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 Human Resources and Skills Development Canada / Ressources humaines et Développement des compétences Canada
Labour Program / Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°: 060172

Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization CCM DEV Ltd.	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° 3342	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 1014 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2b02/naics-sclan02-eng.htm

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No 334220

HEAD OFFICE			
Address (building number, street, suite, etc.) 155 Sheldon Drive	City Cambridge	Province ONTARIO	Postal Code N1R 7H6
	Telephone Number 519-622-2300	Fax Number 519-622-5543	

EMPLOYMENT EQUITY CONTACT	
Name (print) Naveen Rakkar	Title Director, Human Resources
Telephone Number 519-622-2300 x2233	E-mail Address naveen.rakkar@comdev.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.brsdc.gc.ca/eng/labour/equality/cpi/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) Michael Pley	Title CEO
Telephone Number 519-622-2300	E-mail Address michael.pley@comdev.ca
Signature [Redacted]	Date JULY 24, 2013

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) 953-5768 or by e-mail at: es-smc@brsdc-rhdcc.gc.ca



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

Reporting Period 2016-12-06 to 2019-04-30

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	450	0	0	450	Ottawa - Gatineau	33	0	0	33
Total Employees in Canada				450	Kitchener - Cambridge - Waterloo	417	0	0	417
					Total Employees in Canada				450



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-12-06 to 2019-04-30

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	2	2										
	Total	2	2										
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	46	37	9				3	3		6	6	
	Total	46	37	9				3	3		6	6	
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	141	118	23	1	1		7	5	2	42	36	6
	Total	141	118	23	1	1		7	5	2	42	36	6
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	57	49	8				4	4		11	10	1
	Total	57	49	8				4	4		11	10	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-12-06 to 2019-04-30

862020

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	10	5	5				1		1	1		1
	Total	10	5	5				1		1	1		1
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	10								3	3	
	Total	10	10								3	3	
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	12	5	7							4	3	1
	Total	12	5	7							4	3	1
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	4	1							3	2	1
	Total	5	4	1							3	2	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-12-06 to 2019-04-30

66200

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	47	37	10				4	2	2	17	14	3
	Total	47	37	10				4	2	2	17	14	3
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6		6	1		1						
	Total	6		6	1		1						
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	85	18	67	2		2	4	2	2	14	5	9
	Total	85	18	67	2		2	4	2	2	14	5	9
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	29	21	8				1		1	5	3	2
	Total	29	21	8				1		1	5	3	2



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-12-06 to 2019-04-30

002100

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		450	306	144	4	1	3	24	16	8	106	82	24



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2016-12-06 to 2019-04-30

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	450	306	144	4	1	3	24	16	8	106	82	24
Total Number of Employees	450	306	144	4	1	3	24	16	8	106	82	24



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2016-12-06 to 2019-04-30

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	2	2								1	1	
Professionals	9	6	3							3	2	1
Supervisors	1	1										
Supervisors: Crafts and Trades	2	2										
Administrative and Senior Clerical Personnel	2	2								2	2	
Skilled Crafts and Trades Workers	1	1										
Total Number of Employees Hired	17	14	3							6	5	1



COM DEV Ltd. (certificate # 060172)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Ontario
Reporting Period 2016-12-06 to 2019-04-30

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	11	8	3							3	3	
Professionals	14	9	5				1	1		2	1	1
Semi-Professionals and Technicians	4	3	1							1	1	
Supervisors	1	1										
Supervisors: Crafts and Trades	2	2								1	1	
Administrative and Senior Clerical Personnel	1		1									
Skilled Crafts and Trades Workers	1	1										
Clerical Personnel	1		1									
Semi-Skilled Manual Workers	1		1									
Other Manual Workers	12	9	3							3	2	1
Total Number of Employees Promoted	49	33	16				1	1		10	8	2
Total Number of Promotions	52	35	17				1	1		11	9	2



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

Reporting Period 2016-12-06 to 2019-04-30

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	2	1									
Middle and Other Managers	29	24	5				2	1	1	6	5	1
Professionals	47	35	12							16	12	4
Semi-Professionals and Technicians	72	64	8				8	8		20	18	2
Supervisors: Crafts and Trades	2	2										
Administrative and Senior Clerical Personnel	10	3	7	1		1						
Skilled Crafts and Trades Workers	21	21								3	3	
Clerical Personnel	18	6	12	1		1				2		2
Semi-Skilled Manual Workers	42	10	32							4	2	2
Other Sales and Service Personnel	2	2										
Other Manual Workers	12	11	1				1	1		1	1	
Total Number of Employees Terminated	258	180	78	2		2	11	10	1	52	41	11



Workplace Equity Information Management System - COM DEV Ltd.

Workforce Analysis - Detailed Report

Date: 2019-04-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	2	0	0.0 %	27.6 %	1	-1	National
02 : Middle and Other Managers	National	46	9	19.6 %	39.4 %	18	-9	National
03 : Professionals		141	23	16.3 %	17.9 %	25	-2	
1111 : Financial auditors and accountants	National	1	1	100.0 %	56.0 %	1	0	National
1122 : Professional occupations in business management consulting	National	9	7	77.8 %	42.7 %	4	3	National
2132 : Mechanical engineers	National	22	2	9.1 %	9.5 %	2	0	National
2133 : Electrical and electronics engineers	National	7	0	0.0 %	10.7 %	1	-1	National
2141 : Industrial and manufacturing engineers	National	23	4	17.4 %	20.4 %	5	-1	National
2146 : Aerospace engineers	National	49	5	10.2 %	12.4 %	6	-1	National
2148 : Other professional engineers, n.e.c.	National	7	0	0.0 %	19.9 %	1	-1	National
2171 : Information systems analysts and consultants	National	18	3	16.7 %	27.7 %	5	-2	National
2173 : Software engineers and designers	National	5	1	20.0 %	16.0 %	1	0	National
04 : Semi-Professionals and Technicians		57	8	14.0 %	16.5 %	9	-1	
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	41	6	14.6 %	18.6 %	8	-2	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	16	2	12.5 %	11.0 %	2	0	Ontario
05 : Supervisors		10	5	50.0 %	54.4 %	5	0	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	10	5	50.0 %	54.4 %	5	0	Kitchener - Cambridge
06 : Supervisors: Crafts and Trades		10	0	0.0 %	20.8 %	2	-2	
9227 : Supervisors, other products manufacturing and assembly	Ontario	10	0	0.0 %	20.8 %	2	-2	Ontario
07 : Administrative and Senior Clerical Personnel		12	7	58.3 %	81.7 %	10	-3	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	11	6	54.5 %	82.1 %	9	-3	Kitchener - Cambridge
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	76.8 %	1	0	Ottawa - Gatineau
08 : Skilled Sales and Service Personnel		5	1	20.0 %	27.9 %	1	0	
6221 : Technical sales specialists - wholesale trade	Ontario	5	1	20.0 %	27.9 %	1	0	Ontario



Workforce Analysis - Detailed Report

Date: 2019-04-30

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
09 : Skilled Crafts and Trades Workers		47	10	21.3 %	4.4 %	2	8	
7231 : Machinists and machining and tooling inspectors	Ontario	14	1	7.1 %	4.1 %	1	0	Ontario
7241 : Electricians (except industrial and power system)	Ontario	1	0	0.0 %	1.2 %	0	0	Ontario
7315 : Aircraft mechanics and aircraft inspectors	Ontario	32	9	28.1 %	4.6 %	1	8	Ontario
10 : Clerical Personnel		6	6	100.0 %	69.6 %	4	2	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	6	6	100.0 %	69.6 %	4	2	Kitchener - Cambridge
12 : Semi-Skilled Manual Workers		85	67	78.8 %	23.3 %	20	47	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	85	67	78.8 %	23.3 %	20	47	Kitchener - Cambridge
14 : Other Manual Workers		29	8	27.6 %	26.8 %	8	0	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	29	8	27.6 %	26.8 %	8	0	Kitchener - Cambridge
Total		450	144	32.0 %	23.5 %	105	39	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-04-30

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	2	0	0.0 %	3.2 %	0	0	National
02 : Middle and Other Managers	National	46	0	0.0 %	2.7 %	1	-1	National
03 : Professionals		141	1	0.7 %	0.9 %	1	0	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.4 %	0	0	National
1122 : Professional occupations in business management consulting	National	9	0	0.0 %	1.6 %	0	0	National
2132 : Mechanical engineers	National	22	0	0.0 %	1.0 %	0	0	National
2133 : Electrical and electronics engineers	National	7	0	0.0 %	1.0 %	0	0	National
2141 : Industrial and manufacturing engineers	National	23	0	0.0 %	0.9 %	0	0	National
2146 : Aerospace engineers	National	49	1	2.0 %	0.4 %	0	1	National
2148 : Other professional engineers, n.e.c.	National	7	0	0.0 %	2.1 %	0	0	National
2171 : Information systems analysts and consultants	National	18	0	0.0 %	1.3 %	0	0	National
2173 : Software engineers and designers	National	5	0	0.0 %	0.6 %	0	0	National
04 : Semi-Professionals and Technicians		57	0	0.0 %	1.5 %	1	-1	
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	41	0	0.0 %	1.4 %	1	-1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	16	0	0.0 %	1.7 %	0	0	Ontario
05 : Supervisors		10	0	0.0 %	2.4 %	0	0	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	10	0	0.0 %	2.4 %	0	0	Kitchener - Cambridge
06 : Supervisors: Crafts and Trades		10	0	0.0 %	1.6 %	0	0	
9227 : Supervisors, other products manufacturing and assembly	Ontario	10	0	0.0 %	1.6 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		12	0	0.0 %	1.4 %	0	0	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	11	0	0.0 %	1.2 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau
08 : Skilled Sales and Service Personnel		5	0	0.0 %	1.2 %	0	0	
6221 : Technical sales specialists - wholesale trade	Ontario	5	0	0.0 %	1.2 %	0	0	Ontario



Workforce Analysis - Detailed Report

Date: 2019-04-30

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
09 : Skilled Crafts and Trades Workers		47	0	0.0 %	2.1 %	1	-1	
7231 : Machinists and machining and tooling inspectors	Ontario	14	0	0.0 %	2.1 %	0	0	Ontario
7241 : Electricians (except industrial and power system)	Ontario	1	0	0.0 %	2.6 %	0	0	Ontario
7315 : Aircraft mechanics and aircraft inspectors	Ontario	32	0	0.0 %	2.2 %	1	-1	Ontario
10 : Clerical Personnel		6	1	16.7 %	2.1 %	0	1	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	6	1	16.7 %	2.1 %	0	1	Kitchener - Cambridge
12 : Semi-Skilled Manual Workers		85	2	2.4 %	2.0 %	2	0	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	85	2	2.4 %	2.0 %	2	0	Kitchener - Cambridge
14 : Other Manual Workers		29	0	0.0 %	2.3 %	1	-1	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	29	0	0.0 %	2.3 %	1	-1	Kitchener - Cambridge
Total		450	4	0.9 %	1.7 %	7	-3	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-04-30

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
01 : Senior Managers	National	2	0	0.0 %	11.5 %	0	0	National
02 : Middle and Other Managers	National	46	6	13.0 %	17.6 %	8	-2	National
03 : Professionals		141	42	29.8 %	30.9 %	44	-2	
1111 : Financial auditors and accountants	National	1	0	0.0 %	32.3 %	0	0	National
1122 : Professional occupations in business management consulting	National	9	1	11.1 %	26.4 %	2	-1	National
2132 : Mechanical engineers	National	22	5	22.7 %	30.7 %	7	-2	National
2133 : Electrical and electronics engineers	National	7	5	71.4 %	39.6 %	3	2	National
2141 : Industrial and manufacturing engineers	National	23	5	21.7 %	33.9 %	8	-3	National
2146 : Aerospace engineers	National	49	20	40.8 %	25.3 %	12	8	National
2148 : Other professional engineers, n.e.c.	National	7	1	14.3 %	27.2 %	2	-1	National
2171 : Information systems analysts and consultants	National	18	4	22.2 %	38.6 %	7	-3	National
2173 : Software engineers and designers	National	5	1	20.0 %	46.7 %	2	-1	National
04 : Semi-Professionals and Technicians		57	11	19.3 %	35.2 %	20	-9	
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	41	9	22.0 %	37.0 %	15	-6	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	16	2	12.5 %	30.6 %	5	-3	Ontario
05 : Supervisors		10	1	10.0 %	13.7 %	1	0	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	10	1	10.0 %	13.7 %	1	0	Kitchener - Cambridge
06 : Supervisors: Crafts and Trades		10	3	30.0 %	32.8 %	3	0	
9227 : Supervisors, other products manufacturing and assembly	Ontario	10	3	30.0 %	32.8 %	3	0	Ontario
07 : Administrative and Senior Clerical Personnel		12	4	33.3 %	11.2 %	1	3	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	11	4	36.4 %	10.9 %	1	3	Kitchener - Cambridge
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	14.1 %	0	0	Ottawa - Gatineau
08 : Skilled Sales and Service Personnel		5	3	60.0 %	22.8 %	1	2	
6221 : Technical sales specialists - wholesale trade	Ontario	5	3	60.0 %	22.8 %	1	2	Ontario



Workforce Analysis - Detailed Report

Date: 2019-04-30

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
			#	%	%	#		
09 : Skilled Crafts and Trades Workers		47	17	36.2 %	26.5 %	12	5	
7231 : Machinists and machining and tooling inspectors	Ontario	14	2	14.3 %	23.9 %	3	-1	Ontario
7241 : Electricians (except industrial and power system)	Ontario	1	0	0.0 %	13.2 %	0	0	Ontario
7315 : Aircraft mechanics and aircraft inspectors	Ontario	32	15	46.9 %	28.1 %	9	6	Ontario
10 : Clerical Personnel		6	0	0.0 %	13.4 %	1	-1	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	6	0	0.0 %	13.4 %	1	-1	Kitchener - Cambridge
12 : Semi-Skilled Manual Workers		85	14	16.5 %	21.4 %	18	-4	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	85	14	16.5 %	21.4 %	18	-4	Kitchener - Cambridge
14 : Other Manual Workers		29	5	17.2 %	20.0 %	6	-1	
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	29	5	17.2 %	20.0 %	6	-1	Kitchener - Cambridge
Total		450	106	23.6 %	25.9 %	115	-9	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-04-30

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	48	3	6.3 %	5.0 %	2	1	National
03 : Professionals	National	141	7	5.0 %	8.9 %	13	-6	National
04 : Semi-Professionals and Technicians	National	57	4	7.0 %	7.6 %	4	0	National
05 : Supervisors	National	10	1	10.0 %	27.5 %	3	-2	National
06 : Supervisors: Crafts and Trades	National	10	0	0.0 %	10.1 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	12	0	0.0 %	10.0 %	1	-1	National
08 : Skilled Sales and Service Personnel	National	5	0	0.0 %	8.0 %	0	0	National
09 : Skilled Crafts and Trades Workers	National	47	4	8.5 %	7.8 %	4	0	National
10 : Clerical Personnel	National	6	0	0.0 %	9.3 %	1	-1	National
12 : Semi-Skilled Manual Workers	National	85	4	4.7 %	10.3 %	9	-5	National
14 : Other Manual Workers	National	29	1	3.4 %	6.8 %	2	-1	National
Total		450	24	5.3 %	8.8 %	40	-16	

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: 2019-04-30

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2019-04-30

WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - COM DEV Ltd.

Workforce Analysis - Summary Report

Date: 2019-04-30

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	2	0	0.0 %	27.6 %	1	-1
02 : Middle and Other Managers	46	9	19.6 %	39.4 %	18	-9
03 : Professionals	141	23	16.3 %	17.9 %	25	-2
04 : Semi-Professionals and Technicians	57	8	14.0 %	16.5 %	9	-1
05 : Supervisors	10	5	50.0 %	54.4 %	5	0
06 : Supervisors: Crafts and Trades	10	0	0.0 %	20.8 %	2	-2
07 : Administrative and Senior Clerical Personnel	12	7	58.3 %	81.7 %	10	-3
08 : Skilled Sales and Service Personnel	5	1	20.0 %	27.9 %	1	0
09 : Skilled Crafts and Trades Workers	47	10	21.3 %	4.4 %	2	8
10 : Clerical Personnel	6	6	100.0 %	69.6 %	4	2
12 : Semi-Skilled Manual Workers	85	67	78.8 %	23.3 %	20	47
14 : Other Manual Workers	29	8	27.6 %	26.8 %	8	0
Total	450	144	32.0 %	23.5 %	105	39

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-04-30

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	2	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	46	0	0.0 %	2.7 %	1	-1
03 : Professionals	141	1	0.7 %	0.9 %	1	0
04 : Semi-Professionals and Technicians	57	0	0.0 %	1.5 %	1	-1
05 : Supervisors	10	0	0.0 %	2.4 %	0	0
06 : Supervisors: Crafts and Trades	10	0	0.0 %	1.6 %	0	0
07 : Administrative and Senior Clerical Personnel	12	0	0.0 %	1.4 %	0	0
08 : Skilled Sales and Service Personnel	5	0	0.0 %	1.2 %	0	0
09 : Skilled Crafts and Trades Workers	47	0	0.0 %	2.1 %	1	-1
10 : Clerical Personnel	6	1	16.7 %	2.1 %	0	1
12 : Semi-Skilled Manual Workers	85	2	2.4 %	2.0 %	2	0
14 : Other Manual Workers	29	0	0.0 %	2.3 %	1	-1
Total	450	4	0.9 %	1.7 %	7	-3

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - COM DEV Ltd.

Workforce Analysis - Summary Report

Date: 2019-04-30

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	2	0	0.0 %	11.5 %	0	0
02 : Middle and Other Managers	46	6	13.0 %	17.6 %	8	-2
03 : Professionals	141	42	29.8 %	30.9 %	44	-2
04 : Semi-Professionals and Technicians	57	11	19.3 %	35.2 %	20	-9
05 : Supervisors	10	1	10.0 %	13.7 %	1	0
06 : Supervisors: Crafts and Trades	10	3	30.0 %	32.8 %	3	0
07 : Administrative and Senior Clerical Personnel	12	4	33.3 %	11.2 %	1	3
08 : Skilled Sales and Service Personnel	5	3	60.0 %	22.8 %	1	2
09 : Skilled Crafts and Trades Workers	47	17	36.2 %	26.5 %	12	5
10 : Clerical Personnel	6	0	0.0 %	13.4 %	1	-1
12 : Semi-Skilled Manual Workers	85	14	16.5 %	21.4 %	18	-4
14 : Other Manual Workers	29	5	17.2 %	20.0 %	6	-1
Total	450	106	23.6 %	25.9 %	115	-9

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-04-30

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	48	3	6.3 %	5.0 %	2	1
03 : Professionals	141	7	5.0 %	8.9 %	13	-6
04 : Semi-Professionals and Technicians	57	4	7.0 %	7.6 %	4	0
05 : Supervisors	10	1	10.0 %	27.5 %	3	-2
06 : Supervisors: Crafts and Trades	10	0	0.0 %	10.1 %	1	-1
07 : Administrative and Senior Clerical Personnel	12	0	0.0 %	10.0 %	1	-1
08 : Skilled Sales and Service Personnel	5	0	0.0 %	8.0 %	0	0
09 : Skilled Crafts and Trades Workers	47	4	8.5 %	7.8 %	4	0
10 : Clerical Personnel	6	0	0.0 %	9.3 %	1	-1
12 : Semi-Skilled Manual Workers	85	4	4.7 %	10.3 %	9	-5
14 : Other Manual Workers	29	1	3.4 %	6.8 %	2	-1
Total	450	24	5.3 %	8.8 %	40	-16

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-04-30

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2019-04-30

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
COM DEV Ltd
[Date: 2019-07-31]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	12	07

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	04	30

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
		#	%	
01	Senior Managers	10	4	27.4
02	Middle & Other Managers	94	16	38.9
03	Professionals	147	27	16.4
04	Semi-Professionals & Technicians	197	27	14.0
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	5	0	27.4
07	Administrative & Senior Clerical Personnel	19	13	82.7
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	45	1	4.4
10	Clerical Personnel	40	30	67.8
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	145	114	23.0
13	Other Sales & Service Personnel	2	0	58.0
14	Other Manual Workers	27	4	30.2
Total		731	236	24.6

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
		#	%	
		2	0	27.6
		46	9	39.4
		141	23	17.9
		57	8	16.5
		10	5	54.4
		10	0	20.8
		12	7	81.7
		5	1	27.9
		47	10	4.4
		6	6	69.6
		0	0	0.0
		85	67	23.3
		0	0	0.0
		29	8	26.8
Total		450	144	23.5

*** Source:**
2011 National Household Survey

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

COM DEV Ltd

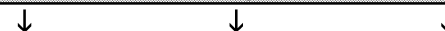
[Date: 2019-07-31]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	12	07

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	04	30

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	10	0	2.9
02	Middle & Other Managers	94	0	2.2
03	Professionals	147	1	1.0
04	Semi-Professionals & Technicians	197	0	1.7
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	5	0	0.5
07	Administrative & Senior Clerical Personnel	19	1	1.7
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	45	0	2.7
10	Clerical Personnel	40	2	1.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	145	3	1.2
13	Other Sales & Service Personnel	2	0	2.3
14	Other Manual Workers	27	1	1.8
Total		731	8	1.6

*** Source:**

2011 National Household Survey

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

All Employees		Aboriginal Peoples	
		Representation	Availability*
#	#	%	
2	0	3.2	
46	0	2.7	
141	1	0.9	
57	0	1.5	
10	0	2.4	
10	0	1.6	
12	0	1.4	
5	0	1.2	
47	0	2.1	
6	1	2.1	
0	0	0.0	
85	2	2.0	
0	0	0.0	
29	0	2.3	
450	4	1.7	

*** Source:**

2011 National Household Survey

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

COM DEV Ltd

[Date: 2019-07-31]

Start Date of Flow Data		
YYYY	MM	DD
2016	12	07

End Date of Flow Data		
YYYY	MM	DD
2019	04	30

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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Table 1: Women

Table 5: Women

Table 9: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	2	0	0	0
03 Professionals	9	3	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0
07 Administrative & Senior Clerical Personnel	2	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	1	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	17	3	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
1	1	0	0
11	3	0	0
14	5	0	0
4	1	0	0
1	0	0	0
2	0	0	0
1	1	0	0
0	0	0	0
1	0	0	0
1	1	0	0
0	0	0	0
1	1	0	0
0	0	0	0
0	0	0	0
12	3	0	0
49	16	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
3	1	0	0
29	5	0	0
47	12	0	0
72	8	0	0
0	0	0	0
2	0	0	0
10	7	0	0
0	0	0	0
21	0	0	0
18	12	0	0
0	0	0	0
42	32	0	0
2	0	0	0
12	1	0	0
258	78	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

COM DEV Ltd

[Date: 2019-07-31]

Start Date of Flow Data		
YYYY	MM	DD
2016	12	07

End Date of Flow Data		
YYYY	MM	DD
2019	04	30

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	2	0	0	0
03 Professionals	9	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0
07 Administrative & Senior Clerical Personnel	2	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	1	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	17	0	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
1	0	0	0
11	0	0	0
14	0	0	0
4	0	0	0
1	0	0	0
2	0	0	0
1	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
12	0	0	0
49	0	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
3	0	0	0
29	0	0	0
47	0	0	0
72	0	0	0
0	0	0	0
2	0	0	0
10	1	0	0
0	0	0	0
21	0	0	0
18	1	0	0
0	0	0	0
42	0	0	0
2	0	0	0
12	0	0	0
258	2	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

COM DEV Ltd

[Date: 2019-07-31]

Start Date of Flow Data		
YYYY	MM	DD
2016	12	07

End Date of Flow Data		
YYYY	MM	DD
2019	04	30

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	2	0	0	0
03 Professionals	9	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0
07 Administrative & Senior Clerical Personnel	2	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	1	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	17	0	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
1	0	0	0
11	0	0	0
14	1	0	0
4	0	0	0
1	0	0	0
2	0	0	0
1	0	0	0
0	0	0	0
1	0	0	0
1	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
12	0	0	0
49	1	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
3	0	0	0
29	2	0	0
47	0	0	0
72	8	0	0
0	0	0	0
2	0	0	0
10	0	0	0
0	0	0	0
21	0	0	0
18	0	0	0
0	0	0	0
42	0	0	0
2	0	0	0
12	1	0	0
258	11	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

COM DEV Ltd

[Date: 2019-07-31]

Start Date of Flow Data		
YYYY	MM	DD
2016	12	07

End Date of Flow Data		
YYYY	MM	DD
2019	04	30

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	2	1	0	0
03 Professionals	9	3	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0
07 Administrative & Senior Clerical Personnel	2	2	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	1	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	17	6	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
1	0	0	0
11	3	0	0
14	2	0	0
4	1	0	0
1	0	0	0
2	1	0	0
1	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
12	3	0	0
49	10	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
3	0	0	0
29	6	0	0
47	16	0	0
72	20	0	0
0	0	0	0
2	0	0	0
10	0	0	0
0	0	0	0
21	3	0	0
18	2	0	0
0	0	0	0
42	4	0	0
2	0	0	0
12	1	0	0
258	52	0	0

Federal Contractors Program Achievement Report

002128

Part 3: Goals

COM DEV Ltd

[Date: 2019-07-31]

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EOG)	All Employees										Women									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2016
	2016-12-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-12-07	Annually	Over 3 Years	Years	2016	2019	%	#	#	%	%		
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	10	-41.5%	0.0%	0	50.0%	6.5%	2	2	4	6.5%	1	0	0	0.0%	27.4%	1	0	40.0%	30.0%	
02 Middle & Other Managers	94	-21.2%	0.0%	0	41.4%	6.5%	18	18	16	6.5%	3	24	4	22.0%	38.9%	-21	-20	17.0%	18.1%	
03 Professionals	147	-1.4%	0.0%	0	32.6%	6.5%	29	29	27	6.5%	5	2	0	0.0%	16.4%	3	-2	18.4%	15.0%	
04 Semi-Professionals & Tech	197	-33.9%	0.0%	0	56.7%	6.5%	38	38	27	6.5%	5	6	0	0.0%	14.0%	-1	-6	13.7%	11.2%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	5	26.0%	0.0%	0	26.7%	6.5%	1	1	0	6.5%	0	1	0	0.0%	27.4%	-1	-1	0.0%	0.0%	
07 Administrative & Sr Clerical	19	-14.2%	0.0%	0	64.5%	6.5%	4	4	13	6.5%	3	6	0	0.0%	82.7%	-3	-6	68.4%	52.6%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	45	1.5%	0.0%	0	45.7%	6.5%	9	9	1	6.5%	0	1	0	0.0%	4.4%	-1	-1	2.2%	2.2%	
10 Clerical Personnel	40	-46.9%	0.0%	0	78.3%	6.5%	8	8	30	6.5%	6	3	0	0.0%	67.8%	3	-3	75.0%	60.0%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	145	-16.3%	0.0%	0	36.5%	6.5%	28	28	114	6.5%	22	-59	0	0.0%	23.0%	81	59	78.6%	63.4%	
13 Other Sales & Service	2	-100.0%	0.0%	0	200.0%	6.5%	0	0	0	6.5%	0	1	0	0.0%	58.0%	-1	-1	0.0%	0.0%	
14 Other Manual Workers	27	2.4%	0.0%	0	42.9%	6.5%	5	5	4	6.5%	1	5	2	30.2%	30.2%	-4	-3	14.8%	18.5%	
Total	731	-14.9%	0.0%	0	43.7%	6.5%	143	143	236	6.5%	46	-10	5	3.7%	24.6%	56	15	32.3%	26.7%	

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

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

Table 2: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	4	22.0	24	100.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	6	100.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	1	100.0	
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	1	100.0	
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	1	100.0	

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14	Other Manual Workers	2	30.2	5	100.0
Total		5	3.7	38	100.0

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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 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
	2016-12-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	%	%	%	%	%	%	%	%	%	
	#	%	%	#	%	%	#	#	#	%	%	#	%	%	%	#	#	%	%	
01 Senior Managers	10	-41.5%	0.0%	0	50.0%	6.5%	2	2	0	6.5%	0	0	0	0.0%	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	94	-21.2%	0.0%	0	41.4%	6.5%	18	18	0	6.5%	0	2	0	0.0%	2.2%	-2	-2	0.0%	0.0%	
03 Professionals	147	-1.4%	0.0%	0	32.6%	6.5%	29	29	1	6.5%	0	0	0	0.0%	1.0%	0	0	0.7%	0.7%	
04 Semi-Professionals & Tech	197	-33.9%	0.0%	0	56.7%	6.5%	38	38	0	6.5%	0	3	1	1.7%	1.7%	-3	-2	0.0%	0.5%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	5	26.0%	0.0%	0	26.7%	6.5%	1	1	0	6.5%	0	0	0	0.0%	0.5%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	19	-14.2%	0.0%	0	64.5%	6.5%	4	4	1	6.5%	0	-1	0	0.0%	1.7%	1	1	5.3%	5.3%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	45	1.5%	0.0%	0	45.7%	6.5%	9	9	0	6.5%	0	1	0	0.0%	2.7%	-1	-1	0.0%	0.0%	
10 Clerical Personnel	40	-46.9%	0.0%	0	78.3%	6.5%	8	8	2	6.5%	0	-2	0	0.0%	1.0%	2	2	5.0%	5.0%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	145	-16.3%	0.0%	0	36.5%	6.5%	28	28	3	6.5%	1	0	0	0.0%	1.2%	1	0	2.1%	1.4%	
13 Other Sales & Service	2	-100.0%	0.0%	0	200.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	2.3%	0	0	0.0%	0.0%	
14 Other Manual Workers	27	2.4%	0.0%	0	42.9%	6.5%	5	5	1	6.5%	0	-1	0	0.0%	1.8%	1	1	3.7%	3.7%	
Total	731	-14.9%	0.0%	0	43.7%	6.5%	143	143	8	6.5%	2	6	1	0.4%	1.6%	-4	-5	1.1%	1.0%	

† 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 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	100.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	1	1.7	3	100.0	
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	1	100.0	
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		1	0.4	6	100.0

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[Date: 2019-07-31]

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					
		2016-12-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-12-07	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	104	-31.4%	0.0%	0	45.7%	6.5%	20	20	5	6.5%	1	0	0	0.0%	4.3%	1	0	4.8%	3.8%
03	Professionals	147	-1.4%	0.0%	0	32.6%	6.5%	29	29	3	6.5%	1	4	0	0.0%	3.8%	-3	-4	2.0%	1.4%
04	Semi-Professionals & Tech	197	-33.9%	0.0%	0	56.7%	6.5%	38	38	13	6.5%	3	-1	0	0.0%	4.6%	4	1	6.6%	5.1%
05	Supervisors	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	5	26.0%	0.0%	0	26.7%	6.5%	1	1	0	6.5%	0	0	0	0.0%	7.8%	0	0	0.0%	0.0%
07	Administrative & Sr Clerical	19	-14.2%	0.0%	0	64.5%	6.5%	4	4	1	6.5%	0	0	0	0.0%	3.4%	0	0	5.3%	5.3%
08	Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	45	1.5%	0.0%	0	45.7%	6.5%	9	9	3	6.5%	1	0	0	0.0%	3.8%	1	0	6.7%	4.4%
10	Clerical Personnel	40	-46.9%	0.0%	0	78.3%	6.5%	8	8	2	6.5%	0	1	0	0.0%	7.0%	-1	-1	5.0%	5.0%
11	Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	145	-16.3%	0.0%	0	36.5%	6.5%	28	28	5	6.5%	1	3	0	0.0%	4.8%	-2	-3	3.4%	2.8%
13	Other Sales & Service	2	-100.0%	0.0%	0	200.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	6.3%	0	0	0.0%	0.0%
14	Other Manual Workers	27	2.4%	0.0%	0	42.9%	6.5%	5	5	4	6.5%	1	-2	0	0.0%	5.3%	3	2	14.8%	11.1%
Total		731	-14.9%	0.0%	0	43.7%	6.5%	143	143	36	6.5%	7	4	0	0.0%	4.5%	3	-4	4.9%	4.0%

† 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 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	0	0.0	
03	Professionals	0	0.0	4	100.0	
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	1	100.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	3	100.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	8	100.0	

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[Date: 2019-07-31]

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)	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
	2016-12-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-12-07	Annually	Over 3 Years	Years	2016	2019	%	#	#	%	%		
	#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	#	#	%	%	
01 Senior Managers	10	-41.5%	0.0%	0	50.0%	6.5%	2	2	0	6.5%	0	1	0	0.0%	10.1%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	94	-21.2%	0.0%	0	41.4%	6.5%	18	18	18	6.5%	4	0	0	0.0%	15.0%	4	0	19.1%	14.9%	
03 Professionals	147	-1.4%	0.0%	0	32.6%	6.5%	29	29	51	6.5%	10	5	0	0.0%	31.6%	5	-5	34.7%	27.9%	
04 Semi-Professionals & Tech	197	-33.9%	0.0%	0	56.7%	6.5%	38	38	56	6.5%	11	14	0	0.0%	30.2%	-3	-14	28.4%	22.8%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	5	26.0%	0.0%	0	26.7%	6.5%	1	1	1	6.5%	0	1	0	0.0%	33.6%	-1	-1	20.0%	20.0%	
07 Administrative & Sr Clerical	19	-14.2%	0.0%	0	64.5%	6.5%	4	4	1	6.5%	0	1	0	0.0%	9.6%	-1	-1	5.3%	5.3%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	45	1.5%	0.0%	0	45.7%	6.5%	9	9	4	6.5%	1	7	2	22.9%	22.9%	-6	-5	8.9%	11.1%	
10 Clerical Personnel	40	-46.9%	0.0%	0	78.3%	6.5%	8	8	5	6.5%	1	1	0	0.0%	11.6%	0	-1	12.5%	10.0%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	145	-16.3%	0.0%	0	36.5%	6.5%	28	28	20	6.5%	4	11	5	18.5%	18.5%	-7	-6	13.8%	14.5%	
13 Other Sales & Service	2	-100.0%	0.0%	0	200.0%	6.5%	0	0	0	6.5%	0	0	0	0.0%	16.9%	0	0	0.0%	0.0%	
14 Other Manual Workers	27	2.4%	0.0%	0	42.9%	6.5%	5	5	2	6.5%	0	3	1	17.4%	17.4%	-3	-2	7.4%	11.1%	
Total	731	-14.9%	0.0%	0	43.7%	6.5%	143	143	158	6.5%	31	44	8	5.5%	23.4%	-13	-36	21.6%	18.5%	

† 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	0	0.0	1	100.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	14	100.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	1	100.0	
07 Administrative & Sr Clerical	0	0.0	1	100.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	2	22.9	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	5	18.5	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	1	17.4	0	0.0
Total		8	5.5	17	100.0

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COM DEV Ltd

[Date: 2019-07-31]

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)	All Employees										Subsequent/Current Short-term Goals										Women			
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years					
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY				
	2019-04-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-04-30	Annually	Over 3 Years	2019	2022												
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%						
01 Senior Managers	2	-41.5%	0.0%	0	50.0%	5.0%	0	0	0	5.0%	0	1	0	27.6%	27.6%	-1	-1	0.0%	0.0%					
02 Middle & Other Managers	46	-21.2%	0.0%	0	41.4%	5.0%	7	7	9	5.0%	1	10	3	39.4%	39.4%	-9	-7	19.6%	23.9%					
03 Professionals	141	-1.4%	0.0%	0	32.6%	5.0%	21	21	23	5.0%	3	5	4	17.9%	17.9%	-2	-1	16.3%	17.0%					
04 Semi-Professionals & Tech	57	-33.9%	0.0%	0	56.7%	5.0%	9	9	8	5.0%	1	2	1	16.5%	16.5%	-1	-1	14.0%	14.0%					
05 Supervisors	10	0.0%	0.0%	0	0.0%	5.0%	2	2	5	5.0%	1	1	0	0.0%	54.4%	0	-1	50.0%	40.0%					
06 Supervisors: Crafts & Trades	10	26.0%	0.0%	0	26.7%	5.0%	2	2	0	5.0%	0	2	1	25.0%	20.8%	-2	-1	0.0%	10.0%					
07 Administrative & Sr Clerical	12	-14.2%	0.0%	0	64.5%	5.0%	2	2	7	5.0%	1	4	1	50.0%	81.7%	-3	-3	58.3%	58.3%					
08 Skilled Sales & Service	5	0.0%	0.0%	0	0.0%	5.0%	1	1	1	5.0%	0	0	0	0.0%	27.9%	0	0	20.0%	20.0%					
09 Skilled Crafts & Trades	47	1.5%	0.0%	0	45.7%	5.0%	7	7	10	5.0%	2	-6	0	0.0%	4.4%	8	6	21.3%	17.0%					
10 Clerical Personnel	6	-46.9%	0.0%	0	78.3%	5.0%	1	1	6	5.0%	1	-1	0	0.0%	69.6%	2	1	100.0%	83.3%					
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
12 Semi-Skilled Manual	85	-16.3%	0.0%	0	36.5%	5.0%	13	13	67	5.0%	10	-37	0	0.0%	23.3%	47	37	78.8%	67.1%					
13 Other Sales & Service	0	-100.0%	0.0%	0	200.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
14 Other Manual Workers	29	2.4%	0.0%	0	42.9%	5.0%	4	4	8	5.0%	1	1	0	0.0%	26.8%	0	-1	27.6%	24.1%					
Total	450	-14.9%	0.0%	0	43.7%	5.0%	68	68	144	5.0%	22	-16	8	12.0%	23.5%	38	24	32.0%	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 10: Women

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	27.6	27.6	
02 Middle & Other Managers	39.4	39.4	
03 Professionals	17.9	17.9	
04 Semi-Professionals & Tech	16.5	16.5	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	25.0	25.0	
07 Administrative & Sr Clerical	50.0	50.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

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COM DEV Ltd

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Total		12.0	50.0
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Part 3: Goals

COM DEV Ltd

[Date: 2019-07-31]

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2019
	2019-04-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	%	%	%	%	%	%	%	%	%	
	#	%	%	#	%	%	#	#	#	%	%	#	%	%	%	#	#	%	%	
01 Senior Managers	2	-41.5%	0.0%	0	50.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	3.2%	0	0	0.0%	0.0%	
02 Middle & Other Managers	46	-21.2%	0.0%	0	41.4%	5.0%	7	7	0	5.0%	0	1	0	2.7%	2.7%	-1	-1	0.0%	0.0%	
03 Professionals	141	-1.4%	0.0%	0	32.6%	5.0%	21	21	1	5.0%	0	0	0	0.0%	0.9%	0	0	0.7%	0.7%	
04 Semi-Professionals & Tech	57	-33.9%	0.0%	0	56.7%	5.0%	9	9	0	5.0%	0	1	0	1.5%	1.5%	-1	-1	0.0%	0.0%	
05 Supervisors	10	0.0%	0.0%	0	0.0%	5.0%	2	2	0	5.0%	0	0	0	0.0%	2.4%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	10	26.0%	0.0%	0	26.7%	5.0%	2	2	0	5.0%	0	0	0	0.0%	1.6%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	12	-14.2%	0.0%	0	64.5%	5.0%	2	2	0	5.0%	0	0	0	0.0%	1.4%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	5	0.0%	0.0%	0	0.0%	5.0%	1	1	0	5.0%	0	0	0	0.0%	1.2%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	47	1.5%	0.0%	0	45.7%	5.0%	7	7	0	5.0%	0	1	0	2.1%	2.1%	-1	-1	0.0%	0.0%	
10 Clerical Personnel	6	-46.9%	0.0%	0	78.3%	5.0%	1	1	1	5.0%	0	-1	0	0.0%	2.1%	1	1	16.7%	16.7%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	85	-16.3%	0.0%	0	36.5%	5.0%	13	13	2	5.0%	0	0	0	0.0%	2.0%	0	0	2.4%	2.4%	
13 Other Sales & Service	0	-100.0%	0.0%	0	200.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	29	2.4%	0.0%	0	42.9%	5.0%	4	4	0	5.0%	0	1	0	2.3%	2.3%	-1	-1	0.0%	0.0%	
Total	450	-14.9%	0.0%	0	43.7%	5.0%	68	68	4	5.0%	1	5	0	0.0%	1.7%	-4	-5	0.9%	0.7%	

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01 Senior Managers		0.0		0.0	
02 Middle & Other Managers		2.7		2.7	
03 Professionals		0.0		0.0	
04 Semi-Professionals & Tech		1.5		1.5	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		2.1		2.1	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		2.3		2.3	

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COM DEV Ltd

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Total		0.0	100.0
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Part 3: Goals

COM DEV Ltd

[Date: 2019-07-31]

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	%	#	#	%	%		
		2019-04-30	%	%	#	%	%	#	#	%	%	#	%	%	%	#	#	%	%	
01/02	Managers	48	-31.4%	0.0%	0	45.7%	5.0%	7	7	3	5.0%	0	-1	0	0.0%	5.0%	1	1	6.3%	6.3%
03	Professionals	141	-1.4%	0.0%	0	32.6%	5.0%	21	21	7	5.0%	1	7	2	8.9%	8.9%	-6	-5	5.0%	5.7%
04	Semi-Professionals & Tech	57	-33.9%	0.0%	0	56.7%	5.0%	9	9	4	5.0%	1	1	0	0.0%	7.6%	0	-1	7.0%	5.3%
05	Supervisors	10	0.0%	0.0%	0	0.0%	5.0%	2	2	1	5.0%	0	2	1	27.5%	27.5%	-2	-1	10.0%	20.0%
06	Supervisors: Crafts & Trades	10	26.0%	0.0%	0	26.7%	5.0%	2	2	0	5.0%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%
07	Administrative & Sr Clerical	12	-14.2%	0.0%	0	64.5%	5.0%	2	2	0	5.0%	0	1	0	10.0%	10.0%	-1	-1	0.0%	0.0%
08	Skilled Sales & Service	5	0.0%	0.0%	0	0.0%	5.0%	1	1	0	5.0%	0	0	0	0.0%	8.0%	0	0	0.0%	0.0%
09	Skilled Crafts & Trades	47	1.5%	0.0%	0	45.7%	5.0%	7	7	4	5.0%	1	1	0	0.0%	7.8%	0	-1	8.5%	6.4%
10	Clerical Personnel	6	-46.9%	0.0%	0	78.3%	5.0%	1	1	0	5.0%	0	1	0	9.3%	9.3%	-1	-1	0.0%	0.0%
11	Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	85	-16.3%	0.0%	0	36.5%	5.0%	13	13	4	5.0%	1	6	1	10.3%	10.3%	-5	-5	4.7%	4.7%
13	Other Sales & Service	0	-100.0%	0.0%	0	200.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	29	2.4%	0.0%	0	42.9%	5.0%	4	4	1	5.0%	0	1	0	6.8%	6.8%	-1	-1	3.4%	3.4%
Total		450	-14.9%	0.0%	0	43.7%	5.0%	68	68	24	5.0%	4	20	4	6.4%	8.8%	-16	-16	5.3%	5.3%

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities			Comments
	Short-term Goals	Long-term Goals		
	%	%	%	
01/02	Managers	0.0	0.0	
03	Professionals	8.9	8.9	
04	Semi-Professionals & Tech	0.0	0.0	
05	Supervisors	27.5	27.5	
06	Supervisors: Crafts & Trades	10.1	10.1	
07	Administrative & Sr Clerical	10.0	10.0	
08	Skilled Sales & Service	0.0	0.0	
09	Skilled Crafts & Trades	0.0	0.0	
10	Clerical Personnel	9.3	9.3	
11	Intermediate Sales & Service	0.0	0.0	
12	Semi-Skilled Manual	10.3	10.3	
13	Other Sales & Service	0.0	0.0	
14	Other Manual Workers	6.8	6.8	
Total				

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COM DEV Ltd

[Date: 2019-07-31]

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
	2019-04-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	%	%	%	%	%	%	%	%		
	#	%	%	#	%	%	#	#	#	%	%	#	%	%	%	#	%	%		
01 Senior Managers	2	-41.5%	0.0%	0	50.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	11.5%	0	0	0.0%	0.0%	
02 Middle & Other Managers	46	-21.2%	0.0%	0	41.4%	5.0%	7	7	6	5.0%	1	3	1	17.6%	17.6%	-2	-2	13.0%	13.0%	
03 Professionals	141	-1.4%	0.0%	0	32.6%	5.0%	21	21	42	5.0%	6	8	6	30.9%	30.9%	-2	-2	29.8%	29.8%	
04 Semi-Professionals & Tech	57	-33.9%	0.0%	0	56.7%	5.0%	9	9	11	5.0%	2	11	3	35.2%	35.2%	-9	-8	19.3%	21.1%	
05 Supervisors	10	0.0%	0.0%	0	0.0%	5.0%	2	2	1	5.0%	0	0	0	0.0%	13.7%	0	0	10.0%	10.0%	
06 Supervisors: Crafts & Trades	10	26.0%	0.0%	0	26.7%	5.0%	2	2	3	5.0%	0	0	0	0.0%	32.8%	0	0	30.0%	30.0%	
07 Administrative & Sr Clerical	12	-14.2%	0.0%	0	64.5%	5.0%	2	2	4	5.0%	1	-2	0	0.0%	11.2%	3	2	33.3%	25.0%	
08 Skilled Sales & Service	5	0.0%	0.0%	0	0.0%	5.0%	1	1	3	5.0%	0	-2	0	0.0%	22.8%	2	2	60.0%	60.0%	
09 Skilled Crafts & Trades	47	1.5%	0.0%	0	45.7%	5.0%	7	7	17	5.0%	3	-2	0	0.0%	26.5%	5	2	36.2%	29.8%	
10 Clerical Personnel	6	-46.9%	0.0%	0	78.3%	5.0%	1	1	0	5.0%	0	1	0	13.4%	13.4%	-1	-1	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	85	-16.3%	0.0%	0	36.5%	5.0%	13	13	14	5.0%	2	6	3	21.4%	21.4%	-4	-3	16.5%	17.6%	
13 Other Sales & Service	0	-100.0%	0.0%	0	200.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	29	2.4%	0.0%	0	42.9%	5.0%	4	4	5	5.0%	1	2	1	20.0%	20.0%	-1	-1	17.2%	17.2%	
Total	450	-14.9%	0.0%	0	43.7%	5.0%	68	68	106	5.0%	16	27	14	21.0%	25.9%	-11	-13	23.6%	23.1%	

† 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 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01 Senior Managers	0.0		0.0		
02 Middle & Other Managers	17.6		17.6		
03 Professionals	30.9		30.9		
04 Semi-Professionals & Tech	35.2		35.2		
05 Supervisors	0.0		0.0		
06 Supervisors: Crafts & Trades	0.0		0.0		
07 Administrative & Sr Clerical	0.0		0.0		
08 Skilled Sales & Service	0.0		0.0		
09 Skilled Crafts & Trades	0.0		0.0		
10 Clerical Personnel	13.4		13.4		
11 Intermediate Sales & Service	0.0		0.0		
12 Semi-Skilled Manual	21.4		21.4		
13 Other Sales & Service	0.0		0.0		
14 Other Manual Workers	20.0		20.0		

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Part 3: Goals

COM DEV Ltd

[Date: 2019-07-31]

Total		21.0		
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Federal Contractors Program Achievement Report

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Part 4: Results - Women

COM DEV Ltd

[Date: 2019-07-31]

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	10	4	40.0	27.4	3	1	146.0															
	2019	2	0	0.0	27.6	1	-1	0.0	0	0	0.0	0	0	1	1	100.0	0	1	3	1	33.3	1	0
02 Middle & Other Managers	2016	94	16	17.0	38.9	37	-21	43.8															
	2019	46	9	19.6	39.4	18	-9	49.7	2	0	0.0	1	-1	11	3	27.3	2	1	29	5	17.2	5	0
03 Professionals	2016	147	27	18.4	16.4	24	3	112.0															
	2019	141	23	16.3	17.9	25	-2	91.1	9	3	33.3	2	1	14	5	35.7	3	2	47	12	25.5	9	3
04 Semi-Professionals & Technicians	2016	197	27	13.7	14.0	28	-1	97.9															
	2019	57	8	14.0	16.5	9	-1	85.1	0	0	0.0	0	0	4	1	25.0	1	0	72	8	11.1	10	-2
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0															
	2019	10	5	50.0	54.4	5	0	91.9	1	0	0.0	1	-1	1	0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	5	0	0.0	27.4	1	-1	0.0															
	2019	10	0	0.0	20.8	2	-2	0.0	2	0	0.0	0	0	2	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	-2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-2	0	0.0			27.6	0.0			27.6	0.0		
02 Middle & Other Managers	2019	-16	-2	12.5	4	-50.0	22.0	56.8	24	-8.3	100.0	12.5		
	2022	-16	-2	12.5			39.4	31.7			39.4	31.7		
03 Professionals	2019	-24	-4	16.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-24	-4	16.7			17.9	93.1			17.9	93.1		
04 Semi-Professionals & Technicians	2019	-68	-7	10.3	0	0.0	0.0	0.0	6	-116.7	100.0	10.3		
	2022	-68	-7	10.3			16.5	62.4			16.5	62.4		
05 Supervisors	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	2	0	0.0	0	0.0	0.0	0.0	1	0.0	100.0	0.0		
	2022	2	0	0.0			25.0	0.0			25.0	0.0		

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Part 4: Results - Women

COM DEV Ltd

[Date: 2019-07-31]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	19	13	68.4	82.7	16	-3	82.7																
	2019	12	7	58.3	81.7	10	-3	71.4	2	0	0.0	2	-2	1	1	100.0	1	0	10	7	70.0	7	0	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	5	1	20.0	27.9	1	0	71.7	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	45	1	2.2	4.4	2	-1	50.5																
	2019	47	10	21.3	4.4	2	8	483.6	1	0	0.0	0	0	1	0	0.0	0	0	21	0	0.0	0	0	
10 Clerical Personnel	2016	40	30	75.0	67.8	27	3	110.6																
	2019	6	6	100.0	69.6	4	2	143.7	0	0	0.0	0	0	1	1	100.0	1	0	18	12	66.7	14	-2	
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	145	114	78.6	23.0	33	81	341.8																
	2019	85	67	78.8	23.3	20	47	338.3	0	0	0.0	0	0	1	1	100.0	1	0	42	32	76.2	33	-1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	-7	-6	85.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-7	-6	85.7			50.0	171.4			50.0	171.4		
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			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	-19	0	0.0	0	0.0	0.0	0.0	1	0.0	100.0	0.0		
	2022	-19	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	-17	-11	64.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-17	-11	64.7			0.0	0.0			0.0	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	-41	-31	75.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-41	-31	75.6			0.0	0.0			0.0	0.0		

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Part 4: Results - Women

COM DEV Ltd

[Date: 2019-07-31]

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					
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#			
13 Other Sales & Service Personnel	2016	2	0	0.0	58.0	1	-1	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	2	0	0.0	0	0
14 Other Manual Workers	2016	27	4	14.8	30.2	8	-4	49.1																
	2019	29	8	27.6	26.8	8	0	102.9	0	0	0.0	0	0	0	12	3	25.0	2	1	12	1	8.3	2	-1
Total	2016	731	236	32.3	24.6	180	56	131.2																
	2019	450	144	32.0	23.5	106	38	136.2	17	3	17.6	4	-1	49	16	32.7	16	0	258	78	30.2	83	-5	

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	-2	0	0.0	0	0.0	0.0	0.0	0.0	1	0.0	100.0	0.0
	2022	-2	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2019	0	2	0.0	2	100.0	30.2	0.0	0.0	5	40.0	100.0	0.0
	2022	0	2	0.0			0.0	0.0			0.0	0.0	
Total	2019	-192	-59	30.7	5	-1180.0	3.7	830.5	38	-155.3	100.0	30.7	
	2022	-192	-59	30.7			12.0	256.1			50.0	61.5	

Federal Contractors Program Achievement Report

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Part 5: Results - Aboriginal Peoples

COM DEV Ltd

[Date: 2019-07-31]

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	10	0	0.0	2.9	0	0	0.0																
	2019	2	0	0.0	3.2	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	3	0	0.0	0	0
02 Middle & Other Managers	2016	94	0	0.0	2.2	2	-2	0.0																
	2019	46	0	0.0	2.7	1	-1	0.0	2	0	0.0	0	0	0	11	0	0.0	0	0	29	0	0.0	0	0
03 Professionals	2016	147	1	0.7	1.0	1	0	68.0																
	2019	141	1	0.7	0.9	1	0	78.8	9	0	0.0	0	0	0	14	0	0.0	0	0	47	0	0.0	0	0
04 Semi-Professionals & Technicians	2016	197	0	0.0	1.7	3	-3	0.0																
	2019	57	0	0.0	1.5	1	-1	0.0	0	0	0.0	0	0	0	4	0	0.0	0	0	72	0	0.0	0	0
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2019	10	0	0.0	2.4	0	0	0.0	1	0	0.0	0	0	0	1	0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	5	0	0.0	0.5	0	0	0.0																
	2019	10	0	0.0	1.6	0	0	0.0	2	0	0.0	0	0	0	2	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	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	-2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-2	0	0.0										
02 Middle & Other Managers	2019	-16	0	0.0	0	0.0	0.0	0.0	2	0.0	100.0	0.0		
	2022	-16	0	0.0										
03 Professionals	2019	-24	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-24	0	0.0										
04 Semi-Professionals & Technicians	2019	-68	0	0.0	1	0.0	1.7	0.0	3	0.0	100.0	0.0		
	2022	-68	0	0.0										
05 Supervisors	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0	0.0										
06 Supervisors: Crafts & Trades	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0	0.0										

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Part 5: Results - Aboriginal Peoples

COM DEV Ltd

[Date: 2019-07-31]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	19	1	5.3	1.7	0	1	309.6																
	2019	12	0	0.0	1.4	0	0	0.0	2	0	0.0	0	0	0	1	0	0.0	0	0	10	1	10.0	1	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	5	0	0.0	1.2	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	45	0	0.0	2.7	1	-1	0.0																
	2019	47	0	0.0	2.1	1	-1	0.0	1	0	0.0	0	0	1	0	0.0	0	0	21	0	0.0	0	0	
10 Clerical Personnel	2016	40	2	5.0	1.0	0	2	500.0																
	2019	6	1	16.7	2.1	0	1	793.7	0	0	0.0	0	0	1	0	0.0	0	0	18	1	5.6	1	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	145	3	2.1	1.2	2	1	172.4																
	2019	85	2	2.4	2.0	2	0	117.6	0	0	0.0	0	0	1	0	0.0	0	0	42	0	0.0	1	-1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	-7	-1	14.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-7	-1	14.3			0.0	0.0				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				0.0		
09 Skilled Crafts & Trades Workers	2019	-19	0	0.0	0	0.0	0.0	0.0	1	0.0	100.0	0.0		
	2022	-19	0	0.0			2.1	0.0			2.1	0.0		
10 Clerical Personnel	2019	-17	-1	5.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-17	-1	5.9			0.0	0.0			0.0	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	-41	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-41	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

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Part 5: Results - Aboriginal Peoples

COM DEV Ltd

[Date: 2019-07-31]

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	2	0	0.0	2.3	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	2	0	0.0	0	0
14 Other Manual Workers	2016	27	1	3.7	1.8	0	1	205.8																
	2019	29	0	0.0	2.3	1	-1	0.0	0	0	0.0	0	0	0	12	0	0.0	0	0	12	0	0.0	0	0
Total	2016	731	8	1.1	1.6	12	-4	68.4																
	2019	450	4	0.9	1.7	8	-4	52.3	17	0	0.0	0	0	0	49	0	0.0	1	-1	258	2	0.8	3	-1

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	-2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-2	0	0.0										
14 Other 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			2.3	0.0			2.3	0.0		
Total	2019	-192	-2	1.0	1	-200.0	0.4	260.4	6	-33.3	100.0	1.0		
	2022	-192	-2	1.0			0.0	0.0			100.0	1.0		

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

COM DEV Ltd

[Date: 2019-07-31]

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	104	5	4.8	4.3	4	1	111.8																
	2019	48	3	6.3	5.0	2	1	125.0	2	0	0.0	0	0	12	0	0.0	1	-1	32	2	6.3	2	0	
03 Professionals	2016	147	3	2.0	3.8	6	-3	53.7																
	2019	141	7	5.0	8.9	13	-6	55.8	9	0	0.0	1	-1	14	1	7.1	0	1	47	0	0.0	1	-1	
04 Semi-Professionals & Technicians	2016	197	13	6.6	4.6	9	4	143.5																
	2019	57	4	7.0	7.6	4	0	92.3	0	0	0.0	0	0	4	0	0.0	0	0	72	8	11.1	5	3	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2019	10	1	10.0	27.5	3	-2	36.4	1	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	5	0	0.0	7.8	0	0	0.0																
	2019	10	0	0.0	10.1	1	-1	0.0	2	0	0.0	0	0	2	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	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	-18	-2	11.1	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	-18	-2	11.1			0.0	0.0			0	0.0	0.0	0.0
03 Professionals	2019	-24	1	-4.2	0	0.0	0.0	0.0	0.0	4	25.0	100.0	-4.2	
	2022	-24	1	-4.2			8.9	-46.8			8.9	-46.8		
04 Semi-Professionals & Technicians	2019	-68	-8	11.8	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	-68	-8	11.8			0.0	0.0			0.0	0.0	0.0	
05 Supervisors	2019	2	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	2	0	0.0			27.5	0.0			27.5	0.0		
06 Supervisors: Crafts & Trades	2019	2	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	2	0	0.0			10.1	0.0			10.1	0.0		

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

COM DEV Ltd

[Date: 2019-07-31]

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	19	1	5.3	3.4	1	0	154.8																
	2019	12	0	0.0	10.0	1	-1	0.0	2	0	0.0	0	0	1	0	0.0	0	0	10	0	0.0	1	-1	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	5	0	0.0	8.0	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	45	3	6.7	3.8	2	1	175.4																
	2019	47	4	8.5	7.8	4	0	109.1	1	0	0.0	0	0	1	0	0.0	0	0	21	0	0.0	1	-1	
10 Clerical Personnel	2016	40	2	5.0	7.0	3	-1	71.4																
	2019	6	0	0.0	9.3	1	-1	0.0	0	0	0.0	0	0	1	0	0.0	0	0	18	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	
12 Semi-Skilled Manual Workers	2016	145	5	3.4	4.8	7	-2	71.8																
	2019	85	4	4.7	10.3	9	-5	45.7	0	0	0.0	0	0	1	0	0.0	0	0	42	0	0.0	1	-1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		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	-7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-7	0	0.0			10.0	0.0			10.0	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			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	-19	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-19	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	-17	0	0.0	0	0.0	0.0	0.0	1	0.0	100.0	0.0		
	2022	-17	0	0.0			9.3	0.0			9.3	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	-41	0	0.0	0	0.0	0.0	0.0	3	0.0	100.0	0.0		
	2022	-41	0	0.0			10.3	0.0			10.3	0.0		

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

COM DEV Ltd

[Date: 2019-07-31]

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		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	2	0	0.0	6.3	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	2	0	0.0	0	0
14 Other Manual Workers	2016	27	4	14.8	5.3	1	3	279.5																
	2019	29	1	3.4	6.8	2	-1	50.7	0	0	0.0	0	0	12	0	0.0	2	-2	12	1	8.3	2	-1	
Total	2016	731	36	4.9	4.5	33	3	109.4																
	2019	450	24	5.3	8.8	40	-16	60.6	17	0	0.0	1	-1	49	1	2.0	2	-1	258	11	4.3	13	-2	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	-2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-2	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	0	-1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	-1	0.0			6.8	0.0			6.8	0.0		
Total	2019	-192	-10	5.2	0	0.0	0.0	0.0	8	-125.0	100.0	5.2		
	2022	-192	-10	5.2			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

COM DEV Ltd

[Date: 2019-07-31]

002152

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	10	0	0.0	10.1	1	-1	0.0																
	2019	2	0	0.0	11.5	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	3	0	0.0	0	0
02 Middle & Other Managers	2016	94	18	19.1	15.0	14	4	127.7																
	2019	46	6	13.0	17.6	8	-2	74.1	2	1	50.0	0	1	11	3	27.3	2	1	29	6	20.7	6	0	
03 Professionals	2016	147	51	34.7	31.6	46	5	109.8																
	2019	141	42	29.8	30.9	44	-2	96.4	9	3	33.3	3	0	14	2	14.3	5	-3	47	16	34.0	16	0	
04 Semi-Professionals & Technicians	2016	197	56	28.4	30.2	59	-3	94.1																
	2019	57	11	19.3	35.2	20	-9	54.8	0	0	0.0	0	0	4	1	25.0	1	0	72	20	27.8	20	0	
05 Supervisors	2016	0	0	0.0	0.0	0	0	0.0																
	2019	10	1	10.0	13.7	1	0	73.0	1	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	5	1	20.0	33.6	2	-1	59.5																
	2019	10	3	30.0	32.8	3	0	91.5	2	0	0.0	1	-1	2	1	50.0	0	1	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			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2019	-2	0	0.0	0	0.0	0.0	0.0	1	0.0	100.0	0.0		
	2022	-2	0	0.0		0.0	0.0			0.0	0.0	0.0		
02 Middle & Other Managers	2019	-16	-2	12.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-16	-2	12.5		17.6	71.0			17.6	71.0			
03 Professionals	2019	-24	-11	45.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-24	-11	45.8		30.9	148.3			30.9	148.3			
04 Semi-Professionals & Technicians	2019	-68	-19	27.9	0	0.0	0.0	0.0	14	-135.7	100.0	27.9		
	2022	-68	-19	27.9		35.2	79.4			35.2	79.4			
05 Supervisors	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0	0.0		0.0	0.0			0.0	0.0			
06 Supervisors: Crafts & Trades	2019	2	1	50.0	0	0.0	0.0	0.0	1	100.0	100.0	50.0		
	2022	2	1	50.0		0.0	0.0			0.0	0.0			

Federal Contractors Program Achievement Report

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Part 7: Results - Members of Visible Minorities

COM DEV Ltd

[Date: 2019-07-31]

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	19	1	5.3	9.6	2	-1	54.8																
	2019	12	4	33.3	11.2	1	3	297.6	2	2	100.0	0	2	1	0	0.0	0	0	10	0	0.0	1	-1	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	5	3	60.0	22.8	1	2	263.2	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	45	4	8.9	22.9	10	-6	38.8																
	2019	47	17	36.2	26.5	12	5	136.5	1	0	0.0	0	0	1	0	0.0	0	0	21	3	14.3	2	1	
10 Clerical Personnel	2016	40	5	12.5	11.6	5	0	107.8																
	2019	6	0	0.0	13.4	1	-1	0.0	0	0	0.0	0	0	1	0	0.0	0	0	18	2	11.1	2	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	
12 Semi-Skilled Manual Workers	2016	145	20	13.8	18.5	27	-7	74.6																
	2019	85	14	16.5	21.4	18	-4	77.0	0	0	0.0	0	0	1	0	0.0	0	0	42	4	9.5	6	-2	

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

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	-7	2	-28.6	0	0.0	0.0	0.0	1	200.0	100.0	-28.6		
	2022	-7	2	-28.6			0.0	0.0			0.0	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			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	-19	-3	15.8	2	-150.0	22.9	68.9	0	0.0	0.0	0.0		
	2022	-19	-3	15.8			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	-17	-2	11.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	-17	-2	11.8			13.4	87.8			13.4	87.8		
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	-41	-4	9.8	5	-80.0	18.5	52.7	0	0.0	0.0	0.0		
	2022	-41	-4	9.8			21.4	45.6			21.4	45.6		

Federal Contractors Program Achievement Report

002154

Part 7: Results - Members of Visible Minorities

COM DEV Ltd

[Date: 2019-07-31]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis							Flow Data Analysis																
		Workforce							Hires				Promotions				Terminations								
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	2	0	0.0	16.9	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	2	0	0.0	0	0	0
14 Other Manual Workers	2016	27	2	7.4	17.4	5	-3	42.6																	
	2019	29	5	17.2	20.0	6	-1	86.2	0	0	0.0	0	0	12	3	25.0	1	2	12	1	8.3	1	0	0	0
Total	2016	731	158	21.6	23.4	171	-13	92.4																	
	2019	450	106	23.6	25.9	117	-11	90.9	17	6	35.3	4	2	49	10	20.4	11	-1	258	52	20.2	56	-4	-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	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	-2	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	-2	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2019	0	2	0.0	1	200.0	17.4	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	2	0.0			20.0	0.0			20.0	0.0	0.0	
Total	2019	-192	-36	18.8	8	-450.0	5.5	340.9	17	-211.8	100.0	18.8		
	2022	-192	-36	18.8			21.0	89.3			0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
COM DEV Ltd
[Date: 2019-07-31]

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):

Connect with local colleges and universities and regularly attend career fairs to target new, diverse entries into the workforce
 Implemented robust succession planning process to ensure internal talent promotions, from lower levels with greater representation of designated groups
 Hiring Manager Training on best recruitment practices, how to eliminate hidden biases
 Recruitment process to eliminate bias upon job posting, screening, interviewing, target diverse pool

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.

The global Space and Commercial Satellite industry has been experiencing an industry downturn for some time. Since the last assessment, COM DEV Ltd has experienced a significant decrease in all current and projected demand for traditional space products.

- Any reorganization or other corporate structural changes.

Outsourcing of certain scope of IT work to 3rd party IT vendor.

- Acquisitions, mergers or transfers of employees.

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

Due to the significant downturn in the global Space and Commercial Satellite industry, COM DEV limited permanently laid off 20% of our workforce in 2017 and continues to absorb attrition.

Impacted all occupational groups, but greatest impact to Middle & Other Managers, Professionals, Semi-Professionals & Technicians, Administrative & Sr Clerical, Skilled Crafts & Trades Workers, Clerical Personnel, Semi-Skilled Manual workers, Other Manual Workers

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

- Other.

Additional Details

Please provide any additional information (optional):

Federal Contractors Program
Report of the Subsequent Compliance Assessment

Employer Name: COM DEV Ltd

Primary Location: Cambridge, Ontario

Number of Employees: 450

Ontario 450

Organization Overview:

NAICS #3342 (Communications Equipment Manufacturing)

COM DEV International is a satellite technology, space sciences and telecommunications company with headquarters in Cambridge, Ontario, Canada. The company has branches and offices in Ottawa, the United States, the United Kingdom, China and India. It is owned by Honeywell that acquired the company in November, 2015. Honeywell is filing a separate compliance assessment.

Key Dates – First Year Assessment

Initiated: 2016-12-16
Received: 2016-12-16
Closed: 2017-01-05
Workforce Analysis: 2016-12-07

Key Dates – Subsequent Assessment

Initiated: 2019-07-02
Received: 2019-08-01
Workforce Analysis: 2019-04-30

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

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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 2019-08-01.

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ASSESSMENT OF REASONABLE PROGRESS

Women

02	Middle & Other Managers	Goal was met (104% achieved)
04	Semi-Professionals & Technicians	No goal was set
06	Supervisors : Crafts & Trades	No goal was set
07	Administrative & Senior Clerical	No goal was set
09	Skilled Crafts & Trades Workers	No goal was set
13	Other Sales & Service Personnel	No goal was set
14	Other Manual Workers	Goal was met (83% achieved)

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Assessment/Observations

- There was no goal set for several EEOGs.

Aboriginal Peoples

02	Middle & Other Managers	No goal was set
04	Semi-Professionals & Technicians	Goal not met (0% achieved)
09	Skilled Crafts & Trades Workers	No goal was set

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Assessment/Observations

- 04: Out of 4 new hires in this EEOG, none was an Aboriginal person. At the LMA rate of 1.7%, the goal was unattainable.

Persons with Disabilities

03	Professionals	No goal was set
10	Clerical Personnel	No goal was set
12	Semi-Skilled Manual Workers	No goal was set

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Assessment/Observations

- No goals were set and there were no new entrants from this designated group with the exception of 1 Aboriginal person hired in EEOG 03 (Professionals).

Members of Visible Minorities

01	Senior Managers	No goal was set
04	Semi-Professionals & Technicians	No goal was set
06	Supervisors : Crafts & Trades	No goal was set
07	Administrative & Senior Clerical	No goal was set
09	Skilled Crafts & Trades Workers	Goal not met (0% achieved)
12	Semi-Skilled Manual Workers	Goal not met (0% achieved)
14	Other Manual Workers	Goal was met(144% achieved)

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Assessment/Observations

- 09 and 12: There were no new entrants from these EEOGs.

ASSESSMENT OF REASONABLE EFFORTS

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

- The employer notes that due to the significant downturn in the global Space and Commercial Satellite industry, COM DEV limited permanently laid off 20% of our workforce in 2017 and continues to absorb attrition. Impacted all occupational groups, but greatest impact to Middle & Other Managers, Professionals, Semi-Professionals & Technicians, Administrative & Sr Clerical, Skilled Crafts & Trades Workers, Clerical Personnel, Semi-Skilled Manual workers, Other Manual Workers.
- The employer has implemented robust succession planning process to ensure internal talent promotions, from lower levels with greater representation of designated groups Hiring Manager Training on best recruitment practices, how to eliminate hidden biases upon job posting, screening, interviewing, target diverse pool candidates. This is visible on the Flow Data Analysis: 16 women and 10 visible minorities were promoted.
- The employer notes that they connect with local colleges and universities and regularly attend career fairs to target new, diverse entries into the workforce.
- During their initial assessment, the organization set 6 short-term goals.
- No goals were set for 14 EEOGs with gaps.
- No goals were set for 3-three EEOG with existing gaps. The results for those gaps were not analyzed.
- 3-Three goals were achieved at 80% or above and 3-three goals were not achieved.

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	Senior Managers	-1	27.6	27.6	0.0	27.6
02	Middle and Other Managers	-9	39.4	39.4	19.6	39.4
03	Professionals	-2	17.9	17.9	16.3	17.9
04	Semi-Professionals and Tech	-1	16.5	26.5	14.0	16.5
06	Supervisors: Crafts and Trades	-2	25.0	25.0	0.0	20.8

07	Administrative and Senior Clerical Personnel	-3	50.0	10.0	58.3	81.7
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Observations:

- Goals (short and long-term) were set at the LMA rate or higher.
- For EEOG 07: no goal was needed as representation is above 50% but the employer entered it to achieve work balance.

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	#	%	%	%	%
02	Middle and Other Managers	-1	2.7	2.7	0.0	2.7
04	Semi-Professionals and Technicians	-1	1.5	1.5	0.0	1.5
07	Skilled Crafts and Trades Workers	-1	2.1	2.1	0.0	2.1
14	Other Manual Workers	-1	2.3	2.3	0.0	2.3

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Observations:

- Goals have been set appropriately at LMA where there is a gap present. In those EEOGs no Aboriginal people were hired.

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	#	%	%	%	%
03	Professionals	-6	8.9	8.9	5.0	8.9
05	Supervisors	-2	27.5	27.5	10.0	27.5
06	Supervisors: Crafts and Trades	-1	10.1	10.1	0.0	10.1
07	Administrative and Senior Clerical Personnel	-1	10.0	10.0	0.0	10.0
10	Clerical Personnel	-1	9.3	9.3	0.0	9.3
12	Semi-Skilled Manual Workers	-5	10.3	10.3	4.7	10.3
14	Other Manual Workers	-1	6.8	6.8	3.4	6.8

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Observations:

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

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation-	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-2	17.6	17.6	13.0	17.6
03	Professionals	-2	30.9	30.9	29.8	30.9
04	Semi-Professionals and Technicians	-9	35.2	35.2	19.3	35.2
10	Clerical Personnel	-1	13.4	13.4	0.0	13.4
12	Semi-Skilled Manual Workers	-4	21.4	21.4	16.5	21.4
14	Other Manual Workers	-1	20.0	20.0	17.2	20.0

Observations:

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

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.
- We recommended that your company continue implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
- We recommend that you 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 Arnaudova

Date: January 10, 2020

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NOW AND TOMORROW EXCELLENCE IN EVERYTHING WE DO

Nyirasafari, Ange AN [NC]

From: Arnaoudova, Olga O [NC] on behalf of EE-EME
Sent: January 16, 2020 2:57 PM
To: 'deborah.van.damme@honeywell.com'
Cc: 'alexandra.henshaw@honeywell.com'
Subject: Government of Canada Agreement Number: 060172 – Notification of Compliance with the Federal Contractors Program

Importance: High

Expires: July 14, 2020 12:00 AM

Subject: Government of Canada Agreement Number: 060172 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Deborah Van Damme:

I am writing to inform you that the subsequent compliance assessment initiated on July 31, 2020 has been completed. As a result of the assessment, COM DEV Ltd. 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 COM DEV Ltd.'s employment equity program.

- Through their second compliance assessment, the employer has demonstrated progress towards achieving employment equity in the workplace.
- We recommended that your company continue implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
- We recommend that you 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.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on July 31, 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, COM DEV Ltd. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

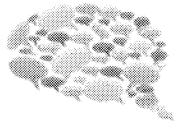
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

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

Sincerely,

Workplace Equity Team

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



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!