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s.24(1)



Employment and Social Development Canada / Emploi et Développement social Canada

Labour Program / Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

050746

Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization CIMA+ S.E.N.C.	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° 54133	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 2000
To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sci/sn/2002/naics-sci-en02-eng.htm	

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 3400 du Souvenir Blvd., Suite 600	City Laval	Province QC	Postal Code H7V 3Z2
	Telephone Number 514-337-2462	Fax Number 450-682-1013	

EMPLOYMENT EQUITY CONTACT	
Name (print) Eric Dumouchel	Title Vice President - Human Resources
Telephone Number 514-337-2462	E-mail Address eric.dumouchel@cima.ca

CERTIFICATION
The above-named organization:
<ul style="list-style-type: none"> • having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND • intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).
Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml
Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Andre Chaumont	Title Vice President
Telephone Number 613-860-[REDACTED]	E-mail Address andre.chaumont@cima.ca
Signature [REDACTED]	Date 07/14/2014

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



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

Reporting Period 2016-07-04 to 2019-09-23

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)



	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	245	2	0	247	Calgary	100	0	0	100
Québec	1642	1	0	1643	Edmonton	62	0	0	62
British Columbia	34	0	0	34	Montréal	911	1	0	912
Saskatchewan	22	0	0	22	Regina	11	0	0	11
Alberta	163	0	0	163	Toronto	130	0	0	130
Newfoundland and Labrador	25	0	0	25	St. John's	5	0	0	5
Total Employees in Canada				2134	Québec	209	0	0	209
					Sherbrooke	289	0	0	289
					Trois-Rivières	1	0	0	1
					Ottawa - Gatineau	162	0	0	162
					Hamilton	34	1	0	35
					Kitchener - Cambridge - Waterloo	29	1	0	30
					London	7	0	0	7
					Kelowna	26	0	0	26
					Alta. less CMAs	1	0	0	1
					B.C. less CMAs	8	0	0	8



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

Reporting Period 2016-07-04 to 2019-09-23

	Census Metropolitan Areas			Total Number of Employees
	Permanent Full-time	Permanent Part-time	Temporary	
Nfld.Lab. less CMA	20	0	0	20
Ont. less CMAs	45	0	0	45
Que. less CMAs	70	0	0	70
Sask. less CMA	11	0	0	11
Total Employees in Canada				2134



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-07-04 to 2019-09-23

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	16	13	3									
	Total	16	13	3									
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	156	133	23				1	1		15	10	5
	Total	156	133	23				1	1		15	10	5
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1032	737	295	8	5	3	15	13	2	141	105	36
	Total	1032	737	295	8	5	3	15	13	2	141	105	36
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	721	573	148	1	1		6	3	3	98	79	19
	Total	721	573	148	1	1		6	3	3	98	79	19



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-07-04 to 2019-09-23

69188100

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2									
	Total	2		2									
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	163	13	150				4	1	3	17	2	15
	Total	163	13	150				4	1	3	17	2	15
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	28	8	20							2		2
	Total	28	8	20							2		2



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-07-04 to 2019-09-23

001890

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	12	11	1							1		1
	Total	12	11	1							1		1
Total Number of Employees		2131	1489	642	9	6	3	26	18	8	274	196	78



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-07-04 to 2019-09-23

001891

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2								2	2	
	Total	2	2								2	2	
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1							1		1
	Total	1		1							1		1
Total Number of Employees		3	2	1							3	2	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-07-04 to 2019-09-23

001892

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22	21	1							6	6	
	Total	22	21	1							6	6	
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	113	77	36	2	1	1	3	2	1	22	17	5
	Total	113	77	36	2	1	1	3	2	1	22	17	5
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	93	76	17				2	2		17	12	5
	Total	93	76	17				2	2		17	12	5



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-07-04 to 2019-09-23

001893

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
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	1	12							1		1
	Total	13	1	12							1		1
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	1	2									
	Total	3	1	2									
Total Number of Employees		245	177	68	2	1	1	5	4	1	46	35	11



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2016-07-04 to 2019-09-23

001894

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2016-07-04 to 2019-09-23

001895

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	11	3									
	Total	14	11	3									
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	117	95	22				1	1		7	2	5
	Total	117	95	22				1	1		7	2	5
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	801	560	241	4	2	2	10	9	1	92	65	27
	Total	801	560	241	4	2	2	10	9	1	92	65	27
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	546	431	115				4	1	3	64	55	9
	Total	546	431	115				4	1	3	64	55	9



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2016-07-04 to 2019-09-23

9618100

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2									
	Total		2		2								
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total		1	1									
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	130	11	119				4	1	3	10	2	8
	Total		130	11	119				4	1	3	10	2
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	21	6	15							1		1
	Total		21	6	15							1	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2016-07-04 to 2019-09-23

001897

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	9	1							1		1
	Total	10	9	1							1		1
Total Number of Employees		1642	1124	518	4	2	2	19	12	7	175	124	51



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Québec

Reporting Period 2016-07-04 to 2019-09-23

001898

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2016-07-04 to 2019-09-23

66189100

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	4										
	Total	4	4										
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	17	15	2				1	1		3	3	
	Total	17	15	2				1	1		3	3	
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	12	11	1							3	3	
	Total	12	11	1							3	3	
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2016-07-04 to 2019-09-23

001900

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		34	30	4				1	1		6	6	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Saskatchewan

Reporting Period 2016-07-04 to 2019-09-23

001901

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Saskatchewan

Reporting Period 2016-07-04 to 2019-09-23

001902

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		22	17	5							4	4	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2016-07-04 to 2019-09-23

001903

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total		1	1									
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	10								1	1	
	Total		10	10							1	1	
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	76	62	14	2	2		1	1		18	14	4
	Total		76	62	14	2	2		1	1		18	14
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	57	44	13	1	1					13	9	4
	Total		57	44	13	1	1				13	9	4



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2016-07-04 to 2019-09-23

001904

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
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	1	13							6		6
	Total	14	1	13							6		6
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	1	2									
	Total	3	1	2									
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Total Number of Employees		163	121	42	3	3		1	1		38	24	14



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Newfoundland and Labrador

Reporting Period 2016-07-04 to 2019-09-23

001905

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Newfoundland and Labrador
Reporting Period 2016-07-04 to 2019-09-23

001906

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1							1		1
	Total		1		1						1		1
Total Number of Employees		25	20	5							5	3	2



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2016-07-04 to 2019-09-23

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	2131	1489	642	9	6	3	26	18	8	274	196	78
Total Number of Employees	2131	1489	642	9	6	3	26	18	8	274	196	78



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

Reporting Period 2016-07-04 to 2019-09-23

001908

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



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2016-07-04 to 2019-09-23

001909

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	245	177	68	2	1	1	5	4	1	46	35	11
Total Number of Employees	245	177	68	2	1	1	5	4	1	46	35	11



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Ontario

Reporting Period 2016-07-04 to 2019-09-23

001910

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



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Québec

Reporting Period 2016-07-04 to 2019-09-23

001911

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	1642	1124	518	4	2	2	19	12	7	175	124	51
Total Number of Employees	1642	1124	518	4	2	2	19	12	7	175	124	51



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Québec

Reporting Period 2016-07-04 to 2019-09-23

001912

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



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / British Columbia

Reporting Period 2016-07-04 to 2019-09-23

001913

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	34	30	4				1	1		6	6	
Total Number of Employees	34	30	4				1	1		6	6	



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Saskatchewan

Reporting Period 2016-07-04 to 2019-09-23

001914

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	22	17	5							4	4	
Total Number of Employees	22	17	5							4	4	



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Alberta

Reporting Period 2016-07-04 to 2019-09-23

001915

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	163	121	42	3	3		1	1		38	24	14
Total Number of Employees	163	121	42	3	3		1	1		38	24	14



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Newfoundland and Labrador
Reporting Period 2016-07-04 to 2019-09-23

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	25	20	5							5	3	2
Total Number of Employees	25	20	5							5	3	2



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	3	1	2							1		1
Middle and Other Managers	47	35	12				1	1		7	5	2
Professionals	772	542	230	8	6	2	10	8	2	91	59	32
Semi-Professionals and Technicians	463	379	84	1	1		2	1	1	87	71	16
Supervisors	3	1	2									
Supervisors: Crafts and Trades	1	1										
Administrative and Senior Clerical Personnel	87	5	82							15	1	14
Clerical Personnel	22	4	18							1		1
Other Manual Workers	12	11	1							2	1	1
Total Number of Employees Hired	1410	979	431	9	7	2	13	10	3	204	137	67



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

Reporting Period 2016-07-04 to 2019-09-23

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	10	9	1							2	2	
Professionals	95	60	35	2	1	1	2	2		16	10	6
Semi-Professionals and Technicians	84	71	13				1	1		17	14	3
Administrative and Senior Clerical Personnel	8	1	7							1		1
Clerical Personnel	3	1	2									
Total Number of Employees Hired	200	142	58	2	1	1	3	3		36	26	10



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / Ontario

Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	1	1								1	1	
Total Number of Employees Hired	1	1								1	1	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Québec

Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	3	1	2							1		1
Middle and Other Managers	24	13	11				1	1		3	1	2
Professionals	565	386	179	3	2	1	7	5	2	56	33	23
Semi-Professionals and Technicians	283	231	52				1		1	49	41	8
Supervisors	2		2									
Administrative and Senior Clerical Personnel	61	4	57							9	1	8
Clerical Personnel	14	2	12									
Other Manual Workers	10	9	1							2	1	1
Total Number of Employees Hired	962	646	316	3	2	1	9	6	3	120	77	43



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / Québec

Reporting Period 2016-07-04 to 2019-09-23

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
Semi-Professionals and Technicians	1	1										
Clerical Personnel	3		3							1		1
Total Number of Employees Hired	4	1	3							1		1



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / British Columbia

Reporting Period 2016-07-04 to 2019-09-23

001923

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	4	4										
Professionals	13	11	2				1	1		1	1	
Semi-Professionals and Technicians	9	8	1							3	3	
Administrative and Senior Clerical Personnel	2		2									
Total Number of Employees Hired	28	23	5				1	1		4	4	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Saskatchewan

Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	8	8								4	4	
Semi-Professionals and Technicians	3	3								1	1	
Administrative and Senior Clerical Personnel	2		2									
Total Number of Employees Hired	13	11	2							5	5	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Alberta

Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	8	8								2	2	
Professionals	74	61	13	3	3					12	9	3
Semi-Professionals and Technicians	72	55	17	1	1					16	12	4
Supervisors	1	1										
Administrative and Senior Clerical Personnel	13		13							5		5
Clerical Personnel	3	1	2									
Other Manual Workers	2	2										
Total Number of Employees Hired	173	128	45	4	4					35	23	12



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / Newfoundland and Labrador
Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1										
Professionals	17	16	1							2	2	
Semi-Professionals and Technicians	12	11	1							1		1
Supervisors: Crafts and Trades	1	1										
Administrative and Senior Clerical Personnel	1		1									
Clerical Personnel	2		2							1		1
Total Number of Employees Hired	34	29	5							4	2	2



CIMA+ s.e.n.c. (certificate # 050446)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / National

Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	5	4	1									
Middle and Other Managers	29	24	5							5	5	
Professionals	255	196	59	1		1	2	1	1	31	26	5
Semi-Professionals and Technicians	127	95	32				2	1	1	11	8	3
Supervisors	1		1									
Administrative and Senior Clerical Personnel	12	1	11				1		1			
Clerical Personnel	1		1									
Total Number of Employees Promoted	430	320	110	1		1	5	2	3	47	39	8
Total Number of Promotions	458	338	120	1		1	6	2	4	50	41	9



CIMA+ s.e.n.c. (certificate # 050446)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Ontario
Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	6	6							4	4		
Professionals	22	17	5	1		1			7	7		
Semi-Professionals and Technicians	13	11	2				1	1		3	2	1
Total Number of Employees Promoted	42	35	7	1		1	1	1	14	13	1	
Total Number of Promotions	43	35	8	1		1	1	1	14	13	1	



CIMA+ s.e.n.c. (certificate # 050446)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Québec
Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	3	2	1									
Middle and Other Managers	23	18	5							1	1	
Professionals	216	163	53				2	1	1	21	16	5
Semi-Professionals and Technicians	104	80	24				1		1	5	5	
Supervisors	1		1									
Administrative and Senior Clerical Personnel	11	1	10				1		1			
Clerical Personnel	1		1									
Total Number of Employees Promoted	359	264	95				4	1	3	27	22	5
Total Number of Promotions	385	282	103				5	1	4	29	24	5



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / British Columbia

Reporting Period 2016-07-04 to 2019-09-23

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Saskatchewan

Reporting Period 2016-07-04 to 2019-09-23

001931

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



CIMA+ s.e.n.c. (certificate # 050446)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Alberta
Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Professionals	13	13							3	3		
Semi-Professionals and Technicians	7	4	3						3	1	2	
Total Number of Employees Promoted	21	18	3						6	4	2	
Total Number of Promotions	22	18	4						7	4	3	



CIMA+ s.e.n.c. (certificate # 050446)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Newfoundland and Labrador
Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	1	1										
Semi-Professionals and Technicians	1		1									
Administrative and Senior Clerical Personnel	1		1									
Total Number of Employees Promoted	3	1	2									
Total Number of Promotions	3	1	2									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1		1							1		1
Middle and Other Managers	35	29	6	1	1					4	4	
Professionals	393	292	101	3	3		4	2	2	45	30	15
Semi-Professionals and Technicians	271	213	58	2	2		1	1		31	25	6
Supervisors	1	1										
Supervisors: Crafts and Trades	2	2										
Administrative and Senior Clerical Personnel	55	3	52							13	3	10
Clerical Personnel	13	3	10	1	1							
Other Manual Workers	4	4								1	1	
Total Number of Employees Terminated	775	547	228	7	7		5	3	2	95	63	32



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2016-07-04 to 2019-09-23

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
Semi-Professionals and Technicians	1	1										
Clerical Personnel	2		2									
Other Sales and Service Personnel	1		1									
Total Number of Employees Terminated	4	1	3									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	4	4								1	1	
Professionals	45	27	18	1	1		1	1		8	4	4
Semi-Professionals and Technicians	34	28	6							8	7	1
Administrative and Senior Clerical Personnel	2		2							1		1
Total Number of Employees Terminated	85	59	26	1	1		1	1		18	12	6



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Québec

Reporting Period 2016-07-04 to 2019-09-23

001937

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1		1							1		1
Middle and Other Managers	25	19	6	1	1					2	2	
Professionals	274	206	68	1	1		3	1	2	25	17	8
Semi-Professionals and Technicians	186	145	41	2	2		1	1		16	12	4
Supervisors: Crafts and Trades	1	1										
Administrative and Senior Clerical Personnel	45	2	43							10	2	8
Clerical Personnel	12	3	9	1	1							
Other Manual Workers	4	4								1	1	
Total Number of Employees Terminated	548	380	168	5	5		4	2	2	55	34	21



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / Québec

Reporting Period 2016-07-04 to 2019-09-23

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
Semi-Professionals and Technicians	1	1										
Clerical Personnel	2		2									
Other Sales and Service Personnel	1		1									
Total Number of Employees Terminated	4	1	3									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / British Columbia

Reporting Period 2016-07-04 to 2019-09-23

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Saskatchewan

Reporting Period 2016-07-04 to 2019-09-23

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Alberta

Reporting Period 2016-07-04 to 2019-09-23

001941

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	4	4								1	1	
Professionals	56	43	13	1	1					10	8	2
Semi-Professionals and Technicians	35	26	9							5	4	1
Supervisors	1	1										
Administrative and Senior Clerical Personnel	7	1	6							2	1	1
Total Number of Employees Terminated	103	75	28	1	1					18	14	4



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / Newfoundland and Labrador
Reporting Period 2016-07-04 to 2019-09-23

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	10	10										
Semi-Professionals and Technicians	13	11	2									
Supervisors: Crafts and Trades	1	1										
Clerical Personnel	1		1									
Total Number of Employees Terminated	25	22	3									



Workplace Equity Information Management System - CIMA+ s.e.n.c.

Workforce Analysis - Detailed Report

Date: 2019-10-18

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	16	3	18.8 %	27.6 %	4	-1	National
02 : Middle and Other Managers	National	156	23	14.7 %	39.4 %	61	-38	National
03 : Professionals		1034	295	28.5 %	18.2 %	188	107	
1111 : Financial auditors and accountants	National	1	1	100.0 %	56.0 %	1	0	National
1112 : Financial and investment analysts	National	4	4	100.0 %	44.9 %	2	2	National
1121 : Human resources professionals	National	21	21	100.0 %	73.2 %	15	6	National
1122 : Professional occupations in business management consulting	National	87	43	49.4 %	42.7 %	37	6	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	2	66.7 %	66.6 %	2	0	National
2121 : Biologists and related scientists	National	7	3	42.9 %	52.8 %	4	-1	National
2131 : Civil engineers	National	385	99	25.7 %	17.7 %	68	31	National
2132 : Mechanical engineers	National	353	78	22.1 %	9.5 %	34	44	National
2133 : Electrical and electronics engineers	National	135	32	23.7 %	10.7 %	14	18	National
2141 : Industrial and manufacturing engineers	National	9	1	11.1 %	20.4 %	2	-1	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	11.1 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	4	1	25.0 %	19.9 %	1	0	National
2153 : Urban and land use planners	National	1	1	100.0 %	44.0 %	0	1	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	27.7 %	0	0	National
2172 : Database analysts and data administrators	National	8	3	37.5 %	33.0 %	3	0	National
2174 : Computer programmers and interactive media developers	National	7	1	14.3 %	16.6 %	1	0	National
5121 : Authors and writers	National	7	5	71.4 %	56.1 %	4	1	National
04 : Semi-Professionals and Technicians		721	148	20.5 %	20.4 %	147	1	
2231 : Civil engineering technologists and technicians	Alberta	45	10	22.2 %	18.1 %	8	2	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	11	1	9.1 %	21.8 %	2	-1	British Columbia
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	6	0	0.0 %	21.2 %	1	-1	Newfoundland and Labrador



Workplace Equity Information Management System - CIMA+ s.e.n.c.

Workforce Analysis - Detailed Report

Date: 2019-10-18

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2231 : Civil engineering technologists and technicians	Ontario	61	14	23.0 %	14.9 %	9	5	Ontario
2231 : Civil engineering technologists and technicians	Québec	293	44	15.0 %	16.9 %	50	-6	Québec
2231 : Civil engineering technologists and technicians	Saskatchewan	4	1	25.0 %	18.5 %	1	0	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Alberta	1	1	100.0 %	9.0 %	0	1	Alberta
2232 : Mechanical engineering technologists and technicians	British Columbia	1	0	0.0 %	7.1 %	0	0	British Columbia
2232 : Mechanical engineering technologists and technicians	Ontario	1	1	100.0 %	9.1 %	0	1	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	22	1	4.5 %	8.6 %	2	-1	Québec
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	5	1	20.0 %	24.6 %	1	0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Ontario	3	0	0.0 %	11.0 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	43	4	9.3 %	8.4 %	4	0	Québec
2253 : Drafting technologists and technicians	Alberta	1	0	0.0 %	28.5 %	0	0	Alberta
2253 : Drafting technologists and technicians	Ontario	12	0	0.0 %	29.2 %	4	-4	Ontario
2253 : Drafting technologists and technicians	Québec	124	55	44.4 %	34.5 %	43	12	Québec
2254 : Land survey technologists and technicians	Alberta	4	0	0.0 %	15.4 %	1	-1	Alberta
2255 : Technical occupations in geomatics and meteorology	Québec	2	0	0.0 %	38.4 %	1	-1	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	1	0	0.0 %	38.6 %	0	0	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	Newfoundland and Labrador	2	1	50.0 %	35.1 %	1	0	Newfoundland and Labrador
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	42.6 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	8	2	25.0 %	44.8 %	4	-2	Québec
2264 : Construction inspectors	Alberta	1	0	0.0 %	19.0 %	0	0	Alberta
2264 : Construction inspectors	Ontario	9	0	0.0 %	12.5 %	1	-1	Ontario
2264 : Construction inspectors	Québec	1	1	100.0 %	22.3 %	0	1	Québec
2264 : Construction inspectors	Saskatchewan	1	0	0.0 %	13.1 %	0	0	Saskatchewan
2281 : Computer network technicians	Alberta	3	2	66.7 %	21.4 %	1	1	Alberta



Workforce Analysis - Detailed Report

Date: 2019-10-18

Women

Employment Equity Occupational Group	Internal Location	Women						Recruitment Area
		All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #	
2281 : Computer network technicians	Ontario	2	1	50.0 %	21.4 %	0	1	Ontario
2281 : Computer network technicians	Québec	43	5	11.6 %	14.0 %	6	-1	Québec
4211 : Paralegal and related occupations	Alberta	1	0	0.0 %	92.2 %	1	-1	Alberta
4211 : Paralegal and related occupations	Ontario	3	1	33.3 %	82.5 %	2	-1	Ontario
4211 : Paralegal and related occupations	Québec	2	1	50.0 %	86.5 %	2	-1	Québec
5223 : Graphic arts technicians	Ontario	1	0	0.0 %	29.0 %	0	0	Ontario
5223 : Graphic arts technicians	Québec	3	1	33.3 %	41.9 %	1	0	Québec
05 : Supervisors		2	2	100.0 %	50.5 %	1	1	
Employment Equity Occupational Group	Montréal	2	2	100.0 %	50.5 %	1	1	Montréal
06 : Supervisors: Crafts and Trades		1	0	0.0 %	3.4 %	0	0	
7302 : Contractors and supervisors, heavy equipment operator crews	Québec	1	0	0.0 %	3.4 %	0	0	Québec
07 : Administrative and Senior Clerical Personnel		163	150	92.0 %	81.5 %	133	17	
Employment Equity Occupational Group	Alta. less CMAs	1	1	100.0 %	89.6 %	1	0	Alta. less CMAs
Employment Equity Occupational Group	Calgary	7	7	100.0 %	81.2 %	6	1	Calgary
Employment Equity Occupational Group	Edmonton	6	5	83.3 %	84.2 %	5	0	Edmonton
Employment Equity Occupational Group	Hamilton	2	2	100.0 %	82.6 %	2	0	Hamilton
Employment Equity Occupational Group	Kelowna	1	1	100.0 %	85.1 %	1	0	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	2	100.0 %	82.1 %	2	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	82	75	91.5 %	80.9 %	66	9	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	2	2	100.0 %	86.6 %	2	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	4	3	75.0 %	86.8 %	3	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	10	8	80.0 %	76.8 %	8	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	7	7	100.0 %	87.6 %	6	1	Que. less CMAs
Employment Equity Occupational Group	Québec	17	16	94.1 %	80.4 %	14	2	Québec



Workplace Equity Information Management System - CIMA+ s.e.n.c.

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Regina	1	1	100.0 %	80.4 %	1	0	Regina
Employment Equity Occupational Group	Sask. less CMA	2	2	100.0 %	88.5 %	2	0	Sask. less CMA
Employment Equity Occupational Group	Sherbrooke	14	13	92.9 %	82.3 %	12	1	Sherbrooke
Employment Equity Occupational Group	Toronto	5	5	100.0 %	79.1 %	4	1	Toronto
10 : Clerical Personnel		29	21	72.4 %	63.1 %	18	3	
Employment Equity Occupational Group	Calgary	2	1	50.0 %	70.7 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	1	1	100.0 %	71.9 %	1	0	Edmonton
Employment Equity Occupational Group	Hamilton	1	1	100.0 %	70.0 %	1	0	Hamilton
Employment Equity Occupational Group	Montréal	13	9	69.2 %	61.6 %	8	1	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	1	100.0 %	74.0 %	1	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	65.7 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	5	4	80.0 %	58.6 %	3	1	Québec
Employment Equity Occupational Group	Sherbrooke	3	2	66.7 %	61.0 %	2	0	Sherbrooke
Employment Equity Occupational Group	Toronto	2	1	50.0 %	65.5 %	1	0	Toronto
14 : Other Manual Workers		12	1	8.3 %	21.5 %	3	-2	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	17.6 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	18.1 %	0	0	Edmonton
Employment Equity Occupational Group	Montréal	9	1	11.1 %	23.6 %	2	-1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	9.9 %	0	0	Ottawa - Gatineau
Total		2134	643	30.1 %	26.1 %	555	88	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-10-18

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area	
			Representation #	%	Availability %	Gap #		
01 : Senior Managers	National	16	0	0.0 %	3.2 %	1	-1	National
02 : Middle and Other Managers	National	156	0	0.0 %	2.7 %	4	-4	National
03 : Professionals		1034	8	0.8 %	1.3 %	13	-5	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.4 %	0	0	National
1112 : Financial and investment analysts	National	4	0	0.0 %	0.8 %	0	0	National
1121 : Human resources professionals	National	21	0	0.0 %	3.1 %	1	-1	National
1122 : Professional occupations in business management consulting	National	87	1	1.1 %	1.6 %	1	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	2.1 %	0	0	National
2121 : Biologists and related scientists	National	7	0	0.0 %	1.8 %	0	0	National
2131 : Civil engineers	National	385	5	1.3 %	1.4 %	5	0	National
2132 : Mechanical engineers	National	353	1	0.3 %	1.0 %	4	-3	National
2133 : Electrical and electronics engineers	National	135	1	0.7 %	1.0 %	1	0	National
2141 : Industrial and manufacturing engineers	National	9	0	0.0 %	0.9 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	0.8 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	4	0	0.0 %	2.1 %	0	0	National
2153 : Urban and land use planners	National	1	0	0.0 %	2.8 %	0	0	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	1.3 %	0	0	National
2172 : Database analysts and data administrators	National	8	0	0.0 %	1.5 %	0	0	National
2174 : Computer programmers and interactive media developers	National	7	0	0.0 %	1.1 %	0	0	National
5121 : Authors and writers	National	7	0	0.0 %	2.3 %	0	0	National
04 : Semi-Professionals and Technicians		721	1	0.1 %	1.9 %	14	-13	
2231 : Civil engineering technologists and technicians	Alberta	45	1	2.2 %	2.8 %	1	0	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	11	0	0.0 %	3.9 %	0	0	British Columbia
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	6	0	0.0 %	14.4 %	1	-1	Newfoundland and Labrador



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Aboriginal Peoples

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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	Representation %	Availability %		
2231 : Civil engineering technologists and technicians	Ontario	61	0	0.0 %	1.9 %	1	Ontario
2231 : Civil engineering technologists and technicians	Québec	293	0	0.0 %	1.8 %	5	Québec
2231 : Civil engineering technologists and technicians	Saskatchewan	4	0	0.0 %	4.6 %	0	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Alberta	1	0	0.0 %	1.3 %	0	Alberta
2232 : Mechanical engineering technologists and technicians	British Columbia	1	0	0.0 %	2.2 %	0	British Columbia
2232 : Mechanical engineering technologists and technicians	Ontario	1	0	0.0 %	1.7 %	0	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	22	0	0.0 %	1.0 %	0	Québec
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	5	0	0.0 %	1.1 %	0	Québec
2241 : Electrical and electronics engineering technologists and technicians	Ontario	3	0	0.0 %	1.7 %	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	43	0	0.0 %	1.6 %	1	Québec
2253 : Drafting technologists and technicians	Alberta	1	0	0.0 %	3.1 %	0	Alberta
2253 : Drafting technologists and technicians	Ontario	12	0	0.0 %	1.8 %	0	Ontario
2253 : Drafting technologists and technicians	Québec	124	0	0.0 %	1.0 %	1	Québec
2254 : Land survey technologists and technicians	Alberta	4	0	0.0 %	5.5 %	0	Alberta
2255 : Technical occupations in geomatics and meteorology	Québec	2	0	0.0 %	3.5 %	0	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	1	0	0.0 %	5.9 %	0	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	Newfoundland and Labrador	2	0	0.0 %	6.6 %	0	Newfoundland and Labrador
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	3.0 %	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	8	0	0.0 %	2.1 %	0	Québec
2264 : Construction inspectors	Alberta	1	0	0.0 %	5.2 %	0	Alberta
2264 : Construction inspectors	Ontario	9	0	0.0 %	2.4 %	0	Ontario
2264 : Construction inspectors	Québec	1	0	0.0 %	2.4 %	0	Québec
2264 : Construction inspectors	Saskatchewan	1	0	0.0 %	8.0 %	0	Saskatchewan
2281 : Computer network technicians	Alberta	3	0	0.0 %	2.4 %	0	Alberta



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2281 : Computer network technicians	Ontario	2	0	0.0 %	1.7 %	0	0	Ontario
2281 : Computer network technicians	Québec	43	0	0.0 %	1.1 %	0	0	Québec
4211 : Paralegal and related occupations	Alberta	1	0	0.0 %	3.4 %	0	0	Alberta
4211 : Paralegal and related occupations	Ontario	3	0	0.0 %	1.9 %	0	0	Ontario
4211 : Paralegal and related occupations	Québec	2	0	0.0 %	1.1 %	0	0	Québec
5223 : Graphic arts technicians	Ontario	1	0	0.0 %	1.9 %	0	0	Ontario
5223 : Graphic arts technicians	Québec	3	0	0.0 %	1.3 %	0	0	Québec
05 : Supervisors		2	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.8 %	0	0	Montréal
06 : Supervisors: Crafts and Trades		1	0	0.0 %	4.0 %	0	0	
7302 : Contractors and supervisors, heavy equipment operator crews	Québec	1	0	0.0 %	4.0 %	0	0	Québec
07 : Administrative and Senior Clerical Personnel		163	0	0.0 %	1.9 %	3	-3	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	7.2 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	Calgary	7	0	0.0 %	2.9 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	6	0	0.0 %	4.7 %	0	0	Edmonton
Employment Equity Occupational Group	Hamilton	2	0	0.0 %	1.3 %	0	0	Hamilton
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	4.9 %	0	0	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	1.2 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	82	0	0.0 %	0.8 %	1	-1	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	2	0	0.0 %	14.8 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	5.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	10	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	7	0	0.0 %	3.8 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Québec	17	0	0.0 %	1.4 %	0	0	Québec



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Regina	1	0	0.0 %	6.6 %	0	0	Regina
Employment Equity Occupational Group	Sask. less CMA	2	0	0.0 %	11.4 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Sherbrooke	14	0	0.0 %	0.7 %	0	0	Sherbrooke
Employment Equity Occupational Group	Toronto	5	0	0.0 %	0.8 %	0	0	Toronto
10 : Clerical Personnel		29	0	0.0 %	1.9 %	1	-1	
Employment Equity Occupational Group	Calgary	2	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	5.3 %	0	0	Edmonton
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	1.9 %	0	0	Hamilton
Employment Equity Occupational Group	Montréal	13	0	0.0 %	1.0 %	0	0	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	14.9 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.5 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	5	0	0.0 %	1.6 %	0	0	Québec
Employment Equity Occupational Group	Sherbrooke	3	0	0.0 %	0.4 %	0	0	Sherbrooke
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.8 %	0	0	Toronto
14 : Other Manual Workers		12	0	0.0 %	2.3 %	0	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	5.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	8.3 %	0	0	Edmonton
Employment Equity Occupational Group	Montréal	9	0	0.0 %	1.0 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	4.8 %	0	0	Ottawa - Gatineau
Total		2134	9	0.4 %	1.7 %	36	-27	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	Members of Visible Minorities						Recruitment Area
		All Employees #	Representation		Availability		Gap #	
			#	%	%	#		
01 : Senior Managers	National	16	0	0.0 %	11.5 %	2	-2	National
02 : Middle and Other Managers	National	156	15	9.6 %	17.6 %	27	-12	National
03 : Professionals		1034	143	13.8 %	30.9 %	320	-177	
1111 : Financial auditors and accountants	National	1	0	0.0 %	32.3 %	0	0	National
1112 : Financial and investment analysts	National	4	1	25.0 %	37.8 %	2	-1	National
1121 : Human resources professionals	National	21	2	9.5 %	16.7 %	4	-2	National
1122 : Professional occupations in business management consulting	National	87	12	13.8 %	26.4 %	23	-11	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	18.8 %	1	-1	National
2121 : Biologists and related scientists	National	7	0	0.0 %	20.7 %	1	-1	National
2131 : Civil engineers	National	385	58	15.1 %	30.0 %	116	-58	National
2132 : Mechanical engineers	National	353	38	10.8 %	30.7 %	108	-70	National
2133 : Electrical and electronics engineers	National	135	29	21.5 %	39.6 %	53	-24	National
2141 : Industrial and manufacturing engineers	National	9	0	0.0 %	33.9 %	3	-3	National
2147 : Computer engineers (except software engineers and designers)	National	1	1	100.0 %	42.7 %	0	1	National
2148 : Other professional engineers, n.e.c.	National	4	0	0.0 %	27.2 %	1	-1	National
2153 : Urban and land use planners	National	1	0	0.0 %	14.1 %	0	0	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	38.6 %	0	0	National
2172 : Database analysts and data administrators	National	8	1	12.5 %	35.5 %	3	-2	National
2174 : Computer programmers and interactive media developers	National	7	0	0.0 %	34.2 %	2	-2	National
5121 : Authors and writers	National	7	1	14.3 %	12.8 %	1	0	National
04 : Semi-Professionals and Technicians		721	98	13.6 %	12.9 %	93	5	
2231 : Civil engineering technologists and technicians	Alberta	45	10	22.2 %	28.3 %	13	-3	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	11	3	27.3 %	20.2 %	2	1	British Columbia
2231 : Civil engineering technologists and technicians	Newfoundland and Labrador	6	0	0.0 %	2.9 %	0	0	Newfoundland and Labrador



Workforce Analysis - Detailed Report

Date: 2019-10-18

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
2231 : Civil engineering technologists and technicians	Ontario	61	10	16.4 %	23.7 %	14	-4	Ontario
2231 : Civil engineering technologists and technicians	Québec	293	43	14.7 %	8.1 %	24	19	Québec
2231 : Civil engineering technologists and technicians	Saskatchewan	4	0	0.0 %	17.9 %	1	-1	Saskatchewan
2232 : Mechanical engineering technologists and technicians	Alberta	1	0	0.0 %	24.6 %	0	0	Alberta
2232 : Mechanical engineering technologists and technicians	British Columbia	1	0	0.0 %	22.1 %	0	0	British Columbia
2232 : Mechanical engineering technologists and technicians	Ontario	1	0	0.0 %	26.2 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	22	0	0.0 %	9.0 %	2	-2	Québec
2233 : Industrial engineering and manufacturing technologists and technicians	Québec	5	0	0.0 %	11.4 %	1	-1	Québec
2241 : Electrical and electronics engineering technologists and technicians	Ontario	3	1	33.3 %	30.6 %	1	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	43	0	0.0 %	11.4 %	5	-5	Québec
2253 : Drafting technologists and technicians	Alberta	1	0	0.0 %	36.0 %	0	0	Alberta
2253 : Drafting technologists and technicians	Ontario	12	2	16.7 %	33.4 %	4	-2	Ontario
2253 : Drafting technologists and technicians	Québec	124	12	9.7 %	9.5 %	12	0	Québec
2254 : Land survey technologists and technicians	Alberta	4	2	50.0 %	18.1 %	1	1	Alberta
2255 : Technical occupations in geomatics and meteorology	Québec	2	1	50.0 %	4.2 %	0	1	Québec
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	1	0	0.0 %	10.7 %	0	0	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	Newfoundland and Labrador	2	1	50.0 %	0.9 %	0	1	Newfoundland and Labrador
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	18.0 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Québec	8	1	12.5 %	7.6 %	1	0	Québec
2264 : Construction inspectors	Alberta	1	0	0.0 %	11.8 %	0	0	Alberta
2264 : Construction inspectors	Ontario	9	3	33.3 %	18.9 %	2	1	Ontario
2264 : Construction inspectors	Québec	1	0	0.0 %	6.4 %	0	0	Québec
2264 : Construction inspectors	Saskatchewan	1	0	0.0 %	4.4 %	0	0	Saskatchewan
2281 : Computer network technicians	Alberta	3	1	33.3 %	31.4 %	1	0	Alberta



Workforce Analysis - Detailed Report

Date: 2019-10-18

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
			#	%	%	#		
2281 : Computer network technicians	Ontario	2	0	0.0 %	38.7 %	1	-1	Ontario
2281 : Computer network technicians	Québec	43	7	16.3 %	16.5 %	7	0	Québec
4211 : Paralegal and related occupations	Alberta	1	0	0.0 %	12.3 %	0	0	Alberta
4211 : Paralegal and related occupations	Ontario	3	1	33.3 %	23.9 %	1	0	Ontario
4211 : Paralegal and related occupations	Québec	2	0	0.0 %	10.5 %	0	0	Québec
5223 : Graphic arts technicians	Ontario	1	0	0.0 %	25.1 %	0	0	Ontario
5223 : Graphic arts technicians	Québec	3	0	0.0 %	8.0 %	0	0	Québec
05 : Supervisors		2	0	0.0 %	20.4 %	0	0	
Employment Equity Occupational Group	Montréal	2	0	0.0 %	20.4 %	0	0	Montréal
06 : Supervisors: Crafts and Trades		1	0	0.0 %	2.4 %	0	0	
7302 : Contractors and supervisors, heavy equipment operator crews	Québec	1	0	0.0 %	2.4 %	0	0	Québec
07 : Administrative and Senior Clerical Personnel		163	17	10.4 %	12.0 %	20	-3	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	3.9 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	Calgary	7	2	28.6 %	20.6 %	1	1	Calgary
Employment Equity Occupational Group	Edmonton	6	4	66.7 %	16.9 %	1	3	Edmonton
Employment Equity Occupational Group	Hamilton	2	0	0.0 %	11.3 %	0	0	Hamilton
Employment Equity Occupational Group	Kelowna	1	0	0.0 %	3.7 %	0	0	Kelowna
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	1	50.0 %	10.9 %	0	1	Kitchener - Cambridge
Employment Equity Occupational Group	Montréal	82	5	6.1 %	14.6 %	12	-7	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	2	0	0.0 %	1.1 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	1.9 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	10	1	10.0 %	14.1 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	7	1	14.3 %	0.8 %	0	1	Que. less CMAs
Employment Equity Occupational Group	Québec	17	1	5.9 %	3.3 %	1	0	Québec



Workforce Analysis - Detailed Report

Date: 2019-10-18

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Regina	1	0	0.0 %	9.5 %	0	0	Regina
Employment Equity Occupational Group	Sask. less CMA	2	0	0.0 %	2.5 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Sherbrooke	14	2	14.3 %	2.5 %	0	2	Sherbrooke
Employment Equity Occupational Group	Toronto	5	0	0.0 %	40.6 %	2	-2	Toronto
10 : Clerical Personnel		29	3	10.3 %	17.8 %	5	-2	
Employment Equity Occupational Group	Calgary	2	0	0.0 %	30.6 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	21.5 %	0	0	Edmonton
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	12.6 %	0	0	Hamilton
Employment Equity Occupational Group	Montréal	13	1	7.7 %	20.4 %	3	-2	Montréal
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	1	100.0 %	0.9 %	0	1	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	18.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	5	0	0.0 %	4.1 %	0	0	Québec
Employment Equity Occupational Group	Sherbrooke	3	1	33.3 %	4.1 %	0	1	Sherbrooke
Employment Equity Occupational Group	Toronto	2	0	0.0 %	52.2 %	1	-1	Toronto
14 : Other Manual Workers		12	1	8.3 %	26.1 %	3	-2	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	31.2 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	24.5 %	0	0	Edmonton
Employment Equity Occupational Group	Montréal	9	1	11.1 %	27.1 %	2	-1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	13.4 %	0	0	Ottawa - Gatineau
Total		2134	277	13.0 %	22.0 %	470	-193	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-10-18

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	172	1	0.6 %	5.0 %	9	-8	National
03 : Professionals	National	1034	15	1.5 %	8.9 %	92	-77	National
04 : Semi-Professionals and Technicians	National	721	6	0.8 %	7.6 %	55	-49	National
05 : Supervisors	National	2	0	0.0 %	27.5 %	1	-1	National
06 : Supervisors: Crafts and Trades	National	1	0	0.0 %	10.1 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	163	4	2.5 %	10.0 %	16	-12	National
10 : Clerical Personnel	National	29	0	0.0 %	9.3 %	3	-3	National
14 : Other Manual Workers	National	12	0	0.0 %	6.8 %	1	-1	National
Total		2134	26	1.2 %	8.2 %	177	-151	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2019-10-18

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2019-10-18

WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - CIMA+ s.e.n.c.

Workforce Analysis - Summary Report

Date: 2019-09-26

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	16	3	18.8 %	27.6 %	4	-1
02 : Middle and Other Managers	156	23	14.7 %	39.4 %	61	-38
03 : Professionals	1034	295	28.5 %	18.2 %	188	107
04 : Semi-Professionals and Technicians	721	148	20.5 %	20.4 %	147	1
05 : Supervisors	2	2	100.0 %	50.5 %	1	1
06 : Supervisors: Crafts and Trades	1	0	0.0 %	3.4 %	0	0
07 : Administrative and Senior Clerical Personnel	163	150	92.0 %	81.5 %	133	17
10 : Clerical Personnel	29	21	72.4 %	63.1 %	18	3
14 : Other Manual Workers	12	1	8.3 %	21.5 %	3	-2
Total	2134	643	30.1 %	26.1 %	555	88

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-09-26

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	16	0	0.0 %	3.2 %	1	-1
02 : Middle and Other Managers	156	0	0.0 %	2.7 %	4	-4
03 : Professionals	1034	8	0.8 %	1.3 %	13	-5
04 : Semi-Professionals and Technicians	721	1	0.1 %	1.9 %	14	-13
05 : Supervisors	2	0	0.0 %	0.8 %	0	0
06 : Supervisors: Crafts and Trades	1	0	0.0 %	4.0 %	0	0
07 : Administrative and Senior Clerical Personnel	163	0	0.0 %	1.9 %	3	-3
10 : Clerical Personnel	29	0	0.0 %	1.9 %	1	-1
14 : Other Manual Workers	12	0	0.0 %	2.3 %	0	0
Total	2134	9	0.4 %	1.7 %	36	-27

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-09-26

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	16	0	0.0 %	11.5 %	2	-2
02 : Middle and Other Managers	156	15	9.6 %	17.6 %	27	-12
03 : Professionals	1034	143	13.8 %	30.9 %	320	-177
04 : Semi-Professionals and Technicians	721	98	13.6 %	12.9 %	93	5
05 : Supervisors	2	0	0.0 %	20.4 %	0	0
06 : Supervisors: Crafts and Trades	1	0	0.0 %	2.4 %	0	0
07 : Administrative and Senior Clerical Personnel	163	17	10.4 %	12.0 %	20	-3
10 : Clerical Personnel	29	3	10.3 %	17.8 %	5	-2
14 : Other Manual Workers	12	1	8.3 %	26.1 %	3	-2
Total	2134	277	13.0 %	22.0 %	470	-193

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-09-26

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	172	1	0.6 %	5.0 %	9	-8
03 : Professionals	1034	15	1.5 %	8.9 %	92	-77
04 : Semi-Professionals and Technicians	721	6	0.8 %	7.6 %	55	-49
05 : Supervisors	2	0	0.0 %	27.5 %	1	-1
06 : Supervisors: Crafts and Trades	1	0	0.0 %	10.1 %	0	0
07 : Administrative and Senior Clerical Personnel	163	4	2.5 %	10.0 %	16	-12
10 : Clerical Personnel	29	0	0.0 %	9.3 %	3	-3
14 : Other Manual Workers	12	0	0.0 %	6.8 %	1	-1
Total	2134	26	1.2 %	8.2 %	177	-151

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-09-26

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2019-09-26

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
CIMA-S.E.N.C.
2019-09-23

Data from First/Previous Workforce Analysis
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↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	11	21

Data from Subsequent/Current Workforce Analysis
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↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	09	23

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
		#	#	%
01	Senior Managers	12	1	27.4
02	Middle & Other Managers	137	18	38.9
03	Professionals	607	145	17.6
04	Semi-Professionals & Technicians	488	108	16.9
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	4	0	4.7
07	Administrative & Senior Clerical Personnel	125	117	81.7
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	24	15	63.5
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	1	51.1
14	Other Manual Workers	6	1	23.8
Total		1,404	406	26.0

		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
		#	#	%
		16	3	27.6
		156	23	39.4
		1,034	295	18.2
		721	148	20.4
		2	2	50.5
		1	0	3.4
		163	150	81.5
		0	0	0.0
		0	0	0.0
		29	21	63.1
		0	0	0.0
		0	0	0.0
		0	0	0.0
		12	1	21.5
Total		2,134	643	26.1

* Source:
2011 National Household Survey

* Source:
2016 Census

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

CIMA-S.E.N.C.

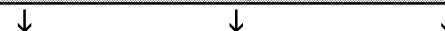
2019-09-23

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	11	21

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	09	23

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	12	0	2.9
02	Middle & Other Managers	137	1	2.2
03	Professionals	607	1	1.0
04	Semi-Professionals & Technicians	488	3	1.3
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	4	0	1.8
07	Administrative & Senior Clerical Personnel	125	1	1.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	24	0	1.4
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	0	0.8
14	Other Manual Workers	6	0	0.8
Total		1,404	6	1.3

*** Source:**

2011 National Household Survey

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

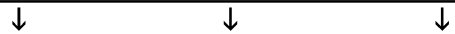
Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		16	0	3.2
		156	0	2.7
		1,034	8	1.3
		721	1	1.9
		2	0	0.8
		1	0	4.0
		163	0	1.9
		0	0	0.0
		0	0	0.0
		29	0	1.9
		0	0	0.0
		0	0	0.0
		0	0	0.0
		12	0	2.3
Total		2,134	9	1.7

*** Source:**

2016 Census

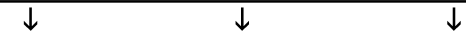
Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
CIMA-S.E.N.C.
2019-09-23

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	11	21

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	09	23

Table 3: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	12	0	10.1
02	Middle & Other Managers	137	5	15.0
03	Professionals	607	73	27.0
04	Semi-Professionals & Technicians	488	45	9.9
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	4	0	2.2
07	Administrative & Senior Clerical Personnel	125	10	9.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	24	1	13.1
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	0	24.3
14	Other Manual Workers	6	0	22.1
Total		1,404	134	17.8

*** Source:**
2011 National Household Survey

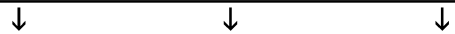
Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
	16	0	11.5	
	156	15	17.6	
	1,034	143	30.9	
	721	98	12.9	
	2	0	20.4	
	1	0	2.4	
	163	17	12.0	
	0	0	0.0	
	0	0	0.0	
	29	3	17.8	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	12	1	26.1	
Total		2,134	277	

*** Source:**
2016 Census

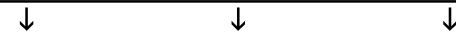
Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
CIMA-S.E.N.C.
2019-09-23

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	11	21

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	09	23

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
		#	%	
01/02	Managers	149	1	4.3
03	Professionals	607	2	3.8
04	Semi-Professionals & Technicians	488	6	4.6
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	4	0	7.8
07	Administrative & Senior Clerical Personnel	125	1	3.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	24	0	7.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	1	6.3
14	Other Manual Workers	6	0	5.3
Total		1,404	11	4.2

*** Source:**
2012 Canadian Survey on Disability

Employment Equity Occupational Group (EEOG)		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
		#	%	
		172	1	5.0
		1,034	15	8.9
		721	6	7.6
		2	0	27.5
		1	0	10.1
		163	4	10.0
		0	0	0.0
		0	0	0.0
		29	0	9.3
		0	0	0.0
		0	0	0.0
		0	0	0.0
		12	0	6.8
Total		2,134	26	8.2

*** Source:**
2017 Canadian Survey on Disability

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

CIMA-S.E.N.C.

2019-09-23

Start Date of Flow Data		
YYYY	MM	DD
2016	11	21

End Date of Flow Data		
YYYY	MM	DD
2019	09	23

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	3	2	0
02 Middle & Other Managers	47	12	0	0
03 Professionals	772	230	1	0
04 Semi-Professionals & Technicians	463	84	1	0
05 Supervisors	3	2	0	0
06 Supervisors: Crafts & Trades	1	0	0	0
07 Administrative & Senior Clerical Personnel	87	82	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	22	18	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	12	1	0	0
Total	1,410	431	5	3

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
5	1	0	0
29	5	0	0
255	59	0	0
127	32	0	0
1	1	0	0
0	0	0	0
12	11	0	0
0	0	0	0
0	0	0	0
0	0	0	0
1	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
430	110	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
1	1	0	0
35	6	0	0
393	101	0	0
271	58	1	0
1	0	0	0
2	0	0	0
55	52	0	0
0	0	0	0
0	0	0	0
0	0	0	0
13	10	2	2
0	0	0	0
0	0	0	0
0	0	0	0
4	0	1	1
775	228	4	3

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

CIMA-S.E.N.C.

2019-09-23

Start Date of Flow Data		
YYYY	MM	DD
2016	11	21

End Date of Flow Data		
YYYY	MM	DD
2019	09	23

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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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	3	0	0
02 Middle & Other Managers	47	0	0	0
03 Professionals	772	8	1	0
04 Semi-Professionals & Technicians	463	1	1	0
05 Supervisors	3	0	0	0
06 Supervisors: Crafts & Trades	1	0	0	0
07 Administrative & Senior Clerical Personnel	87	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	22	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	12	0	0	0
Total	1,410	9	5	0

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
5	0	0	0
29	0	0	0
255	1	0	0
127	0	0	0
1	0	0	0
0	0	0	0
12	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
430	1	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
1	0	0	0
35	1	0	0
393	3	0	0
271	2	1	0
1	0	0	0
2	0	0	0
55	0	0	0
0	0	0	0
0	0	0	0
13	1	2	0
0	0	0	0
0	0	0	0
0	0	0	0
4	0	1	0
775	7	4	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

CIMA-S.E.N.C.

2019-09-23

Start Date of Flow Data		
YYYY	MM	DD
2016	11	21

End Date of Flow Data		
YYYY	MM	DD
2019	09	23

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	3	0	0
02 Middle & Other Managers	47	1	0	0
03 Professionals	772	10	1	0
04 Semi-Professionals & Technicians	463	2	1	0
05 Supervisors	3	0	0	0
06 Supervisors: Crafts & Trades	1	0	0	0
07 Administrative & Senior Clerical Personnel	87	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	22	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	12	0	0	0
Total	1,410	13	5	0

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
5	0	0	0
29	0	0	0
255	2	0	0
127	2	0	0
1	0	0	0
0	0	0	0
12	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
430	5	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
1	0	0	0
35	0	0	0
393	4	0	0
271	1	1	0
1	0	0	0
2	0	0	0
55	0	0	0
0	0	0	0
0	0	0	0
13	0	2	0
0	0	0	0
0	0	0	0
0	0	0	0
4	0	1	0
775	5	4	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

CIMA-S.E.N.C.

2019-09-23

Start Date of Flow Data		
YYYY	MM	DD
2016	11	21

End Date of Flow Data		
YYYY	MM	DD
2019	09	23

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	3	1	0
02 Middle & Other Managers	47	7	0	0
03 Professionals	772	91	1	1
04 Semi-Professionals & Technicians	463	87	1	0
05 Supervisors	3	0	0	0
06 Supervisors: Crafts & Trades	1	0	0	0
07 Administrative & Senior Clerical Personnel	87	15	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	22	1	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	12	2	0	0
Total	1,410	204	5	2

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
5	0	0	0
29	5	0	0
255	31	0	0
127	11	0	0
1	0	0	0
0	0	0	0
12	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
430	47	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
1	1	0	0
35	4	0	0
393	45	0	0
271	31	1	0
1	0	0	0
2	0	0	0
55	13	0	0
0	0	0	0
0	0	0	0
0	0	0	0
13	0	2	0
0	0	0	0
0	0	0	0
0	0	0	0
4	1	1	0
775	95	4	0

Federal Contractors Program Achievement Report

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Part 3: Goals

CIMA-S.E.N.C.

2019-09-23

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)	First/Previous Short-term Goals																		
	All Employees								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2016-11-21	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	#	%	%	#	#	%	%	
#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	12	10.1%		0	7.1%		0	0	1	0.0%	0	2	0	27.4%	-2	-2	8.3%	8.3%	
02 Middle & Other Managers	137	4.4%		0	23.9%		0	0	18	0.0%	0	35	0	38.9%	-35	-35	13.1%	13.1%	
03 Professionals	607	19.4%		0	47.9%		0	0	145	0.0%	0	-38	0	17.6%	38	38	23.9%	23.9%	
04 Semi-Professionals & Tech	488	13.9%		0	45.0%		0	0	108	0.0%	0	-26	0	16.9%	26	26	22.1%	22.1%	
05 Supervisors	0	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	4	-37.0%		0	80.0%		0	0	0	0.0%	0	0	0	4.7%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	125	9.3%		0	38.2%		0	0	117	0.0%	0	-15	0	81.7%	15	15	93.6%	93.6%	
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	24	6.5%		0	56.6%		0	0	15	0.0%	0	0	0	63.5%	0	0	62.5%	62.5%	
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	1	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	51.1%	0	0	100.0%	100.0%	
14 Other Manual Workers	6	26.0%		0	55.6%		0	0	1	0.0%	0	0	0	23.8%	0	0	16.7%	16.7%	
Total	1,404	15.0%		0	44.0%		0	0	406	0.0%	0	-41	0	26.0%	41	41	28.9%	28.9%	

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

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers	0	0.0	2	16.7	
02 Middle & Other Managers	2	1.5	15	2.5	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

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Part 3: Goals

CIMA-S.E.N.C.

2019-09-23

14	Other Manual Workers	0	0.0	0	0.0
Total		2		17	

Federal Contractors Program Achievement Report

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Part 3: Goals

CIMA-S.E.N.C.

2019-09-23

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2016-11-21	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-11-21	Annually	Over 3 Years	2016	2019							
	#	%	%	#	%	%	#	#	%	%	#	%							
01 Senior Managers	12	10.1%		0	7.1%		0	0	0	0.0%	0	0	0	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	137	4.4%		0	23.9%		0	0	1	0.0%	0	2	0	2.2%	-2	-2	0.7%	0.7%	
03 Professionals	607	19.4%		0	47.9%		0	0	1	0.0%	0	5	0	1.0%	-5	-5	0.2%	0.2%	
04 Semi-Professionals & Tech	488	13.9%		0	45.0%		0	0	3	0.0%	0	3	0	1.3%	-3	-3	0.6%	0.6%	
05 Supervisors	0	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	4	-37.0%		0	80.0%		0	0	0	0.0%	0	0	0	1.8%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	125	9.3%		0	38.2%		0	0	1	0.0%	0	1	0	1.4%	-1	-1	0.8%	0.8%	
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	24	6.5%		0	56.6%		0	0	0	0.0%	0	0	0	1.4%	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	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%	
14 Other Manual Workers	6	26.0%		0	55.6%		0	0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%	
Total	1,404	15.0%		0	44.0%		0	0	6	0.0%	0	12	0	1.3%	-12	-12	0.4%	0.4%	

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	2	1.5	
03 Professionals	2	0.3	3	0.5	
04 Semi-Professionals & Tech	0	0.0	3	0.4	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	1	0.8	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	

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14	Other Manual Workers	0	0.0	0	0.0
Total		3		8	

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Part 3: Goals

CIMA-S.E.N.C.

2019-09-23

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																		
		All Employees								Persons with Disabilities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	YYYY-MM-DD			Annually	Over 3 Years		From - To	YYYY - YYYY					
		2016-11-21	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-11-21	Annually	Over 3 Years	Years	2016	2019	%	#	#	%	%	
#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%			
01/02	Managers	149	7.2%		0	15.5%		0	0	1	0.0%	0	5	0		4.3%	-5	-5	0.7%	0.7%
03	Professionals	607	19.4%		0	47.9%		0	0	2	0.0%	0	21	0		3.8%	-21	-21	0.3%	0.3%
04	Semi-Professionals & Tech	488	13.9%		0	45.0%		0	0	6	0.0%	0	16	0		4.6%	-16	-16	1.2%	1.2%
05	Supervisors	0	0.0%		0	100.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	4	-37.0%		0	80.0%		0	0	0	0.0%	0	0	0		7.8%	0	0	0.0%	0.0%
07	Administrative & Sr Clerical	125	9.3%		0	38.2%		0	0	1	0.0%	0	3	0		3.4%	-3	-3	0.8%	0.8%
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	24	6.5%		0	56.6%		0	0	0	0.0%	0	2	0		7.0%	-2	-2	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	1	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0		6.3%	1	1	100.0%	100.0%
14	Other Manual Workers	6	26.0%		0	55.6%		0	0	0	0.0%	0	0	0		5.3%	0	0	0.0%	0.0%
Total		1,404	15.0%		0	44.0%		0	0	11	0.0%	0	48	0		4.2%	-48	-48	0.8%	0.8%

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		%	%	%	%	
01/02	Managers	0	0.0	1	0.7	
03	Professionals	6	1.0	6	1.0	
04	Semi-Professionals & Tech	4	0.8	4	0.8	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	1	0.8	2	1.6	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	1	4.1	1	4.1	
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		12		14		

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Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	First/Previous Short-term Goals																		
	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2016-11-21	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-11-21	Annually	Over 3 Years	Years	2016	2019	%	#	#	%	%	
#	%	%	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%		
01 Senior Managers	12	10.1%		0	7.1%		0	0	0	0.0%	0	1	0		10.1%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	137	4.4%		0	23.9%		0	0	5	0.0%	0	16	0		15.0%	-16	-16	3.6%	3.6%
03 Professionals	607	19.4%		0	47.9%		0	0	73	0.0%	0	91	0		27.0%	-91	-91	12.0%	12.0%
04 Semi-Professionals & Tech	488	13.9%		0	45.0%		0	0	45	0.0%	0	3	0		9.9%	-3	-3	9.2%	9.2%
05 Supervisors	0	0.0%		0	100.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	4	-37.0%		0	80.0%		0	0	0	0.0%	0	0	0		2.2%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	125	9.3%		0	38.2%		0	0	10	0.0%	0	2	0		9.4%	-2	-2	8.0%	8.0%
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	24	6.5%		0	56.6%		0	0	1	0.0%	0	2	0		13.1%	-2	-2	4.2%	4.2%
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	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		24.3%	0	0	0.0%	0.0%
14 Other Manual Workers	6	26.0%		0	55.6%		0	0	0	0.0%	0	1	0		22.1%	-1	-1	0.0%	0.0%
Total	1,404	15.0%		0	44.0%		0	0	134	0.0%	0	116	0		17.8%	-116	-116	9.5%	9.5%

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers	1	8.3	0	0.0	
02 Middle & Other Managers	5	3.6	0	0.0	
03 Professionals	64	10.5	0	0.0	
04 Semi-Professionals & Tech	3	0.6	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	1	0.8	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	1	4.2	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	1	16.7	0	0.0
Total		76		0	

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Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)	Subsequent/Current Short-term Goals																		
	All Employees								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-09-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-09-23	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	16	10.1%		0	7.1%		0	0	3	0.0%	0	1	0	27.6%	27.6%	-1	-1	18.8%	18.8%
02 Middle & Other Managers	156	4.4%		0	23.9%		0	0	23	0.0%	0	38	0	39.9%	39.4%	-38	-38	14.7%	14.7%
03 Professionals	1,034	19.4%		0	47.9%		0	0	295	0.0%	0	-107	0	18.2%	107	107	28.5%	28.5%	
04 Semi-Professionals & Tech	721	13.9%		0	45.0%		0	0	148	0.0%	0	-1	0	20.4%	1	1	20.5%	20.5%	
05 Supervisors	2	0.0%		0	100.0%		0	0	2	0.0%	0	-1	0	50.5%	1	1	100.0%	100.0%	
06 Supervisors: Crafts & Trades	1	-37.0%		0	80.0%		0	0	0	0.0%	0	0	0	3.4%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	163	9.3%		0	38.2%		0	0	150	0.0%	0	-17	0	81.5%	17	17	92.0%	92.0%	
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	29	6.5%		0	56.6%		0	0	21	0.0%	0	-3	0	63.1%	3	3	72.4%	72.4%	
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	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	12	26.0%		0	55.6%		0	0	1	0.0%	0	2	0	21.5%	21.5%	-2	-2	8.3%	8.3%
Total	2,134	15.0%		0	44.0%		0	0	643	0.0%	0	-86	0	26.1%	86	86	30.1%	30.1%	

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	27.6	27.6	We do not believe that we will meet the objective, as we are not planning any short-term hiring in this occupational group.
02 Middle & Other Managers	39.9	39.9	We do not believe that we will meet the short-term objective, as we are currently far short of the target. Most of the changes to this occupational category will be the result of internal promotions.
03 Professionals	0.0		
04 Semi-Professionals & Tech	0.0		
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	0.0		
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	21.5	21.5	

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CIMA-S.E.N.C.

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Total		0.0	0.0
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Part 3: Goals

CIMA-S.E.N.C.

2019-09-23

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-09-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-09-23	Annually	Over 3 Years	2019	2022							
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%	
01 Senior Managers	16	10.1%		0	7.1%		0	0	0	0.0%	0	1	0	3.2%	3.2%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	156	4.4%		0	23.9%		0	0	0	0.0%	0	4	0	2.7%	2.7%	-4	-4	0.0%	0.0%
03 Professionals	1,034	19.4%		0	47.9%		0	0	8	0.0%	0	5	0	1.3%	1.3%	-5	-5	0.8%	0.8%
04 Semi-Professionals & Tech	721	13.9%		0	45.0%		0	0	1	0.0%	0	13	0	1.9%	1.9%	-13	-13	0.1%	0.1%
05 Supervisors	2	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	0.8%	0.8%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	1	-37.0%		0	80.0%		0	0	0	0.0%	0	0	0	4.0%	4.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	163	9.3%		0	38.2%		0	0	0	0.0%	0	3	0	1.9%	1.9%	-3	-3	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	29	6.5%		0	56.6%		0	0	0	0.0%	0	1	0	1.9%	1.9%	-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	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	-100.0%		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	12	26.0%		0	55.6%		0	0	0	0.0%	0	0	0	2.3%	2.3%	0	0	0.0%	0.0%
Total	2,134	15.0%		0	44.0%		0	0	9	0.0%	0	27	0	1.7%	1.7%	-27	-27	0.4%	0.4%

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		3.2		3.2%	We do not believe that we will meet the objective, as we are not planning any short-term hiring in this occupational group.
02 Middle & Other Managers		2.7		2.7%	We do not believe that we will meet the short-term objective, as we are currently far short of the target. Most of the changes to this occupational category will be the result of internal promotions.
03 Professionals		1.3		1.3%	In the field of engineering, actual availability in the market is lower than in the occupational category in general.
04 Semi-Professionals & Tech		1.9		1.9%	In the field of engineering, actual availability in the market is lower than in the occupational category in general.
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		0.0			
07 Administrative & Sr Clerical		1.9		1.9%	
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		0.0			
10 Clerical Personnel		1.9		1.9%	
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		0.0			
13 Other Sales & Service		0.0			
14 Other Manual Workers		0.0			

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Part 3: Goals

CIMA-S.E.N.C.

2019-09-23

Total		0.0	0.0
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001984

Part 3: Goals

CIMA-S.E.N.C.

2019-09-23

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
			Actual	Projected		Actual	Projected				From - To	YYYY - YYYY								
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	2019	2022	%	#	#	%	%		
		2019-09-23	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01/02	Managers	172	7.2%		0	15.5%		0	0	1	0.0%	0	8	0	5.0%	5.0%	-8	-8	0.6%	0.6%
03	Professionals	1,034	19.4%		0	47.9%		0	0	15	0.0%	0	77	0	8.9%	8.9%	-77	-77	1.5%	1.5%
04	Semi-Professionals & Tech	721	13.9%		0	45.0%		0	0	6	0.0%	0	49	0	7.6%	7.6%	-49	-49	0.8%	0.8%
05	Supervisors	2	0.0%		0	100.0%		0	0	0	0.0%	0	1	0	27.5%	27.5%	-1	-1	0.0%	0.0%
06	Supervisors: Crafts & Trades	1	-37.0%		0	80.0%		0	0	0	0.0%	0	0	0	10.1%	10.1%	0	0	0.0%	0.0%
07	Administrative & Sr Clerical	163	9.3%		0	38.2%		0	0	4	0.0%	0	12	0	10.0%	10.0%	-12	-12	2.5%	2.5%
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	29	6.5%		0	56.6%		0	0	0	0.0%	0	3	0	9.3%	9.3%	-3	-3	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	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	-100.0%		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	12	26.0%		0	55.6%		0	0	0	0.0%	0	1	0	6.8%	6.8%	-1	-1	0.0%	0.0%
Total		2,134	15.0%		0	44.0%		0	0	26	0.0%	0	149	0	8.2%	8.2%	-149	-149	1.2%	1.2%

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

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

Table 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 do not believe that we will meet the objective, as we are not planning any short-term hiring in this occupational group (01). We do not believe that we will meet the short-term objective, as we are
03	Professionals		8.9	8.9%	In the field of engineering, actual availability in the market is lower than in the occupational category in general.
04	Semi-Professionals & Tech		7.6	7.6%	In the field of engineering, actual availability in the market is lower than in the occupational category in general.
05	Supervisors		27.5	27.5%	
06	Supervisors: Crafts & Trades		0.0		
07	Administrative & Sr Clerical		10.0	10.0%	
08	Skilled Sales & Service		0.0		
09	Skilled Crafts & Trades		0.0		
10	Clerical Personnel		9.3	9.3%	
11	Intermediate Sales & Service		0.0		
12	Semi-Skilled Manual		0.0		
13	Other Sales & Service		0.0		
14	Other Manual Workers		6.8	6.8%	
Total			0.0	0.0	

Federal Contractors Program Achievement Report

001985

Part 3: Goals

CIMA-S.E.N.C.

2019-09-23

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-09-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-09-23	Annually	Over 3 Years	2019	2022							
	#	%	%	#	%	%	#	#	%	%	#	%	%	%	#	#	%	%	
01 Senior Managers	16	10.1%		0	7.1%		0	0	0	0.0%	0	2	0	11.5%	11.5%	-2	-2	0.0%	0.0%
02 Middle & Other Managers	156	4.4%		0	23.9%		0	0	15	0.0%	0	12	0	17.6%	17.6%	-12	-12	9.6%	9.6%
03 Professionals	1,034	19.4%		0	47.9%		0	0	143	0.0%	0	177	0	30.9%	30.9%	-177	-177	13.8%	13.8%
04 Semi-Professionals & Tech	721	13.9%		0	45.0%		0	0	98	0.0%	0	-5	0	12.9%	12.9%	5	5	13.6%	13.6%
05 Supervisors	2	0.0%		0	100.0%		0	0	0	0.0%	0	0	0	20.4%	20.4%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	1	-37.0%		0	80.0%		0	0	0	0.0%	0	0	0	2.4%	2.4%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	163	9.3%		0	38.2%		0	0	17	0.0%	0	3	0	12.0%	12.0%	-3	-3	10.4%	10.4%
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	29	6.5%		0	56.6%		0	0	3	0.0%	0	2	0	17.8%	17.8%	-2	-2	10.3%	10.3%
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	-100.0%		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	12	26.0%		0	55.6%		0	0	1	0.0%	0	2	0	26.1%	26.1%	-2	-2	8.3%	8.3%
Total	2,134	15.0%		0	44.0%		0	0	277	0.0%	0	192	0	22.0%	22.0%	-192	-192	13.0%	13.0%

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		11.5		11.5%	We do not believe that we will meet the objective, as we are not planning any short-term hiring in this occupational group.
02 Middle & Other Managers		17.6		17.6%	We do not believe that we will meet the short-term objective, as we are currently far short of the target. Most of the changes to this occupational category will be the result of internal promotions.
03 Professionals		30.9		30.9%	We do not believe that we will meet this objective in the short term. We have improved over the last three years, and plan to continue improving.
04 Semi-Professionals & Tech		0.0			
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		0.0			
07 Administrative & Sr Clerical		12.0		12.0%	
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		0.0			
10 Clerical Personnel		17.8		17.8%	
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		0.0			
13 Other Sales & Service		0.0			
14 Other Manual Workers		26.1		26.1%	

Federal Contractors Program Achievement Report

001986

Part 3: Goals

CIMA-S.E.N.C.

2019-09-23

Total		0.0	0.0
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Federal Contractors Program Achievement Report

001987

Part 4: Results - Women

CIMA-S.E.N.C.

2019-09-23

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis												
		Workforce									Hires				Promotions				Terminations				
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women						
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
01 Senior Managers	2016	12	1	8.3	27.4	3	-2	30.4															
	2019	16	3	18.8	27.6	4	-1	67.9	3	2	66.7	1	1	5	1	20.0	0	1	1	1	100.0	0	1
02 Middle & Other Managers	2016	137	18	13.1	38.9	53	-35	33.8															
	2019	156	23	14.7	39.4	61	-38	37.4	47	12	25.5	19	-7	29	5	17.2	4	1	35	6	17.1	5	1
03 Professionals	2016	607	145	23.9	17.6	107	38	135.7															
	2019	1,034	295	28.5	18.2	188	107	156.8	773	230	29.8	141	89	255	59	23.1	61	-2	393	101	25.7	94	7
04 Semi-Professionals & Technicians	2016	488	108	22.1	16.9	82	26	131.0															
	2019	721	148	20.5	20.4	147	1	100.6	464	84	18.1	95	-11	127	32	25.2	28	4	272	58	21.3	60	-2
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0															
	2019	2	2	100.0	50.5	1	1	198.0	3	2	66.7	2	0	1	1	100.0	0	1	1	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	4	0	0.0	4.7	0	0	0.0															
	2019	1	0	0.0	3.4	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	2	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	2019	7	3	42.9	0	0.0	0.0	0.0	2	150.0	16.7	257.2	Objective exceeded.	
	2022	7	3	42.9			27.6	155.3			27.6	155.3		
02 Middle & Other Managers	2019	41	17	41.5	2	850.0	1.5	2,764.2	15	113.3	2.5	1,678.7	Objective exceeded.	
	2022	41	17	41.5			39.9	103.9			39.9	103.9		
03 Professionals	2019	635	289	45.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	635	289	45.5			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	319	116	36.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	319	116	36.4			0.0	0.0			0.0	0.0		
05 Supervisors	2019	3	3	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	3	3	100.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-1	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

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Part 4: Results - Women

CIMA-S.E.N.C.

2019-09-23

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis													
		Workforce								Hires				Promotions				Terminations					
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women						
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2016	125	117	93.6	81.7	102	15	114.6															
	2019	163	150	92.0	81.5	133	17	112.9	87	82	94.3	71	11	12	11	91.7	11	0	55	52	94.5	51	1
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0															
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0															
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	24	15	62.5	63.5	15	0	98.4															
	2019	29	21	72.4	63.1	18	3	114.8	25	21	84.0	16	5	1	1	100.0	1	0	15	12	80.0	9	3
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0															
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0															
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

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	2019	44	93	211.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	44	93	211.4										
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0										
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0										
10 Clerical Personnel	2019	11	22	200.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	11	22	200.0										
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0										
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0										

Federal Contractors Program Achievement Report

001989

Part 4: Results - Women

CIMA-S.E.N.C.

2019-09-23

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2016	1	1	100.0	51.1	1	0	195.7																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	6	1	16.7	23.8	1	0	70.0																
	2019	12	1	8.3	21.5	3	-2	38.8	12	1	8.3	3	-2	0	0	0.0	0	0	0	5	1	20.0	1	0
Total	2016	1,404	406	28.9	26.0	365	41	111.2																
	2019	2,134	643	30.1	26.1	557	86	115.4	1,415	434	30.7	369	65	430	110	25.6	124	-14	779	231	29.7	225	6	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women		Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2019	7	1	14.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	7	1	14.3			21.5	66.4			21.5	66.4	
Total	2019	1,066	544	51.0	2	27200.0	0.0	0.0	17	3200.0	0.0	0.0	Overall, we have exceeded the total objective.
	2022	1,066	544	51.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

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Part 5: Results - Aboriginal Peoples

CIMA-S.E.N.C.

2019-09-23

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	%	#	#	#	%	#	#	#	%	#	#	#	#			
01 Senior Managers	2016	12	0	0.0	2.9	0	0	0.0																
	2019	16	0	0.0	3.2	1	-1	0.0	3	0	0.0	0	0	5	0	0.0	0	0	1	0	0.0	0	0	0
02 Middle & Other Managers	2016	137	1	0.7	2.2	3	-2	33.2																
	2019	156	0	0.0	2.7	4	-4	0.0	47	0	0.0	1	-1	29	0	0.0	0	0	35	1	2.9	0	1	1
03 Professionals	2016	607	1	0.2	1.0	6	-5	16.5																
	2019	1,034	8	0.8	1.3	13	-5	59.5	773	8	1.0	10	-2	255	1	0.4	0	1	393	3	0.8	1	2	2
04 Semi-Professionals & Technicians	2016	488	3	0.6	1.3	6	-3	47.3																
	2019	721	1	0.1	1.9	14	-13	7.3	464	1	0.2	9	-8	127	0	0.0	1	-1	272	2	0.7	2	0	0
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2019	2	0	0.0	0.8	0	0	0.0	3	0	0.0	0	0	1	0	0.0	0	0	1	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	4	0	0.0	1.8	0	0	0.0																
	2019	1	0	0.0	4.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	2	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	2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	7	0	0.0		3.2	0.0							
02 Middle & Other Managers	2019	41	0	0.0	0	0.0	0.0	0.0	2	0.0	1.5	0.0		
	2022	41	0	0.0		2.7	0.0							
03 Professionals	2019	635	9	1.4	2	450.0	0.3	472.4	3	300.0	0.5	283.5	Objective exceeded.	
	2022	635	9	1.4		1.3	109.0				0.0	10902.5		
04 Semi-Professionals & Technicians	2019	319	1	0.3	0	0.0	0.0	0.0	3	33.3	0.4	78.4		
	2022	319	1	0.3		1.9	16.5				0.0	1649.9		
05 Supervisors	2019	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	3	0	0.0		0.0	0.0				0.0	0.0		
06 Supervisors: Crafts & Trades	2019	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-1	0	0.0		0.0	0.0				0.0	0.0		

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Part 5: Results - Aboriginal Peoples

CIMA-S.E.N.C.

2019-09-23

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	125	1	0.8	1.4	2	-1	57.1																
	2019	163	0	0.0	1.9	3	-3	0.0	87	0	0.0	2	-2	12	0	0.0	0	0	0	55	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	24	0	0.0	1.4	0	0	0.0																
	2019	29	0	0.0	1.9	1	-1	0.0	25	0	0.0	0	0	1	0	0.0	0	0	0	15	1	6.7	0	1
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	44	0	0.0	1	0.0	0.8	0.0	0	0.0	0.0	0.0		
	2022	44	0	0.0			1.9	0.0						
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0						
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0						
10 Clerical Personnel	2019	11	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	11	0	0.0			1.9	0.0						
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0						
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0						

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Part 5: Results - Aboriginal Peoples

CIMA-S.E.N.C.

2019-09-23

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			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2016	1	0	0.0	0.8	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	6	0	0.0	0.8	0	0	0.0																
	2019	12	0	0.0	2.3	0	0	0.0	12	0	0.0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0
Total	2016	1,404	6	0.4	1.3	18	-12	32.9																
	2019	2,134	9	0.4	1.7	36	-27	24.8	1,415	9	0.6	24	-15	430	1	0.2	2	-1	779	7	0.9	3	4	

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	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2019	7	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	7	0	0.0			0.0	0.0			0.0	0.0	0.0	
Total	2019	1,066	10	0.9	3	333.3	0.0	0.0	0.0	8	125.0	0.0	0.0	
	2022	1,066	10	0.9			0.0	0.0			0.0	0.0	0.0	

Overall, we have exceeded our total long-term objective.

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

CIMA-S.E.N.C.

2019-09-23

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	#	#	#	%	#	#		
01&02 Managers	2016	149	1	0.7	4.3	6	-5	15.6																
	2019	172	1	0.6	5.0	9	-8	11.6	50	1	2.0	3	-2	34	0	0.0	0	0	36	0	0.0	0	0	0
03 Professionals	2016	607	2	0.3	3.8	23	-21	8.7																
	2019	1,034	15	1.5	8.9	92	-77	16.3	773	10	1.3	69	-59	255	2	0.8	1	1	393	4	1.0	1	3	3
04 Semi-Professionals & Technicians	2016	488	6	1.2	4.6	22	-16	26.7																
	2019	721	6	0.8	7.6	55	-49	10.9	464	2	0.4	35	-33	127	2	1.6	2	0	272	1	0.4	3	-2	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2019	2	0	0.0	27.5	1	-1	0.0	3	0	0.0	1	-1	1	0	0.0	0	0	1	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	4	0	0.0	7.8	0	0	0.0																
	2019	1	0	0.0	10.1	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	2	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	2019	48	1	2.1	0	0.0	0.0	0.0	1	100.0	0.7	310.9	Objective met.	
	2022	48	1	2.1			5.0	41.7			0.1	4166.7		
03 Professionals	2019	635	12	1.9	6	200.0	1.0	192.8	6	200.0	1.0	192.8	Objective exceeded.	
	2022	635	12	1.9			8.9	21.2			0.1	2123.3		
04 Semi-Professionals & Technicians	2019	319	4	1.3	4	100.0	0.8	156.7	4	100.0	0.8	156.7	Objective met.	
	2022	319	4	1.3			7.6	16.5			0.1	1649.9		
05 Supervisors	2019	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	3	0	0.0			27.5	0.0			0.3	0.0		
06 Supervisors: Crafts & Trades	2019	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-1	0	0.0			0.0	0.0			0.0	0.0		

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Part 6: Results - Persons with Disabilities

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2019-09-23

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	125	1	0.8	3.4	4	-3	23.5																
	2019	163	4	2.5	10.0	16	-12	24.5	87	0	0.0	9	-9	12	1	8.3	0	1	55	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
10 Clerical Personnel	2016	24	0	0.0	7.0	2	-2	0.0																
	2019	29	0	0.0	9.3	3	-3	0.0	25	0	0.0	2	-2	1	0	0.0	0	0	15	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments		
		Flow Data		Short-term Goals				Long-term Goals								
		All Employees	Persons with Disabilities	Persons with Disabilities								Persons with Disabilities				
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	#	%	#	%	%	%	#	%	%	%					
07 Administrative & Senior Clerical	2019	44	1	2.3	1	100.0	0.8	284.1	2	50.0	1.6	142.0	Objective met in the short term.			
	2022	44	1	2.3			10.0	22.7			0.1	2272.7				
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2022	0	0	0.0			0.0	0.0			0.0	0.0				
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2022	0	0	0.0			0.0	0.0			0.0	0.0				
10 Clerical Personnel	2019	11	0	0.0	1	0.0	4.1	0.0	1	0.0	4.1	0.0				
	2022	11	0	0.0			9.3	0.0			0.1	0.0				
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2022	0	0	0.0			0.0	0.0			0.0	0.0				
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2022	0	0	0.0			0.0	0.0			0.0	0.0				

Federal Contractors Program Achievement Report

001995

Part 6: Results - Persons with Disabilities

CIMA-S.E.N.C.

2019-09-23

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	1	1	100.0	6.3	0	1	1,587.3																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	6	0	0.0	5.3	0	0	0.0																
	2019	12	0	0.0	6.8	1	-1	0.0	12	0	0.0	1	-1	0	0	0.0	0	0	0	5	0	0.0	0	0
Total	2016	1,404	11	0.8	4.2	59	-48	18.7																
	2019	2,134	26	1.2	8.2	175	-149	14.9	1,415	13	0.9	116	-103	430	5	1.2	3	2	779	5	0.6	6	-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 (EOG)	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	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2019	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	7	0	0.0			6.8	0.0			0.1	0.0	
Total	2019	1,066	18	1.7	12	150.0	0.0	0.0	14	128.6	0.0	0.0	Overall, total objective exceeded.
	2022	1,066	18	1.7			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

CIMA-S.E.N.C.

2019-09-23

001996

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	2016	12	0	0.0	10.1	1	-1	0.0																
	2019	16	0	0.0	11.5	2	-2	0.0	3	1	33.3	0	1	5	0	0.0	0	0	1	1	100.0	0	1	1
02 Middle & Other Managers	2016	137	5	3.6	15.0	21	-16	24.3																
	2019	156	15	9.6	17.6	27	-12	54.6	47	7	14.9	8	-1	29	5	17.2	1	4	35	4	11.4	1	3	3
03 Professionals	2016	607	73	12.0	27.0	164	-91	44.5																
	2019	1,034	143	13.8	30.9	320	-177	44.8	773	92	11.9	239	-147	255	31	12.2	31	0	393	45	11.5	47	-2	
04 Semi-Professionals & Technicians	2016	488	45	9.2	9.9	48	-3	93.1																
	2019	721	98	13.6	12.9	93	5	105.4	464	87	18.8	60	27	127	11	8.7	12	-1	272	31	11.4	25	6	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2019	2	0	0.0	20.4	0	0	0.0	3	0	0.0	1	-1	1	0	0.0	0	0	1	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	4	0	0.0	2.2	0	0	0.0																
	2019	1	0	0.0	2.4	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	2	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	2019	7	1	14.3	1	100.0	8.3	172.1	0	0.0	0.0	0.0	Short-term objective met.	
	2022	7	1	14.3			11.5	124.2		0.1	12422.4			
02 Middle & Other Managers	2019	41	12	29.3	5	240.0	3.6	813.0	0	0.0	0.0	0.0	Short-term objective met.	
	2022	41	12	29.3			17.6	166.3		0.2	16629.7			
03 Professionals	2019	635	123	19.4	64	192.2	10.5	184.5	0	0.0	0.0	0.0	Short-term objective met.	
	2022	635	123	19.4			30.9	62.7		0.3	6268.6			
04 Semi-Professionals & Technicians	2019	319	98	30.7	3	3266.7	0.6	5120.2	0	0.0	0.0	0.0	Short-term objective met.	
	2022	319	98	30.7			0.0	0.0		0.0	0.0	0.0		
05 Supervisors	2019	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	3	0	0.0			0.0	0.0		0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2019	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-1	0	0.0			0.0	0.0		0.0	0.0	0.0		

Federal Contractors Program Achievement Report

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Part 7: Results - Members of Visible Minorities

CIMA-S.E.N.C.

2019-09-23

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	2016	125	10	8.0	9.4	12	-2	85.1																
	2019	163	17	10.4	12.0	20	-3	86.9	87	15	17.2	10	5	12	0	0.0	1	-1	55	13	23.6	4	9	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	24	1	4.2	13.1	3	-2	31.8																
	2019	29	3	10.3	17.8	5	-2	58.1	25	2	8.0	4	-2	1	0	0.0	0	0	15	0	0.0	1	-1	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	44	15	34.1	1	1500.0	0.8	4261.4	0	0.0	0.0	0.0	Short-term objective met.	
	2022	44	15	34.1			12.0	284.1			0.1	28409.1		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	11	2	18.2	1	200.0	4.2	432.9	0	0.0	0.0	0.0	Short-term objective met.	
	2022	11	2	18.2			17.8	102.1			0.2	10214.5		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

CIMA-S.E.N.C.

2019-09-23

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	1	0	0.0	24.3	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
14 Other Manual Workers	2016	6	0	0.0	22.1	1	-1	0.0																
	2019	12	1	8.3	26.1	3	-2	31.9	12	2	16.7	3	-1	0	0	0.0	0	0	0	5	1	20.0	0	1
Total	2016	1,404	134	9.5	17.8	250	-116	53.6																
	2019	2,134	277	13.0	22.0	469	-192	59.0	1,415	206	14.6	311	-105	430	47	10.9	41	6	779	95	12.2	74	21	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	7	2	28.6	1	200.0	16.7	171.1	0	0.0	0.0	0.0		
	2022	7	2	28.6			26.1	109.5			0.3	10946.9		
Total	2019	1,066	253	23.7	76	332.9	0.0	0.0	0	0.0	0.0	0.0		
	2022	1,066	253	23.7			0.0	0.0			0.0	0.0	Overall, we have met the short-term objective.	

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
CIMA-S.E.N.C.
2019-09-23

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):

CIMA+ has made efforts to improve the attraction and retention of members from the four designated groups over the last three years. When its new branding exercise was launched in May 2018, photos were selected to boost the representation of visible minorities and women. The Human Resources team made it a point to add a Diversity and Inclusion component of several hours to its leadership development programs. The Talent Acquisition team has diversified its display sources and taken steps to build relationships with various student and professional organizations representing the four

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.

Not applicable.

- Any reorganization or other corporate structural changes.

Not applicable.

- Acquisitions, mergers or transfers of employees.

CIMA+ has made three acquisitions over the last three years. In December 2016, it acquired ES4 and integrated 5 employees. In November 2018, it acquired KFR and integrated 22 employees. In July 2019, it acquired Costello and integrated 6 employees.

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

Not applicable.

[Redacted]

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

Not applicable.

- Other.

[Redacted]

Additional Details

Please provide any additional information (optional):

[Redacted]

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

Employer Name: CIMA + S.E.N.C.

Primary Location: Laval, Québec

Number of Employees: 2134

- Quebec: 1643
- Ontario 247
- Alberta 163
- British Columbia 34
- Newfoundland and Labrador 25
- Saskatchewan 22

Organization Overview: NAICS 5413(Architectural, Engineering, and Related Services)

CIMA + S.E.N.C is an engineering firm offering multi-disciplinary expertise and integrated services in engineering, environment & geotechnics, geomatics and surveying, and project management in Canada and abroad. In Canada, CIMA has offices in Quebec, Alberta, Ontario, British Columbia, Saskatchewan, and Newfoundland & Labrador.

Key Dates – First Year Assessment

Initiated: 2016-01-01
 Received: 2016-12-15
 Closed: 2017-01-04
 Workforce
 Analysis: 2016-11-21

Key Dates – Subsequent Assessment

Initiated: 2019-11-25
 Received: 2019-10-18
 Workforce
 Analysis: 2019-09-23

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:

Currently, the data from the current workforce analysis included in the Achievement report is consistent with that found in Forms 1 to 6 from WEIMS submitted by the employer on 2019-10-18. Some errors were discovered and corrected to match data included on Forms 4 and 6. The final version of the Workforce Analysis Achievement Report was approved on December 24, 2019.

ASSESSMENT OF REASONABLE PROGRESS**Women**

01	Cadres supérieurs	No goal set
02	Cadres intermédiaires et autres administrateurs	Goal met (1,492 % achieved)

Assessment/Observations

- EEOG 01: There was no goal set. By hiring three women in that EEOG (out of eight new hires), the LMA for that EEOG was exceeded.

Aboriginal Peoples

02	Cadres intermédiaires et autres administrateurs	No goal set
03	Professionnels	Goal met (450% achieved)
04	Personnel semi-professionnels et technique	No goal set
10	Personnel de bureau	Goal not met (0% achieved)

Assessment/Observations

- One goal not met
- 07: Out of 99 new hires in this EEOG, none was an Aboriginal person. At the LMA rate of 1.4, one person should have been hired from this EEOG.

Persons with Disabilities

01/02	Cadres	No goal set
03	Professionnels	Goal met (200% achieved)
04	Personnel semi-professionnels et technique	Goal met (100% achieved)
07	Personnel administratif et de bureau principal	Goal met (100% achieved)
10	Personnel de bureau	Goal not met (0% achieved)

Assessment/Observations

- One goal not met

- EEOG 10: Out of 26 new hires in this EEOG, none was a person with a disability. At the LMA rate of 7%, the goal of hiring one person with disabilities was unattainable.

Members of Visible Minorities

01	Cadres superieurs	Goal met (100% achieved)
02	Cadres intermédiaires et autres administrateurs	Goal met (240% achieved)
03	Professionnels	Goal met (192% achieved)
04	Personnel semi-professionnels et technique	Goal met (3,266.7% achieved)
07	Personnel administratif et de bureau principal	Goal met (1,500% achieved)
10	Personnel de bureau	Goal met (200% achieved)
14	Autres travailleurs manuels	Goal met (200\$ achieved)

Assessment/Observations

- All goals were met.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2016-11-21 to 2019-09-26.
 - During their initial assessment, the organization set 15 short-term goals. Two goals were not met and 13 goals were met and achieved over 100%.
 - No goals were set for three EEOG with existing gaps. The results for those gaps were not analyzed.

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 (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01	Managers	-1	27.6	27.6	18.8	27.6

02	Middle and Other Managers	-38	39.9	39.4	14.7	39.4
14	Other Manual Workers	-2	21.5	21.5	8.3	21.5

Observations:

- Goals (short and long-term) were set at the LMA rate or higher.
- The employer notes that objectives might not be met for EEOGs 01 and 02 as changes in this categories are expected to be due mainly to internal promotions.

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	#	%	%	%	%
01	Senior Managers	-1	3.2	3.2	0.0	3.2
02	Middle and Other Managers	-4	2.7	2.7	0.0	2.7
03	Professionals	-5	1.3	1.3	0.8	1.3
04	Semi-Professionals and Technicians	-13	1.9	1.9	0.1	1.9
07	Administrative and Senior Clerical Personnel	-3	1.9	1.9	0.0	1.9
10	Clerical Personnel	-1	1.9	1.9	0.0	1.9

Observations:

- Goals have been set appropriately at LMA where there is a gap present.
- Employer notes that for engineering, the LMA is lower than in this employment equity group in general.
- The employer notes that objectives might not be met for EEOGs 01 and 02 as changes in this categories are expected to be due mainly to internal promotions.

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	-8	5.0	5.0	0.6	5.0
03	Professionals	-77	8.9	8.9	1.5	8.9
04	Semi-Professionals & Technicians	-49	7.6	7.6	0.8	7.6
05	Supervisors	-1	27.5	27.5	0.0	27.5
07	Administrative and Senior Clerical Personnel	-12	10.0	10.0	2.5	10.0
10	Clerical Personnel	-3	9.3	9.3	0.0	9.3
14	Other Manual Workers	-1	6.8	6.8	0.0	6.8

Observations:

- Goals have been set appropriately at LMA where there is a gap present.
- For EEOG 01, the employer does not expect to cover the gap in the short term
- Employer notes that for engineering, the LMA is lower than in this employment equity group in general.

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	#	%	%	%	%
01	Senior Managers	-2	11.5	11.5	0.0	11.5
02	Middle & Other Managers	-12	17.6	17.6	9.6	17.6
03	Professionals	-177	30.9	30.9	13.8	30.9
07	Admin & Senior Clerical Personnel	-3	12.0	12.0	10.4	12.0
10	Clerical Personnel	-2	17.8	17.8	10.3	17.8
14	Other Manual Workers	-2	26.1	26.1	8.3	26.1

Observations:

- Goals have been set appropriately at LMA where there is a gap present.
- For EEOG 01, the employer does not expect to cover the gap in the short term
- Employer notes that for engineering, the LMA is lower than in this employment equity group in general.

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.
- We recommended that CIMA + S.E.N.C. continue 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 that CIMA + S.E.N.C. 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.

Name of Analyst: Olga Arnaoudova

Date: April 4, 2019

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.

ASSESSMENT OF GOALS**Women**

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	Senior Managers	0	-	-	0	27.6
02	Middle & Other Managers	6	-	-	23	39.4
03	Professionals	5	-	-	11	57.4
05	Supervisors	1	-	-	4	52.20
07	Admin. & Senior Clerical Personnel	-80	50.0	50.0	106	79.4
08	Skilled Sales & Service Personnel	7	-	-	51	27.4
10	Clerical Personnel	3	-	-	32	66.60

Observations:

- All goals were set appropriately for the three EEOGs with gaps.
- 07: Anticipated growth in this EEOG over next three years

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	#	# or %	# or %	%	%
01	Senior Managers	0	-	-	0	3.2
02	Middle & Other Managers	-1	2.7	2.7	0	2.7
03	Professionals	0	-	-	0	2.5
05	Supervisors	0	-	-	0	1.6
07	Admin. & Senior Clerical Personnel	-1	1.8	1.8	3	1.8
08	Skilled Sales & Service Personnel	-3	1.6	1.6	0	1.6
10	Clerical Personnel	-1	1.6	1.6	0	1.6

Observations:

- All goals were set appropriately, when there was a gap in current representation.
- 02: Access to qualified aboriginal candidates projected to continue to be limited in the areas where contractor recruits these positions.
- 08: Access to qualified aboriginal candidates projected to continue to be limited in the areas where contractor recruits these positions.

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01/02	Managers	-2	5.0	5.0	0	5.0
03	Professionals	-1	8.9	8.9	0	8.9
05	Supervisors	-1	27.5	27.5	0	27.5
07	Admin. & Senior Clerical Personnel	-21	10.0	10.0	2	10.0
08	Skilled Sales & Service Personnel	-13	8.0	8.0	0	8.0
10	Clerical Personnel	-4	9.3	9.3	0	9.3

Observations:

- All goals were set appropriately, when there was a gap in current representation.
- 01/02: Qualifications of the position projected to continue to make it difficult to close this gap completely in the short or long-term.
- 08: Continued demands (physical, mental) of this position make it particularly difficult for persons with disabilities thus creating a smaller pool of qualified candidates. Turnover in this role will hopefully allow for new and diverse candidates to be hired.

Members of Visible Minorities

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

01	Senior Managers	0	-	-	0	11.5
02	Middle & Other Managers	-3	17.6	17.6	5	17.6
03	Professionals	2	-	-	4	16.4
05	Supervisors	-2	50.0	50.0	1	50.8
07	Admin. & Senior Clerical Personnel	12	-	-	87	32.2
08	Skilled Sales & Service Personnel	-1	21.2	21.2	33	21.2
10	Clerical Personnel	-3	45.1	45.1	16	45.1

Observations:

- All goals were set appropriately, when there was a gap in current representation.

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.
- It is recommended that CIMA + S.E.N.C continue to implement hiring practices that encourage recruitment in all four designated groups to avoid creating any new gaps in representation.
- Partnerships with colleges, universities or other professional associations can help identify qualified students or professionals that are part of the designated groups and consider them for permanent full-time and permanent part-time employment, when vacancies arise.
- It is recommended that an Employment Systems Review (ESR) be conducted 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.

Name of Analyst: Olga Arnaoudova

Date: December 22, 2019

From: Arnaoudova, Olga O [NC] On Behalf Of EE-EME

Sent: January 16, 2020 3:32 PM

To: 'andre.chaumont@cima.ca' <andre.chaumont@cima.ca>

Cc: 'eric.dumouchel@cima.ca' <eric.dumouchel@cima.ca>

Subject: Government of Canada Agreement Number: 050446 – Notification of Compliance with the Federal Contractors Program

Subject: Government of Canada Agreement Number: 050446 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear André Chaumont:

I am writing to inform you that the subsequent compliance assessment initiated on October 20, 2019 has been completed. As a result of the assessment, CIMA-S.E.N.C. 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 CIMA-S.E.N.C.'s employment equity program.

- Through their second compliance assessment, the employer has demonstrated progress towards achieving employment equity in the workplace.
- It is recommended that CIMA + S.E.N.C continue to implement hiring practices that encourage recruitment in all four designated groups to avoid creating any new gaps in representation.
- Partnerships with colleges, universities or other professional associations can help identify qualified students or professionals that are part of the designated groups and consider them for permanent full-time and permanent part-time employment, when vacancies arise.
- It is recommended that an Employment Systems Review (ESR) be conducted 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.

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 October 20, 2022. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, CIMA-S.E.N.C. 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.

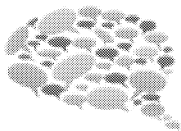
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdcc-rhdcc.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish CIMA-S.E.N.C. 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



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