	0	St. John's
<b>Total</b>		310	21	6.8 %	5.4 %	17	4	

Total may not equal sum of components due to rounding.

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





Workplace Equity Information Management System - CBCL Limited

Workforce Analysis - Detailed Report

Date: 2018-06-01

001681

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	26	0	0.0 %	4.3 %	1	-1	National
03 : Professionals	National	140	6	4.3 %	3.8 %	5	1	National
04 : Semi-Professionals and Technicians	National	109	6	5.5 %	4.6 %	5	1	National
07 : Administrative and Senior Clerical Personnel	National	17	3	17.6 %	3.4 %	1	2	National
10 : Clerical Personnel	National	18	2	11.1 %	7.0 %	1	1	National
<b>Total</b>		<b>310</b>	<b>17</b>	<b>5.5 %</b>	<b>4.3 %</b>	<b>13</b>	<b>4</b>	

Total may not equal sum of components due to rounding.

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



**Workforce Analysis - Detailed Report**

Date: 2018-06-01

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

**We are an engineering firm and the statistics for the workforce provincially would be a more accurate reflection of the workforce available to us.**

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

<b>Employment Equity Occupational Group</b>	<b>Perform Analysis By</b>	<b>Recruitment Area</b>
<b>01 : Senior Managers</b>	<b>EEOG</b>	<b>National</b>
<b>02 : Middle and Other Managers</b>	<b>EEOG</b>	<b>National</b>
<b>03 : Professionals</b>	<b>NOC</b>	<b>Provincial (default National)</b>
<b>04 : Semi-Professionals and Technicians</b>	<b>NOC</b>	<b>Provincial</b>
<b>05 : Supervisors</b>	<b>EEOG</b>	<b>CMA</b>
<b>07 : Administrative and Senior Clerical Personnel</b>	<b>EEOG</b>	<b>CMA</b>
<b>10 : Clerical Personnel</b>	<b>EEOG</b>	<b>CMA</b>



### Workforce Analysis - Detailed Report

Date: 2018-06-01

001683

#### 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
10 : Clerical Personnel	EEOG	National



Workplace Equity Information Management System - CBCL Limited

**Workforce Analysis - Summary Report**

Date: 2018-06-01

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	2	1	50.0 %	27.4 %	1	0
02 : Middle and Other Managers	24	3	12.5 %	38.9 %	9	-6
03 : Professionals	140	27	19.3 %	12.9 %	18	9
04 : Semi-Professionals and Technicians	109	19	17.4 %	10.8 %	12	7
07 : Administrative and Senior Clerical Personnel	17	15	88.2 %	82.5 %	14	1
10 : Clerical Personnel	18	13	72.2 %	68.4 %	12	1
<b>Total</b>	<b>310</b>	<b>78</b>	<b>25.2 %</b>	<b>21.3 %</b>	<b>66</b>	<b>12</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - CBCL Limited

**Workforce Analysis - Summary Report**

Date: 2018-06-01

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	2	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	24	1	4.2 %	2.2 %	1	0
03 : Professionals	140	0	0.0 %	0.3 %	0	0
04 : Semi-Professionals and Technicians	109	0	0.0 %	0.8 %	1	-1
07 : Administrative and Senior Clerical Personnel	17	0	0.0 %	2.2 %	0	0
10 : Clerical Personnel	18	0	0.0 %	2.6 %	0	0
<b>Total</b>	<b>310</b>	<b>1</b>	<b>0.3 %</b>	<b>0.9 %</b>	<b>2</b>	<b>-1</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - CBCL Limited

**Workforce Analysis - Summary Report**

Date: 2018-06-01

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	2	0	0.0 %	10.1 %	0	0
02 : Middle and Other Managers	24	0	0.0 %	15.0 %	4	-4
03 : Professionals	140	13	9.3 %	5.9 %	8	5
04 : Semi-Professionals and Technicians	109	8	7.3 %	2.8 %	3	5
07 : Administrative and Senior Clerical Personnel	17	0	0.0 %	4.4 %	1	-1
10 : Clerical Personnel	18	0	0.0 %	5.7 %	1	-1
<b>Total</b>	<b>310</b>	<b>21</b>	<b>6.8 %</b>	<b>5.4 %</b>	<b>17</b>	<b>4</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - CBCL Limited

**Workforce Analysis - Summary Report**

Date: 2018-06-01

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	26	0	0.0 %	4.3 %	1	-1
03 : Professionals	140	6	4.3 %	3.8 %	5	1
04 : Semi-Professionals and Technicians	109	6	5.5 %	4.6 %	5	1
07 : Administrative and Senior Clerical Personnel	17	3	17.6 %	3.4 %	1	2
10 : Clerical Personnel	18	2	11.1 %	7.0 %	1	1
<b>Total</b>	<b>310</b>	<b>17</b>	<b>5.5 %</b>	<b>4.3 %</b>	<b>13</b>	<b>4</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2018-06-01

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

**We are an engineering firm and the statistics for the workforce provincially would be a more accurate reflection of the workforce available to us.**

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

<b>Employment Equity Occupational Group</b>	<b>Perform Analysis By</b>	<b>Recruitment Area</b>
<b>01 : Senior Managers</b>	<b>EEOG</b>	<b>National</b>
<b>02 : Middle and Other Managers</b>	<b>EEOG</b>	<b>National</b>
<b>03 : Professionals</b>	<b>NOC</b>	<b>Provincial (default National)</b>
<b>04 : Semi-Professionals and Technicians</b>	<b>NOC</b>	<b>Provincial</b>
<b>05 : Supervisors</b>	<b>EEOG</b>	<b>CMA</b>
<b>07 : Administrative and Senior Clerical Personnel</b>	<b>EEOG</b>	<b>CMA</b>
<b>10 : Clerical Personnel</b>	<b>EEOG</b>	<b>CMA</b>





## Workforce Analysis - Summary Report

Date: 2018-06-01

### 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
10 : Clerical Personnel	EEOG	National

<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>CBCL Limited</b>
<b>[Date: 2018-06-01]</b>

<b>Data from Subsequent/Current Workforce Analysis</b>
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<b>Data from Subsequent/Current Workforce Analysis</b>		
2018	06	01

<b>Employment Equity Occupational Group (EEOG)</b>	
01	Senior Managers
02	Middle & Other Managers
03	Professionals
04	Semi-Professionals & Technicians
05	Supervisors
06	Supervisors: Crafts & Trades
07	Administrative & Senior Clerical Personnel
08	Skilled Sales & Service Personnel
09	Skilled Crafts & Trades Workers
10	Clerical Personnel
11	Intermediate Sales & Service Personnel
12	Semi-Skilled Manual Workers
13	Other Sales & Service Personnel
14	Other Manual Workers
<b>Total</b>	

<b>Table 5: Women</b>		
<b>Subsequent/Current Workforce Analysis</b>		
<b>All Employees</b>	<b>Women</b>	
	<b>Representation</b>	<b>Availability*</b>
<b>#</b>	<b>#</b>	<b>%</b>
3	1	27.6
23	3	39.4
141	27	15.5
116	21	16.4
0	0	0.0
0	0	0.0
18	15	82.3
0	0	0.0
0	0	0.0
0	0	0.0
18	13	69.9
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
<b>319</b>	<b>80</b>	<b>24.5</b>

<b>* Source:</b>
2011 National Household Survey



<b>Federal Contractors Program Achievement Report</b>
<b>Part 1: Workforce Analysis</b>
<b>CBCL Limited</b>
<b>[Date: 2018-06-01]</b>

<b>Data from Subsequent/Current Workforce Analysis</b>
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Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	6	1

Employment Equity Occupational Group (EEOG)	
01	Senior Managers
02	Middle & Other Managers
03	Professionals
04	Semi-Professionals & Technicians
05	Supervisors
06	Supervisors: Crafts & Trades
07	Administrative & Senior Clerical Personnel
08	Skilled Sales & Service Personnel
09	Skilled Crafts & Trades Workers
10	Clerical Personnel
11	Intermediate Sales & Service Personnel
12	Semi-Skilled Manual Workers
13	Other Sales & Service Personnel
14	Other Manual Workers
<b>Total</b>	

<b>Table 7: Members of Visible Minorities</b>		
Subsequent/Current Workforce Analysis		
All Employees	Members of Visible Minorities	
	Representation	Availability*
#	#	%
3	0	11.5
23	0	17.6
141	13	8.7
116	8	3.5
0	0	0.0
0	0	0.0
18	0	5.2
0	0	0.0
0	0	0.0
18	0	6.5
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
<b>319</b>	<b>21</b>	<b>7.2</b>

<b>* Source:</b>
2011 National Household Survey



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**CBCL Limited**

**[Date: 2018-06-01]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	02

End Date of Flow Data		
YYYY	MM	DD
2018	06	01

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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**Table 1: Women**

**Table 5: Women**

**Table 9: Women**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	1	1	0	0
03 Professionals	53	12	6	3
04 Semi-Professionals & Technicians	25	3	20	5
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	10	10	1	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	4	2	3	3
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>93</b>	<b>28</b>	<b>30</b>	<b>11</b>

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
4	1	0	0
32	6	9	4
21	3	18	4
0	0	0	0
0	0	0	0
8	8	0	0
0	0	0	0
0	0	0	0
5	5	4	4
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>70</b>	<b>23</b>	<b>31</b>	<b>12</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**CBCL Limited**

**[Date: 2018-06-01]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	2

End Date of Flow Data		
YYYY	MM	DD
2018	6	1

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	1	0	0	0
03 Professionals	53	0	6	0
04 Semi-Professionals & Technicians	25	0	20	1
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	10	0	1	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	4	0	3	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>93</b>	<b>0</b>	<b>30</b>	<b>1</b>

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
4	0	0	0
32	0	9	0
21	0	18	0
0	0	0	0
0	0	0	0
8	0	0	0
0	0	0	0
0	0	0	0
5	0	4	1
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>70</b>	<b>0</b>	<b>31</b>	<b>1</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**CBCL Limited**

**[Date: 2018-06-01]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	02

End Date of Flow Data		
YYYY	MM	DD
2018	06	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	0	0	0
02 Middle & Other Managers	1	0	0	0
03 Professionals	53	2	6	1
04 Semi-Professionals & Technicians	25	1	20	2
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	10	2	1	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	4	1	3	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>93</b>	<b>6</b>	<b>30</b>	<b>3</b>

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
4	0	0	0
32	1	9	1
21	1	18	1
0	0	0	0
0	0	0	0
8	0	0	0
0	0	0	0
0	0	0	0
5	0	4	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>70</b>	<b>2</b>	<b>31</b>	<b>2</b>



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**CBCL Limited**

**[Date: 2018-06-01]**

Start Date of Flow Data		
YYYY	MM	DD
2015	11	02

End Date of Flow Data		
YYYY	MM	DD
2018	06	01

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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**Table 4: Members of Visible Minorities**

**Table 8: Members of Visible Minorities**

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	1	0	0	0
03 Professionals	53	8	6	0
04 Semi-Professionals & Technicians	25	3	20	1
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	10	0	1	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	4	0	3	1
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>93</b>	<b>11</b>	<b>30</b>	<b>2</b>

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	0
4	0	0	0
32	2	9	0
21	0	18	1
0	0	0	0
0	0	0	0
8	0	0	0
0	0	0	0
0	0	0	0
5	0	4	1
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>70</b>	<b>2</b>	<b>31</b>	<b>2</b>

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**CBCL Limited**  
**[Date: 2018-06-01]**

**Data for First/Previous Goals**

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

**Table 1: Women**  
**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					
	2015-11-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-27	Annually	Over 3 Years	2015	2018	2015	2018					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	44.2%		0	0.0%		0	0	1	0.0%	0	-1	0	30.2%	1	1	100.0%	100.0%	
02 Middle & Other Managers	22	1.5%		0	17.8%		0	0	3	0.0%	0	6	0	40.9%	-6	-6	13.6%	13.6%	
03 Professionals	127	3.5%		0	30.6%		0	0	21	0.0%	0	-6	0	11.6%	6	6	16.5%	16.5%	
04 Semi-Professionals & Tech	109	2.1%		0	34.7%		0	0	20	0.0%	0	-7	0	12.3%	7	7	18.3%	18.3%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	15	6.3%		0	48.5%		0	0	13	0.0%	0	-1	0	82.6%	1	1	86.7%	86.7%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	19	-1.8%		0	48.6%		0	0	16	0.0%	0	-3	0	69.1%	3	3	84.2%	84.2%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>293</b>	<b>2.9%</b>		<b>0</b>	<b>33.0%</b>		<b>0</b>	<b>0</b>	<b>74</b>	<b>0.0%</b>	<b>0</b>	<b>-11</b>	<b>0</b>	<b>21.5%</b>	<b>11</b>	<b>11</b>	<b>25.3%</b>	<b>25.3%</b>	

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	2	0.0	2	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**CBCL Limited**

**[Date: 2018-06-01]**

07	Administrative & Sr Clerical	0	0.0	0	0.0
08	Skilled Sales & Service	0	0.0	0	0.0
09	Skilled Crafts & Trades	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service	0	0.0	0	0.0
12	Semi-Skilled Manual	0	0.0	0	0.0
13	Other Sales & Service	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		2		2	

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**CBCL Limited**  
**[Date: 2018-06-01]**

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**  
**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2015-11-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-27	Annually	Over 3 Years	2015	2018							
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01 Senior Managers	1	44.2%		0	0.0%		0	0	0	0.0%	0	0	0	5.1%	0	0	0.0%	0.0%	
02 Middle & Other Managers	22	1.5%		0	17.8%		0	0	1	0.0%	0	0	0	2.4%	0	0	4.5%	4.5%	
03 Professionals	127	3.5%		0	30.6%		0	0	0	0.0%	0	0	0	0.2%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	109	2.1%		0	34.7%		0	0	0	0.0%	0	1	0	0.6%	-1	-1	0.0%	0.0%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	15	6.3%		0	48.5%		0	0	0	0.0%	0	0	0	2.2%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	19	-1.8%		0	48.6%		0	0	0	0.0%	0	0	0	2.6%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>293</b>	<b>2.9%</b>		<b>0</b>	<b>33.0%</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>0.0%</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0.8%</b>	<b>-1</b>	<b>-1</b>	<b>0.3%</b>	<b>0.3%</b>	

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**CBCL Limited**

**[Date: 2018-06-01]**

07	Administrative & Sr Clerical	0	0.0	0	0.0
08	Skilled Sales & Service	0	0.0	0	0.0
09	Skilled Crafts & Trades	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service	0	0.0	0	0.0
12	Semi-Skilled Manual	0	0.0	0	0.0
13	Other Sales & Service	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		0		0	

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**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**CBCL Limited**  
**[Date: 2018-06-01]**

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**  
**First/Previous Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
	2015-11-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-27	Annually	Over 3 Years	2015	2018							
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01/02 Managers	23	22.9%		0	8.9%		0	0	0	0.0%	0	1	0	4.2%	-1	-1	0.0%	0.0%	
03 Professionals	127	3.5%		0	30.6%		0	0	5	0.0%	0	0	0	5.4%	0	-2	3.9%	3.9%	
04 Semi-Professionals & Tech	109	2.1%		0	34.7%		0	0	6	0.0%	0	0	0	0.0%	0	6	5.5%	5.5%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.2%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	15	6.3%		0	48.5%		0	0	1	0.0%	0	-1	0	0.0%	1	1	6.7%	6.7%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	10.5%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	19	-1.8%		0	48.6%		0	0	1	0.0%	0	1	0	0.0%	-1	1	5.3%	5.3%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	4.9%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>293</b>	<b>2.9%</b>		<b>0</b>	<b>33.0%</b>		<b>0</b>	<b>0</b>	<b>13</b>	<b>0.0%</b>	<b>0</b>	<b>#REF!</b>	<b>0</b>	<b>#REF!</b>	<b>-1</b>	<b>#REF!</b>	<b>4.4%</b>	<b>4.4%</b>	

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	0	0.0	1	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**CBCL Limited**

**[Date: 2018-06-01]**

09	Skilled Crafts & Trades	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	1	0.0
11	Intermediate Sales & Service	0	0.0	0	0.0
12	Semi-Skilled Manual	0	0.0	0	0.0
13	Other Sales & Service	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
<b>Total</b>		<b>0</b>		<b>2</b>	

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**CBCL Limited**  
**[Date: 2018-06-01]**

**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		All Employees							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			YYYY-MM-DD	From - To										
		2015-11-27	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-11-27	Annually	Over 3 Years	2015		2018						
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01	Senior Managers	1	44.2%		0	0.0%		0	0	0	0.0%	0	0	0		3.1%	0	0	0.0%	0.0%	
02	Middle & Other Managers	22	1.5%		0	17.8%		0	0	0	0.0%	0	1	0		3.6%	-1	-1	0.0%	0.0%	
03	Professionals	127	3.5%		0	30.6%		0	0	6	0.0%	0	0	0		5.7%	-1	-1	4.7%	4.7%	
04	Semi-Professionals & Tech	109	2.1%		0	34.7%		0	0	6	0.0%	0	-3	0		2.6%	3	3	5.5%	5.5%	
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/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	15	6.3%		0	48.5%		0	0	0	0.0%	0	1	0		4.2%	-1	-1	0.0%	0.0%	
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	19	-1.8%		0	48.6%		0	0	0	0.0%	0	1	0		4.8%	-1	-1	0.0%	0.0%	
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>		<b>293</b>	<b>2.9%</b>		<b>0</b>	<b>33.0%</b>		<b>0</b>	<b>0</b>	<b>12</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>4.2%</b>	<b>0</b>	<b>0</b>	<b>4.1%</b>	<b>4.1%</b>	

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

**Table 8: Members of Visible Minorities**

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



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**CBCL Limited**

**[Date: 2018-06-01]**

07	Administrative & Sr Clerical	0	0.0	1	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	1	0.0
11	Intermediate Sales & Service	0	0.0	0	0.0
12	Semi-Skilled Manual	0	0.0	0	0.0
13	Other Sales & Service	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		1		4	

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**CBCL Limited**  
**[Date: 2018-06-01]**

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Employment Equity Occupational Group (EEOG)		All Employees										Subsequent/Current 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		YYYY-MM-DD		Annually	Over 3 Years			From - To	2018						2021
		2018-06-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-01		Annually	Over 3 Years			2018	2021						
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%			
01	Senior Managers	3	44.2%		0	0.0%		0	0	1	0.0%	0	0	0	0	27.6%	0	0	33.3%	33.3%		
02	Middle & Other Managers	23	1.5%		0	17.8%		0	0	3	0.0%	0	6	0	39.4%	39.4%	-6	-6	13.0%	13.0%		
03	Professionals	141	3.5%		0	30.6%		0	0	27	0.0%	0	-5	0	15.5%	5	5	19.1%	19.1%			
04	Semi-Professionals & Tech	116	2.1%		0	34.7%		0	0	21	0.0%	0	-2	0	16.4%	2	2	18.1%	18.1%			
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	18	6.3%		0	48.5%		0	0	15	0.0%	0	0	0	82.3%	0	0	83.3%	83.3%			
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
10	Clerical Personnel	18	-1.8%		0	48.6%		0	0	13	0.0%	0	0	0	69.9%	0	0	72.2%	72.2%			
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
<b>Total</b>		<b>319</b>	<b>2.9%</b>		<b>0</b>	<b>33.0%</b>		<b>0</b>	<b>0</b>	<b>80</b>	<b>0.0%</b>	<b>0</b>	<b>-2</b>	<b>0</b>		<b>24.5%</b>	<b>2</b>	<b>2</b>	<b>25.1%</b>	<b>25.1%</b>		

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

**Table 10: Women**

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		0.0		0.0	Our industry is a male dominated field especially in Atlantic Canada but we currently have more representation of women in all other occupational groups than is available in our area. We have very little turnover in this group and currently the majority open positions in this group are filled internally. As the women in the professional and semi-professional groups gain more experience they will inevitably move up in the company and will move into these types of roles. We are also in the process of creating additional management roles in our firm. Some of which have females identified to move into.
02	Middle & Other Managers		39.4		39.4	
03	Professionals		0.0		0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**CBCL Limited**

**[Date: 2018-06-01]**

04	Semi-Professionals & Tech		0.0		0.0
05	Supervisors		0.0		0.0
06	Supervisors: Crafts & Trades		0.0		0.0
07	Administrative & Sr Clerical		0.0		0.0
08	Skilled Sales & Service		0.0		0.0
09	Skilled Crafts & Trades		0.0		0.0
10	Clerical Personnel		0.0		0.0
11	Intermediate Sales & Service		0.0		0.0
12	Semi-Skilled Manual		0.0		0.0
13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total					0.0

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**CBCL Limited**  
**[Date: 2018-06-01]**

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**  
**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2018-06-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-01	Annually	Over 3 Years	2018	2021							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	3	44.2%		0	0.0%		0	0	0	0.0%	0	0	0	3.2%	0	0	0.0%	0.0%	
02 Middle & Other Managers	23	1.5%		0	17.8%		0	0	1	0.0%	0	0	2.7%	0	0	4.3%	4.3%		
03 Professionals	141	3.5%		0	30.6%		0	0	0	0.0%	0	4	3.0%	3.0%	-4	-4	0.0%	0.0%	
04 Semi-Professionals & Tech	116	2.1%		0	34.7%		0	0	1	0.0%	0	4	4.1%	4.1%	-4	-4	0.9%	0.9%	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	18	6.3%		0	48.5%		0	0	0	0.0%	0	1	3.7%	3.7%	-1	-1	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	18	-1.8%		0	48.6%		0	0	0	0.0%	0	1	3.7%	3.7%	-1	-1	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	319	2.9%		0	33.0%		0	0	2	0.0%	0	9	0	3.5%	-9	-9	0.6%	0.6%	

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples			Comments
	Short-term Goals	Long-term Goals		
	%	%		
01 Senior Managers	0.0	0.0		
02 Middle & Other Managers	0.0	0.0		
03 Professionals	3.0	3.0		Suggested goal (short-term and long-term) is the market availability.
04 Semi-Professionals & Tech	4.1	4.1		Suggested goal (short-term and long-term) is the market availability.
05 Supervisors	0.0	0.0		
06 Supervisors: Crafts & Trades	0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**CBCL Limited**

**[Date: 2018-06-01]**

07	Administrative & Sr Clerical		3.7		3.7	Suggested goal (short-term and long-term) is the market availability.
08	Skilled Sales & Service		0.0		0.0	
09	Skilled Crafts & Trades		0.0		0.0	
10	Clerical Personnel		3.7		3.7	Suggested goal (short-term and long-term) is the market availability.
11	Intermediate Sales & Service		0.0		0.0	
12	Semi-Skilled Manual		0.0		0.0	
13	Other Sales & Service		0.0		0.0	
14	Other Manual Workers		0.0		0.0	
Total			0.0			

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**CBCL Limited**  
**[Date: 2018-06-01]**

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**  
**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees										Persons with Disabilities								
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2018-06-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-01	Annually	Over 3 Years	2018	2021							
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01/02 Managers	26	22.9%		0	8.9%		0	0	0	0.0%	0	1	0	5.0%	5.0%	-1	-1	0.0%	0.0%
03 Professionals	141	3.5%		0	30.6%		0	0	6	0.0%	0	7	0	8.9%	8.9%	-7	-7	4.3%	4.3%
04 Semi-Professionals & Tech	116	2.1%		0	34.7%		0	0	6	0.0%	0	3	0	7.6%	7.6%	-3	-3	5.2%	5.2%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	18	6.3%		0	48.5%		0	0	3	0.0%	0	-1	0	10.0%	10.0%	1	1	16.7%	16.7%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	18	-1.8%		0	48.6%		0	0	2	0.0%	0	0	0	9.3%	9.3%	0	0	11.1%	11.1%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
<b>Total</b>	<b>319</b>	<b>2.9%</b>		<b>0</b>	<b>33.0%</b>		<b>0</b>	<b>0</b>	<b>17</b>	<b>0.0%</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>8.2%</b>	<b>8.2%</b>	<b>-9</b>	<b>-9</b>	<b>5.3%</b>	<b>5.3%</b>

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		5.0		5.0	We have very little in terms of turnover in this occupational group. We do have representation of this category at the professional and semi-professional groups. As they gain more experience they will be expected to move up in the company and will move into these types of roles.
03 Professionals		8.9		8.9	Suggested goal (short-term and long-term) is the market availability.
04 Semi-Professionals & Tech		7.6		7.6	Suggested goal (short-term and long-term) is the market availability.
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**CBCL Limited**

**[Date: 2018-06-01]**

07	Administrative & Sr Clerical		0.0		0.0
08	Skilled Sales & Service		0.0		0.0
09	Skilled Crafts & Trades		0.0		0.0
10	Clerical Personnel		0.0		0.0
11	Intermediate Sales & Service		0.0		0.0
12	Semi-Skilled Manual		0.0		0.0
13	Other Sales & Service		0.0		0.0
14	Other Manual Workers		0.0		0.0
Total			0.0		0.0



**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**CBCL Limited**  
**[Date: 2018-06-01]**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																		
		All Employees								Members of Visible Minorities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
		2018-06-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-01	Annually	Over 3 Years	2018	2021	%	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%		
01	Senior Managers	3	44.2%		0	0.0%		0	0	0	0.0%	0	0	0	0	11.5%	0	0	0.0%	0.0%
02	Middle & Other Managers	23	1.5%		0	17.8%		0	0	0	0.0%	0	4	0	17.6%	17.6%	-4	-4	0.0%	0.0%
03	Professionals	141	3.5%		0	30.6%		0	0	13	0.0%	0	-4	0	5.8%	4	5	9.2%	9.2%	
04	Semi-Professionals & Tech	116	2.1%		0	34.7%		0	0	8	0.0%	0	-4	0	3.5%	4	4	6.9%	6.9%	
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/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	18	6.3%		0	48.5%		0	0	0	0.0%	0	1	0	5.2%	5.2%	-1	-1	0.0%	0.0%
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10	Clerical Personnel	18	-1.8%		0	48.6%		0	0	0	0.0%	0	1	0	6.5%	6.5%	-1	-1	0.0%	0.0%
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>		<b>319</b>	<b>2.9%</b>		<b>0</b>	<b>33.0%</b>		<b>0</b>	<b>0</b>	<b>21</b>	<b>0.0%</b>	<b>0</b>	<b>2</b>	<b>0</b>		<b>7.2%</b>	<b>-2</b>	<b>-2</b>	<b>6.6%</b>	<b>6.6%</b>

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		0.0			
02	Middle & Other Managers		17.6		17.6%	The availability in the work force for visible minorities in our area is low. That being said we do have several people who categorize themselves as visible minorities in the professionals and semi-professionals groups. We have very little turnover in this group and currently the majority open positions in this group are filled internally. As employees who identify as visible minorities in the professional and semi-professional groups gain more experience they will inevitably move up in the company and will move into these types of roles.
03	Professionals		0.0			



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**CBCL Limited**

**[Date: 2018-06-01]**

04	Semi-Professionals & Tech		0.0			
05	Supervisors		0.0			
06	Supervisors: Crafts & Trades		0.0			
07	Administrative & Sr Clerical		5.2	5.2%	The availability of people in the work force who identify as visible minorities in our area is low. As well, we have little turnover in this area. When considering employees, we hire based on experience and fit within our industry. We will endeavour increase our representation in this occupational group.	
08	Skilled Sales & Service		0.0			
09	Skilled Crafts & Trades		0.0			
10	Clerical Personnel		6.5	6.5%		
11	Intermediate Sales & Service		0.0		The availability of people in the work force who identify as visible minorities in our area is low. As well, we have little turnover in this area. When considering employees, we hire based on experience and fit within our industry. We will endeavour increase our representation in this occupational group.	
12	Semi-Skilled Manual		0.0			
13	Other Sales & Service		0.0			
14	Other Manual Workers		0.0			
<b>Total</b>			<b>0.0</b>	<b>0.0</b>		

Federal Contractors Program Achievement Report

001714

Part 4: Results - Women

CBCL Limited

[Date: 2018-06-01]

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						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	%	#	#	#			
01 Senior Managers	2015	1	1	100.0	30.2	0	1	331.1																
	2018	3	1	33.3	27.6	1	0	120.8	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2015	22	3	13.6	40.9	9	-6	33.3																
	2018	23	3	13.0	39.4	9	-6	33.1	1	1	100.0	0	1	2	0	0.0	0	0	0	4	1	25.0	1	0
03 Professionals	2015	127	21	16.5	11.6	15	6	142.5																
	2018	141	27	19.1	15.5	22	5	123.5	59	15	25.4	9	6	0	0	0.0	0	0	41	10	24.4	7	3	
04 Semi-Professionals & Technicians	2015	109	20	18.3	12.3	13	7	149.2																
	2018	116	21	18.1	16.4	19	2	110.4	45	8	17.8	7	1	0	0	0.0	0	0	39	7	17.9	7	0	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
02 Middle & Other Managers	2018	3	1	33.3	2	50.0	0.0	0.0	2	50.0	0.0	0.0		
	2021	3	1	33.3			39.4	84.6			39.4	84.6		
03 Professionals	2018	59	15	25.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	59	15	25.4										
04 Semi-Professionals & Technicians	2018	45	8	17.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	45	8	17.8										
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										

Federal Contractors Program Achievement Report

001715

Part 4: Results - Women

CBCL Limited

[Date: 2018-06-01]

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						
#	#	#	%	%	#	#	%	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2015	15	13	86.7	82.6	12	1	104.9																
	2018	18	15	83.3	82.3	15	0	101.3	11	10	90.9	9	1	0	0	0.0	0	0	0	8	8	100.0	7	1
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2015	19	16	84.2	69.1	13	3	121.9																
	2018	18	13	72.2	69.9	13	0	103.3	7	5	71.4	5	0	0	0	0.0	0	0	0	9	9	100.0	8	1
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	11	10	90.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	11	10	90.9										
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
10 Clerical Personnel	2018	7	5	71.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	7	5	71.4										
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										

Federal Contractors Program Achievement Report

001716

Part 4: Results - Women

CBCL Limited

[Date: 2018-06-01]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	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	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	293	74	25.3	21.5	63	11	117.5																
	2018	319	80	25.1	24.5	78	2	102.4	123	39	31.7	30	9	2	0	0.0	1	-1	101	35	34.7	26	9	

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	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2018	125	39	31.2	2	1950.0	0.0	0.0	2	1950.0	0.0	0.0	
	2021	125	39	31.2			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

001717

Part 5: Results - Aboriginal Peoples

CBCL Limited

[Date: 2018-06-01]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	#	#	%	#	#	#	%	#	#	#			
01 Senior Managers	2015	1	0	0.0	5.1	0	0	0.0																
	2018	3	0	0.0	3.2	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
02 Middle & Other Managers	2015	22	1	4.5	2.4	1	0	189.4																
	2018	23	1	4.3	2.7	1	0	161.0	1	0	0.0	0	0	0	2	0	0.0	0	0	4	0	0.0	0	0
03 Professionals	2015	127	0	0.0	0.2	0	0	0.0																
	2018	141	0	0.0	3.0	4	-4	0.0	59	0	0.0	2	-2	0	0	0.0	0	0	41	0	0.0	0	0	
04 Semi-Professionals & Technicians	2015	109	0	0.0	0.6	1	-1	0.0																
	2018	116	1	0.9	4.1	5	-4	21.0	45	1	2.2	2	-1	0	0	0.0	0	0	39	0	0.0	0	0	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03 Professionals	2018	59	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	59	0	0.0	3.0	0.0	3.0	0.0	0	0.0	3.0	0.0		
04 Semi-Professionals & Technicians	2018	45	1	2.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	45	1	2.2	4.1	54.2	4.1	54.2	0	0.0	4.1	54.2		
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Report

001718

Part 5: Results - Aboriginal Peoples

CBCL Limited

[Date: 2018-06-01]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions					Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual	Expected		Difference				
#	#	#	%	%	#	#	%	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#			
07 Administrative & Senior Clerical	2015	15	0	0.0	2.2	0	0	0.0																	
	2018	18	0	0.0	3.7	1	-1	0.0	11	0	0.0	0	0	0	0	0	0.0	0	0	0	8	0	0.0	0	0
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2015	19	0	0.0	2.6	0	0	0.0																	
	2018	18	0	0.0	3.7	1	-1	0.0	7	0	0.0	0	0	0	0	0	0.0	0	0	0	9	1	11.1	0	1
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	11	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	11	0	0.0		3.7	0.0			3.7	0.0			
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0		0.0	0.0			0.0	0.0			
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0		0.0	0.0			0.0	0.0			
10 Clerical Personnel	2018	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	7	0	0.0		3.7	0.0			3.7	0.0			
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0		0.0	0.0			0.0	0.0			
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0		0.0	0.0			0.0	0.0			

Federal Contractors Program Achievement Report

001719

Part 5: Results - Aboriginal Peoples

CBCL Limited

[Date: 2018-06-01]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	293	1	0.3	0.8	2	-1	42.7																
	2018	319	2	0.6	3.5	11	-9	17.9	123	1	0.8	4	-3	2	0	0.0	0	0	0	101	1	1.0	0	1

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2018	125	1	0.8	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	125	1	0.8			0.0	0.0			0.0	0.0	0.0	



**Federal Contractors Program Achievement Report**

001720

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

**CBCL Limited**

**[Date: 2018-06-01]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 & 02 Managers	2015	23	0	0.0	4.4	1	-1	0.0																
	2018	26	0	0.0	5.0	1	-1	0.0	1	0	0.0	0	0	0	2	0	0.0	0	0	4	0	0.0	0	0
03 Professionals	2015	127	5	3.9	4.2	5	0	93.7																
	2018	141	6	4.3	8.9	13	-7	47.8	59	3	5.1	5	-2	0	0	0.0	0	0	41	2	4.9	2	0	
04 Semi-Professionals & Technicians	2015	109	6	5.5	5.4	6	0	101.9																
	2018	116	6	5.2	7.6	9	-3	68.1	45	3	6.7	3	0	0	0	0.0	0	0	39	2	5.1	2	0	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2018	3	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2021	3	0	0.0			5.0	0.0			5.0	0.0		
03 Professionals	2018	59	3	5.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	59	3	5.1			8.9	57.1			8.9	57.1		
04 Semi-Professionals & Technicians	2018	45	3	6.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	45	3	6.7			7.6	87.7			7.6	87.7		
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**

001721

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

**CBCL Limited**

**[Date: 2018-06-01]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2015	15	1	6.7	0.2	0	1	3,333.3																
	2018	18	3	16.7	10.0	2	1	166.7	11	2	18.2	1	1	0	0	0.0	0	0	0	8	0	0.0	1	-1
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2015	19	1	5.3	10.5	2	-1	50.1																
	2018	18	2	11.1	9.3	2	0	119.5	7	1	14.3	1	0	0	0	0.0	0	0	0	9	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	3	2	66.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	3	2	66.7			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2018	-2	1	-50.0	0	0.0	0.0	0.0	1	100.0	0.0	0.0		
	2021	-2	1	-50.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

001722

Part 6: Results - Persons with Disabilities

CBCL Limited

[Date: 2018-06-01]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	293	13	4.4	4.9	14	-1	90.5																
	2018	319	17	5.3	8.2	26	-9	65.0	123	9	7.3	10	-1	2	0	0.0	0	0	0	101	4	4.0	4	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
Total	2018	24	5	20.8	0	0.0	0.0	0.0	2	250.0	0.0	0.0	
	2021	24	5	20.8			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

001723

Part 7: Results - Members of Visible Minorities

CBCL Limited

[Date: 2018-06-01]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#				
01 Senior Managers	2015	1	0	0.0	3.1	0	0	0.0																	
	2018	3	0	0.0	11.5	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2015	22	0	0.0	3.6	1	-1	0.0																	
	2018	23	0	0.0	17.6	4	-4	0.0	1	0	0.0	0	0	0	2	0	0.0	0	0	0	4	0	0.0	0	0
03 Professionals	2015	127	6	4.7	5.7	7	-1	82.9																	
	2018	141	13	9.2	8.7	12	1	106.0	59	8	13.6	5	3	0	0	0.0	0	0	0	41	2	4.9	2	0	
04 Semi-Professionals & Technicians	2015	109	6	5.5	2.6	3	3	211.7																	
	2018	116	8	6.9	3.5	4	4	197.0	45	4	8.9	2	2	0	0	0.0	0	0	0	39	1	2.6	2	-1	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
02 Middle & Other Managers	2018	3	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2021	3	0	0.0										
03 Professionals	2018	59	8	13.6	1	800.0	0.0	0.0	1	800.0	0.0	0.0		
	2021	59	8	13.6										
04 Semi-Professionals & Technicians	2018	45	4	8.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	45	4	8.9										
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										

Federal Contractors Program Achievement Report

001724

Part 7: Results - Members of Visible Minorities

CBCL Limited

[Date: 2018-06-01]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Visible Minorities						All Employees	Visible Minorities		All Employees	Visible Minorities		All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2015	15	0	0.0	4.2	1	-1	0.0																
	2018	18	0	0.0	5.2	1	-1	0.0	11	0	0.0	1	-1	0	0	0.0	0	0	0	8	0	0.0	0	0
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2015	19	0	0.0	4.8	1	-1	0.0																
	2018	18	0	0.0	6.5	1	-1	0.0	7	1	14.3	0	1	0	0	0.0	0	0	0	9	1	11.1	0	1
11 Intermediate Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	11	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2021	11	0	0.0			5.2	0.0				0.1	0.0	
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
10 Clerical Personnel	2018	7	1	14.3	0	0.0	0.0	0.0	1	100.0	0.0	0.0		
	2021	7	1	14.3			6.5	219.8				0.1	21978.0	
11 Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0				0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**CBCL Limited**

**[Date: 2018-06-01]**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	293	12	4.1	4.2	12	0	97.5																
	2018	319	21	6.6	7.2	23	-2	91.4	123	13	10.6	9	4	2	0	0.0	0	0	0	101	4	4.0	4	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	125	13	10.4	1	1300.0	0.0	0.0	4	325.0	0.0	0.0		
	2021	125	13	10.4			0.0	0.0			0.0	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>CBCL Limited</b>
<b>[Date: 2018-06-01]</b>

## Efforts

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

### Required measures:

- Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
- Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
- Adjusted survey results to reflect hires, promotions and terminations.
- Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
- Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
- Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
- Ensured that any new gaps identified are addressed accordingly.
- Maintained appropriate records in all required areas.

### Other measures:

- Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
- Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- Communicated the goals to relevant managers as well as monitored and recorded the results.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
- Consulted employee/union representatives on communication and implementation of employment equity.

- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

In 2019 we will be undergoing a change in organizational structure which will add a Group Leader level to the company. This will create a new level of supervisory roles. We currently have female employees who are slated to move into these roles. We have also opened an Ottawa based branch office where the leader in the office is a female.

- 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.

We have several members of staff who are involved with organizations who are working towards increasing the representation in the areas of women in engineering and new Canadians in our area. The groups consist of Women in Engineering (WIE) through Engineers Nova Scotia, Internationally Educated Engineers, Technicians and Technologists (IEETT) through Engineers Nova Scotia and the Greater Halifax Partnership Connector Program. CBCL has also initiated a Women in Engineering

### **Additional Details**

Please provide any additional information (optional):

We are mindful to challenge ourselves to meet our goals and to measure and manage our successes.

We believe that both internal projects as well as outbound initiatives such as participation in WIN, IEETT and the Halifax Partnership are going a long way to helping us achieve our goals. We will continue to measure ourselves against the targets to the betterment of our firm.



## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** CBCL Limited  
**Primary Location:** Halifax, Nova Scotia

**Number of Employees:** 319

- Nova Scotia 227
- New Brunswick 56
- Prince Edward Island 15
- Newfoundland and Labrador 21

**Organization Overview:**

NAICS # 5413 (Architectural, Engineering and Related Services)  
CBCL Limited provides consulting engineering and environmental services in the Water & Wastewater, Buildings, Industry & Manufacturing, Energy & Power, Oil & Gas, Marine, Transportation & Bridges an Environment & Planning sectors.

**Key Dates – First Year Assessment**

Initiated: 2016-04-01  
Received: 2016-05-30  
Closed: 2016-06-09  
Workforce 2016-05-30  
Analysis:

**Key Dates – Subsequent Assessment**

Initiated: 2018-12-04  
Received: 2019-03-13 (revised)  
Workforce 2018-06-01  
Analysis:

**DATA VERIFICATION**

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

Yes  No

Comments:

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

Yes  No

**Comments:**

The period reported on the Achievement report is 2015-11-02 to 2018-06-01. The data from the current workforce analysis included in the Achievement report is consistent with that found in Forms 1 to 6 from WEIMS and was updated by the employer on 2019-04-03 to replace old Workforce Analysis forms submitted in 2018 (due to inconsistent number of total employees found on the old WFA Summary and Detailed Reports).

**ASSESSMENT OF REASONABLE PROGRESS**

In the previous assessment, several gaps were found in different EEOG's in each designated group. In the previous assessment, short and long-term goals were set in numbers and percentage format. For the purpose of this assessment, only percentage format is used for goals.

**Women**

02	Middle & Other Managers	Goal not met (achieved 50%)
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**Assessment/Observations**

- EEOG 02: Out of the three new entrants in this EEOG, one was a woman. With an LMA rate of 40.9% the goal was not met (percent of goal met was 50%). One more woman would have been expected.

**Aboriginal Peoples**

04	Semi-Professionals & Technicians	No goal set
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**Assessment/Observations**

- EEOG 04: Out of the 45 new entrants in this EEOG, none was from this designated group. No goal was set.

**Persons with Disabilities**

01/02	Managers	No goal set
10	Clerical Personnel	No goal set

**Assessment/Observations**

- EEOG 01 & 02: Out of three new entrants in this EEOG, none were persons with disabilities. No goal was set.
- EEOG 10: Out of 45 new entrants in this EEOG, none was a person with disabilities. No goal was set

**Members of Visible Minorities**

02	Middle & Other Managers	No goal set
03	Professionals	Goal met (achieved 800%)

07	Administrative & Senior Clerical	No goal set
10	Clerical Personnel	No goal set

#### Assessment/Observations

- EEOG 02: Out of three new entrants in this EEOG, none was a member of visible minorities. No goal was set.
- EEOG 03: Out of 59 new entrants in this EEOG, eight were members of visible minorities. The goal was exceeded by hiring seven more people than the one expected.
- EEOG 07: Out of 11 new entrants in this EEOG, none was a person with disabilities. No goal was set.
- EEOG 10: Out of seven new entrants in this EEOG, none was a person with disabilities. No goal was set.

#### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2015-11-02 to 2018-06-01.
  - During their initial assessment, the organization set two short-term goals. One was not met (achieved 50%) and the second one was met and achieved 800%.
  - No goals were set for several EEOG with pre-existing gaps and the gaps remained.

#### ASSESSMENT OF GOALS

- All short and long-term goals are set in percentage format, and at labour market availability as required.
- The goals are reduced to 50% for women only.

#### Women

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
02	Middle & Other Managers	-6	39.4	39.4	13.0	39.4

#### Observations:

- Goals (short and long-term) were set at the LMA rate.

Currently there are three women in this group (out of 23 employees). The employer indicates that the majority of positions in this group are filled internally. As the women in the professional and semi-professional groups gain more experience they will inevitably move up and will fill into these types of roles.

### **Aboriginal Peoples**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
03	Professionals	-4	3.0	3.0	0	3.0
04	Semi-Professionals & Technicians	-4	4.1	4.1	0.9	4.1
07	Admin & Senior Clerical Personnel	-1	3.7	3.7	0	3.7
10	Clerical Personnel	-1	3.7	3.7	0	3.7

#### Observations:

- Goals have been set appropriately at LMA where there is a gap present.

### **Persons with Disabilities**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01/02	Managers	-1	5.0	5.0	0	5.0
03	Professionals	-7	8.9	8.9	4.3	8.9
04	Semi-Professionals & Techs	-3	7.6	7.6	5.2	7.6

#### Observations:

- Goals have been set appropriately at LMA where there is a gap present.

**Members of Visible Minorities**

Workforce Analysis Results		Goals			Representation-	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-4	17.6	17.6	0	17.6
07	Admin & Senior Clerical Personnel	-1	5.2	5.2	0	5.2
10	Clerical Personnel	-1	6.5	6.5	0	6.5

## Observations:

- There were gaps found in three EEOGs and goals have been set at LMA for those three groups. Currently, there are no members of visible minorities hired in these groups.

## RECOMMENDATION

I recommend that the employer be found:

in compliance    in non-compliance

Having assessed the data submitted by the employer regarding its workforce and considered its unique circumstances; I recommend that the closing letter include the following:

- Through their second compliance assessment, the employer has demonstrated progress towards achieving employment equity in the workplace, especially with members of visible minorities.
- No goals have been set for a number of gaps from the previous assessment.
- Understanding there may be situations where certification is required by provincial regulations, we recommend efforts be made to recruit professionals, whenever feasible, at the national level in order to open the hiring process to a more diverse pool of people. Currently there are no Aboriginal peoples and persons with disabilities in this particular EEOG 03 and expanding the geographical area would increase the employment opportunities of people from these two designated groups.
- We recommended CBCL Limited continue to implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
- It may be beneficial 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 into permanent full-time and permanent part-time employment, when vacancies arise.
- We recommend CBCL Limited conduct an Employment Systems Review (ESR) to identify potential barriers to the recruitment and retention of individuals in the designated groups. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**Name of Analyst: Olga Arnaoudova**

**Date: April 4, 2019**



**From:** Arnaoudova, Olga O [NC] On Behalf Of EE-EME  
**Sent:** May 2, 2019 8:20 AM  
**To:** 'daraw@cbcl.ca' <daraw@cbcl.ca>  
**Cc:** 'belliott@cbcl.ca' <belliott@cbcl.ca>  
**Subject:** Notification of Compliance with the Federal Contractors Program

Dear MacDara Woodman:

I am writing to inform you that the subsequent compliance assessment initiated on July 11, 2018 has been completed. As a result of the assessment, CBCL Limited has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- Through their second compliance assessment, CBCL Limited has demonstrated progress towards achieving employment equity in the workplace, especially with members of visible minorities. We recommended CBCL Limited continue to implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
- Understanding there may be situations where certification is required by provincial regulations, we recommend efforts be made to recruit professionals, whenever feasible, at the national level in order to open the hiring process to a more diverse pool of people. Currently there are no Aboriginal peoples and persons with disabilities in this particular EEOG 03 and expanding the geographical area would increase the employment opportunities of people from these two designated groups.
- It may be beneficial 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 into permanent full-time and permanent part-time employment, when vacancies arise.
- We recommend CBCL Limited conduct an Employment Systems Review (ESR) to identify potential barriers to the recruitment and retention of individuals in the designated groups. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

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 July 11, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

- Workforce data (Forms 1 to 6) at the national level;

- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any gaps in representation.

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

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

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

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

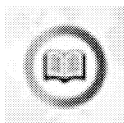
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca).

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

Sincerely,

Workplace Equity Team

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca)



Restez à jour! Obtenez un aperçu de tous les changements législatifs et réglementaires en cours.

Stay up to date! Get overview to all the legislative and regulatory changes underway.