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

OFFICIAL USE ONLY Agreement N':

Labour Program Federal Contractors Program

Agreement to implement Employment Equity

New Agreement				
☑Revised Agreement				
				······································
Legal Name of Organization	ORGANIZATION	Parant company is	Incoming to the late.	
	,	Control standard in		~ 00° 10° U. 0°
ORS Technologies Canada	had the State of t		/ es	No
Operating Nume (if different from Legal Name of Organization)		Procurement Bus	ness Number	
Organization's Horth American Industry Classification System (NAIC		To lead your organi		
		Y52, 100,00000.5	rican go caraday	rda sujeturatendera
334 226 (Komil) 3344/	2 (Carpelan Para)			************
		ê	· · · · · · · · · · · · · · · · · · ·	·····
Official use only (if information above to incorrect) Procurered Business Number Total run	nber of employees in Carao			
871012714PG		*		
	FEAD OFFICE			
Address (building number, street, side, etc.) 700 Pollo divon Drive	"Ki esit		Province	Passal Code
	L. enie 1	67 	00+	
Koneta	Tatagésina Numbar 673-597			16402
27.22.2				
Rane (pres)	MENT EQUITY CONT.	8G		
"" 1400 mg 131 Donate	Sen: 20 12	we store	Human	Resources
Telephone Number 6/13 - 597 - 6422	Constitutions	0619 d	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	
The above-samed organization	SERTIFICATION			
having a combined workforce of 100 or more permanent ! 12 weeks or more in Canada, AND	ull-lime, permanent part-	ime and temporar	y employees hi	wing wolked
 intending to bid on, or being in receipt of, a federal govern Supply Arrangement, valued at \$1,000,000 or more (included) 		contract, standing (offer or contrac	l issued under a
Hereby certifies its commitment to implement or maintain emp instrument, in keeping with the Faderal Contractors Program	(aquirements, For more)			
please refer to "http://www.bradc.gc.ca/eng/labour/equality/lcp Proportant note: If an audit of the Agreement to Implement Er	nployment Equity uncove	a misroprosentati	on on the part :	of the organization.
the procurement instrument(a) with the Government of Canad	a may be terminated.			
	SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OF contract on behalf of the organization.	t an authorizad person in	an executive posit	ion with legal a	ighodry to sign a
Same (part)	T 100	7 4 4 4		
Sygue ZAGC			P4-25 C C	2668 <u>- 11</u> 8-2864
		.ber adrs	CA.	
Signatur	0ate	Jaansj za	: 3	
PETE	AN INSTRUCTIONS			•••••••••••••••••••••••••••••••••••••••
MPORTANT			***************************************	***************************************
The original copy of the signed Agreement to Impleme at: (819) 963-8768 or by e-mail at: ea-emer@hrs.dc-rhdc	ot Employment Equity	form must be sen	t to the Labor	ir Program fax,

Canadă

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

Reporting Period 2016-02-20 to 2018-11-20

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF **EMPLOYEES LOCATED IN** EACH AREA)

	ı	Province				Cens	sus Metropolitan	Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	1	ermanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	225	2	0	227	Halifax	34	0	0	34
Nova Scotia	34	0	0	34	Ottawa - Gatineau	225	2	0	227
Alberta	5	0	0	5	Alta. less CMAs	5	0	0	5
Total Employees in C	Canada			266	Total Employees	in Canada	•		266



DRS Technologies Canada Ltd. (certificate # V061015)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Occupational Group		ļ ,	All Employee:	s	Ak	ooriginal Peo	ples	Perso	ns with Disa	bilities	Membei	rs of Visible N	Minorities
Salary Range Col. 1	QTR	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	35	30	5				4	2	2			
	Total	35	30	5				4	2	2			
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	42	34	8				4	3	1	5	4	1
	Total	42	34	8				4	3	1	5	4	,
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	40	36	4				2	2		5	4	1
	Total	40	36	4				2	2		5	4	



DRS Technologies Canada Ltd. (certificate # V061015) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Occupational Group			All Employee	S	Ab	original Peo	ples	Perso	ns with Disa	abilities	Membe	rs of Visible I	Minorities
Salary Range Col. 1	QTR	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5	2	3				1		1			
	Total	5	2	3				1		1			
Supervisors: Crafts and Trades	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	1	6									
	Total	7	1	6									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	18	2	16	3		3				1		,
	Total	18	2	16	3		3	3			1		
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	19	7	12	1		1	1	1				
	Total	19	7	12	1		1	1	1				

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

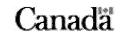
DRS Technologies Canada Ltd. (certificate # V061015)

Occupational Group		,	All Employee	S	Ab	original Peop	oles	Perso	ns with Disal	bilities	Member	s of Visible M	linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	58	17	41	1	1		6	2	4	17	6	11
	Total	58	17	41	1	1		6	2	4	17	6	11
Total Number of Employees		225	130	95	5	1	4	18	10	8	28	14	14

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Ontario

DRS Technologies Canada Ltd. (certificate # V061015)

Occupational Group		,	All Employee	s	Ab	original Peor	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		2		2									



DRS Technologies Canada Ltd. (certificate # V061015)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Nova Scotia

Occupational Group		,	All Employee	s	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	 ∕Iinorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	4	3									
	Total	7	4	3									
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	6	5	1							1	1	
	Total	6	5	1							1	1	
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	8	7	1				2	1	1			
	Total	8	7	1				2	1	1			
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										

Form 2 A

DRS Technologies Canada Ltd. (certificate # V061015)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Nova Scotia

002835	

Occupational Group		Д	II Employees	6	Ak	ooriginal Peor	oles	Perso	ons with Disal	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2										
	Total	2	2										
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	10	3	7				2		2	1		1
	Total	10	3	7				2		2	1		,
Total Number of Employees		34	22	12				4	1	3	2	1	1

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Alberta

DRS Technologies Canada Ltd. (certificate # V061015)

Occupational Group		A	All Employee:	3	Ab	original Peop	oles	Perso	ons with Disa	bilities	Membei	rs of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	4										
	Total	4	4										
Total Number of Employees		5	5										



DRS Technologies Canada Ltd. (certificate # V061015)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

		All Employees			original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	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	225	130	95	5	1	4	18	10	8	28	14	14
Total Number of Employees	225	130	95	5	1	4	18	10	8	28	14	14

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

DRS Technologies Canada Ltd. (certificate # V061015)

Part-Time / Ontario

			1	eporting rem	50 20 10-02-20	10 20 10-11-20						
		All Employees			boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	2		2									
Total Number of Employees	2		2									

DRS Technologies Canada Ltd. (certificate # V061015)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Nova Scotia

		All Employees		А	boriginal Peop	les	Pers	ons with Disabi	lities	Membe	rs of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	34	22	12				4	1	3	2	1	1
Total Number of Employees	34	22	12				4	1	3	2	1	1

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Alberta

		All Employees		А	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	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	5	5										
Total Number of Employees	5	5										

DRS Technologies Canada Ltd. (certificate # V061015)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

		All Employees		А	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	ers of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	9	7	2				1		1			
Professionals	16	13	3				1	1		3	3	
Semi-Professionals and Technicians	3	3					2	2		1	1	
Administrative and Senior Clerical Personnel	3		3	1		1						
Clerical Personnel	5	2	3									
Semi-Skilled Manual Workers	11	7	4	_			1	1		6	4	2
Total Number of Employees Hired	47	32	15	1		1	5	4	1	10	8	2

DRS Technologies Canada Ltd. (certificate # V061015) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Nova Scotia

				-								
		All Employees		Α	boriginal Peop	les	Pers	ons with Disal	oilities	Membe	rs of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1										
Professionals	2	2										
Semi-Professionals and Technicians	1	1										
Semi-Skilled Manual Workers	4	2	2							1		1
Total Number of Employees Hired	8	6	2							1		1

DRS Technologies Canada Ltd. (certificate # V061015)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Ontario

				rested during t			lu in the energy	-4:	:			
					-	be reported on						· · · · · · · · · · · · · · · · · · ·
Occupational Group	,	All Employees		Ab	original Peop	es	Perso	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	1	1										
Middle and Other Managers	9	8	1				2	2				
Professionals	13	10	3				1	1		2	1	1
Semi-Professionals and Technicians	5	4	1									
Supervisors	1	1										
Supervisors: Crafts and Trades	1		1									
Administrative and Senior Clerical Personnel	3		3									
Clerical Personnel	7	4	3				1	1				
Semi-Skilled Manual Workers	22	9	13	1	1		2	2		4	3	1
Total Number of Employees Promoted	62	37	25	1	1		6	6		6	4	7
Total Number of Promotions	62	37	25	1	1		6	6		6	4	2

DRS Technologies Canada Ltd. (certificate # V061015) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Nova Scotia

Reporting	Period	2016-02-201	to 2018-11-20
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	Employe	ees promoted ((Employees pro	omoted during	the year are to	be reported on	ly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Crown		All Employees		Al	ooriginal Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1	331. 3	301. 1		331. 3	331. 7	331. 3		331. 13	331. 11	001. 12
Semi-Professionals and Technicians	1	1					1	1				
Total Number of Employees Promoted	2	2					1	1				
Total Number of Promotions	2	2					1	1				

DRS Technologies Canada Ltd. (certificate # V061015)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Ontario

				oporting i one		10 2010 11 20						
		All Employees		Al	ooriginal Peop	les	Pers	sons with Disal	oilities	Membe	rs of Visible M	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	1	1										
Middle and Other Managers	8	7	1	1	1					1	1	
Professionals	12	8	4							2		2
Semi-Professionals and Technicians	4	3	1									
Clerical Personnel	4		4									
Semi-Skilled Manual Workers	15	2	13	1		1				1		1
Total Number of Employees Terminated	44	21	23	2	1	1				4	1	3

DRS Technologies Canada Ltd. (certificate # V061015) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / Ontario

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Semi-Professionals and Technicians	1	1										
Semi-Skilled Manual Workers	1		1									
Total Number of Employees Terminated	2	1	1									

Workforce Analysis - Detailed Report

Date: 2018-12-20

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	1	0	0.0 %	27.4 %	0	0	National
2 : Middle and Other Managers	National	43	8	18.6 %	38.9 %	17	-9	National
03 : Professionals		48	9	18.8 %	22.9 %	11	-2	
1111 : Financial auditors and accountants	National	2	2	100.0 %	55.1 %	1	1	National
1112 : Financial and investment analysts	National	2	1	50.0 %	50.1 %	1	0	National
121 : Human resources professionals	National	2	2	100.0 %	71.1 %	1	1	National
2132 : Mechanical engineers	National	3	0	0.0 %	9.0 %	0	0	National
2133 : Electrical and electronics engineers	National	4	0	0.0 %	11.3 %	0	0	National
2141 : Industrial and manufacturing engineers	National	11	1	9.1 %	17.0 %	2	-1	National
2147 : Computer engineers (except software engineers and designers)	National	6	0	0.0 %	12.6 %	1	-1	National
171: Information systems analysts and consultants	National	9	3	33.3 %	28.3 %	3	0	National
173 : Software engineers and designers	National	8	0	0.0 %	17.4 %	1	-1	National
:174 : Computer programmers and interactive media developers	National	1	0	0.0 %	17.9 %	0	0	National
4 : Semi-Professionals and Technicians		52	5	9.6 %	13.0 %	7	-2	
233 : Industrial engineering and manufacturing technologists and technicians	Ontario	8	0	0.0 %	19.9 %	2	-2	Ontario
241 : Electrical and electronics engineering technologists and technicians	Alberta	4	0	0.0 %	9.9 %	0	0	Alberta
241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	7	1	14.3 %	4.2 %	0	1	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	29	4	13.8 %	12.1 %	4	0	Ontario
2281 : Computer network technicians	Ontario	2	0	0.0 %	20.8 %	0	0	Ontario
282 : User support technicians	Nova Scotia	1	0	0.0 %	32.1 %	0	0	Nova Scotia
282 : User support technicians	Ontario	1	0	0.0 %	24.2 %	0	0	Ontario
5 : Supervisors		5	3	60.0 %	50.7 %	3	0	
Employment Equity Occupational Group	Ottawa - Gatineau	5	3	60.0 %	50.7 %	3	0	Ottawa - Gatineau
6 : Supervisors: Crafts and Trades		7	6	85.7 %	31.0 %	2	4	



Workforce Analysis - Detailed Report

Date: 2018-12-20

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
9222 : Supervisors, electronics manufacturing	Ontario	7	6	85.7 %	31.0 %	2	4	Ontario
07 : Administrative and Senior Clerical Personnel		20	17	85.0 %	77.4 %	15	2	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	81.4 %	1	-1	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	19	17	89.5 %	77.2 %	15	2	Ottawa - Gatineau
0 : Clerical Personnel		21	12	57.1 %	66.0 %	14	-2	
Employment Equity Occupational Group	Halifax	2	0	0.0 %	67.7 %	1	-1	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	19	12	63.2 %	65.8 %	13	-1	Ottawa - Gatineau
2 : Semi-Skilled Manual Workers		69	49	71.0 %	14.2 %	10	39	
Employment Equity Occupational Group	Halifax	10	7	70.0 %	12.1 %	1	6	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	59	42	71.2 %	14.6 %	9	33	Ottawa - Gatineau
Total		266	109	41.0 %	29.5 %	79	30	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-12-20

Aboriginal Peoples

				Aborig	jinal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Availa	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	1	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	43	0	0.0 %	2.2 %	1	-1	National
03 : Professionals		48	0	0.0 %	0.9 %	0	0	
1111 : Financial auditors and accountants	National	2	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	2	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	2	0	0.0 %	2.7 %	0	0	National
2132 : Mechanical engineers	National	3	0	0.0 %	0.7 %	0	0	National
2133 : Electrical and electronics engineers	National	4	0	0.0 %	0.7 %	0	0	National
2141 : Industrial and manufacturing engineers	National	11	0	0.0 %	0.8 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	6	0	0.0 %	0.9 %	0	0	National
2171 : Information systems analysts and consultants	National	9	0	0.0 %	1.1 %	0	0	National
2173 : Software engineers and designers	National	8	0	0.0 %	0.6 %	0	0	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	1.0 %	0	0	National
04 : Semi-Professionals and Technicians		52	0	0.0 %	1.7 %	1	-1	
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	8	0	0.0 %	1.1 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Alberta	4	0	0.0 %	2.1 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	7	0	0.0 %	1.6 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	29	0	0.0 %	1.8 %	1	-1	Ontario
2281 : Computer network technicians	Ontario	2	0	0.0 %	1.4 %	0	0	Ontario
2282 : User support technicians	Nova Scotia	1	0	0.0 %	3.2 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	1	0	0.0 %	1.6 %	0	0	Ontario
05 : Supervisors		5	0	0.0 %	2.7 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	5	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
06 : Supervisors: Crafts and Trades		7	0	0.0 %	0.0 %	0	0	



Workforce Analysis - Detailed Report

Date: 2018-12-20

Aboriginal Peoples

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
9222 : Supervisors, electronics manufacturing	Ontario	7	0	0.0 %	0.0 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		20	3	15.0 %	3.2 %	1	2	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	19	3	15.8 %	3.2 %	1	2	Ottawa - Gatineau
10 : Clerical Personnel		21	1	4.8 %	2.8 %	1	0	
Employment Equity Occupational Group	Halifax	2	0	0.0 %	2.7 %	0	0	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	19	1	5.3 %	2.8 %	1	0	Ottawa - Gatineau
12 : Semi-Skilled Manual Workers		69	1	1.4 %	3.2 %	2	-1	
Employment Equity Occupational Group	Halifax	10	0	0.0 %	2.9 %	0	0	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	59	1	1.7 %	3.3 %	2	-1	Ottawa - Gatineau
Total		266	5	1.9 %	2.2 %	6	-1	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-12-20

Members of Visible Minorities

		Members of Visible Minorities					
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability Ga _l	Recruitment Area
		#	#	%	%	# ;	ŧ
01 : Senior Managers	National	1	0	0.0 %	10.1 %	0	0 National
02 : Middle and Other Managers	National	43	0	0.0 %	15.0 %	6 -	6 National
03 : Professionals		48	6	12.5 %	33.2 %	16 -1	Ö
1111 : Financial auditors and accountants	National	2	0	0.0 %	27.5 %	1 .	1 National
1112 : Financial and investment analysts	National	2	0	0.0 %	35.4 %	1 .	1 National
1121 : Human resources professionals	National	2	0	0.0 %	14.1 %	0	0 National
2132 : Mechanical engineers	National	3	1	33.3 %	28.6 %	1	0 National
2133 : Electrical and electronics engineers	National	4	1	25.0 %	34.9 %	1	0 National
2141 : Industrial and manufacturing engineers	National	11	0	0.0 %	31.5 %	3	3 National
2147 : Computer engineers (except software engineers and designers)	National	6	1	16.7 %	38.2 %	2	1 National
2171 : Information systems analysts and consultants	National	9	2	22.2 %	31.4 %	3	1 National
2173 : Software engineers and designers	National	8	1	12.5 %	40.5 %	3 .	2 National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	31.5 %	0	0 National
04 : Semi-Professionals and Technicians		52	5	9.6 %	26.9 %	14 .	9
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	8	1	12.5 %	33.3 %	3 .	2 Ontario
2241: Electrical and electronics engineering technologists and technicians	Alberta	4	0	0.0 %	22.2 %	1 .	1 Alberta
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	7	0	0.0 %	2.3 %	0	0 Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	29	4	13.8 %	31.4 %	9 .	5 Ontario
2281 : Computer network technicians	Ontario	2	0	0.0 %	34.1 %	1 .	1 Ontario
2282 : User support technicians	Nova Scotia	1	0	0.0 %	11.3 %	0	0 Nova Scotia
2282 : User support technicians	Ontario	1	0	0.0 %	35.9 %	0	0 Ontario
05 : Supervisors		5	0	0.0 %	14.7 %	1 .	1
Employment Equity Occupational Group	Ottawa - Gatineau	5	0	0.0 %	14.7 %	1 .	1 Ottawa - Gatineau
06 : Supervisors: Crafts and Trades		7	0	0.0 %	38.4 %	3	3



Workforce Analysis - Detailed Report

Date: 2018-12-20

Members of Visible Minorities

# # % % # #			Members of Visible Minorities						
9222 : Supervisors, electronics manufacturing Ontario 7 0 0.0 % 38.4 % 3 3 3 Ontario 07 : Administrative and Senior Clerical Personnel Employment Equity Occupational Group Halifax 1 0 0.0 % 5.8 % 0 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 19 1 5.3 % 12.2 % 2 1 Ottawa - Gatineau 10 : Clerical Personnel Employment Equity Occupational Group Halifax 2 0 0.0 % 7.3 % 0 0 Halifax Employment Equity Occupational Group Halifax 2 0 0.0 % 7.3 % 0 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 19 0 0.0 % 14.7 % 3 3 3 Ottawa - Gatineau 12 : Semi-Skilled Manual Workers Employment Equity Occupational Group Halifax 10 1 10.0 % 6.1 % 1 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 59 17 28.8 % 19.9 % 12 5 Ottawa - Gatineau	Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	lability	Gap	Recruitment Area
07 : Administrative and Senior Clerical Personnel 20 1 5.0 % 11.8 % 2 -1 Employment Equity Occupational Group Halifax 1 0 0.0 % 5.8 % 0 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 19 1 5.3 % 12.2 % 2 -1 Ottawa - Gatineau 10 : Clerical Personnel 21 0 0.0 % 14.0 % 3 -3 Employment Equity Occupational Group Halifax 2 0 0.0 % 7.3 % 0 0 Halifax 12 : Semi-Skilled Manual Workers 69 18 26.1 % 17.9 % 12 6 Employment Equity Occupational Group Halifax 10 1 10.0 % 6.1 % 1 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 59 17 28.8 % 19.9 % 12 5 Ottawa - Gatineau			#	#	%	%	#	#	
Employment Equity Occupational Group Halifax 1 0 0.0 % 5.8 % 0 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 19 1 5.3 % 12.2 % 2 1 Ottawa - Gatineau 10: Clerical Personnel Employment Equity Occupational Group Halifax 2 0 0.0 % 7.3 % 0 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 19 0 0.0 % 14.7 % 3 3 Ottawa - Gatineau 12: Semi-Skilled Manual Workers Employment Equity Occupational Group Halifax 10 1 10.0 % 6.1 % 1 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 59 17 28.8 % 19.9 % 12 5 Ottawa - Gatineau	9222 : Supervisors, electronics manufacturing	Ontario	7	0	0.0 %	38.4 %	3	-3	Ontario
Employment Equity Occupational Group Ottawa - Gatineau 19 1 5.3 % 12.2 % 2 -1 Ottawa - Gatineau 10 : Clerical Personnel 21 0 0.0 % 14.0 % 3 -3 -3 Employment Equity Occupational Group Halifax 2 0 0.0 % 7.3 % 0 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 19 0 0.0 % 14.7 % 3 -3 Ottawa - Gatineau 12 : Semi-Skilled Manual Workers 69 18 26.1 % 17.9 % 12 6 Employment Equity Occupational Group Halifax 10 1 10.0 % 6.1 % 1 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 59 17 28.8 % 19.9 % 12 5 Ottawa - Gatineau	07 : Administrative and Senior Clerical Personnel		20	1	5.0 %	11.8 %	2	-1	
10 : Clerical Personnel 21 0 0.0 % 14.0 % 3 -3 Employment Equity Occupational Group Halifax 2 0 0.0 % 7.3 % 0 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 19 0 0.0 % 14.7 % 3 -3 Ottawa - Gatineau 12 : Semi-Skilled Manual Workers 69 18 26.1 % 17.9 % 12 6 Employment Equity Occupational Group Halifax 10 1 10.0 % 6.1 % 1 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 59 17 28.8 % 19.9 % 12 5 Ottawa - Gatineau	Employment Equity Occupational Group	Halifax	1	0	0.0 %	5.8 %	0	0	Halifax
Employment Equity Occupational Group Employment Equity Occupational Group Ottawa - Gatineau 19 0 0.0 % 14.7 % 3 -3 Ottawa - Gatineau 12: Semi-Skilled Manual Workers Employment Equity Occupational Group Halifax 10 1 10.0 % 6.1 % 1 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau Ottawa - Gatineau 59 17 28.8 % 19.9 % 12 5 Ottawa - Gatineau	Employment Equity Occupational Group	Ottawa - Gatineau	19	1	5.3 %	12.2 %	2	-1	Ottawa - Gatineau
Employment Equity Occupational Group Ottawa - Gatineau 19 0 0.0 % 14.7 % 3 -3 Ottawa - Gatineau 19: Semi-Skilled Manual Workers Employment Equity Occupational Group Halifax 10 1 10.0 % 6.1 % 1 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 59 17 28.8 % 19.9 % 12 5 Ottawa - Gatineau	10 : Clerical Personnel		21	0	0.0 %	14.0 %	3	-3	
12 : Semi-Skilled Manual Workers 69 18 26.1 % 17.9 % 12 6 Employment Equity Occupational Group Halifax 10 1 10.0 % 6.1 % 1 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 59 17 28.8 % 19.9 % 12 5 Ottawa - Gatineau	Employment Equity Occupational Group	Halifax	2	0	0.0 %	7.3 %	0	0	Halifax
Employment Equity Occupational Group Halifax 10 1 10.0 % 6.1 % 1 0 Halifax Employment Equity Occupational Group Ottawa - Gatineau 59 17 28.8 % 19.9 % 12 5 Ottawa - Gatineau	Employment Equity Occupational Group	Ottawa - Gatineau	19	0	0.0 %	14.7 %	3	-3	Ottawa - Gatineau
Employment Equity Occupational Group Ottawa - Gatineau 59 17 28.8 % 19.9 % 12 5 Ottawa - Gatineau	12 : Semi-Skilled Manual Workers		69	18	26.1 %	17.9 %	12	6	
	Employment Equity Occupational Group	Halifax	10	1	10.0 %	6.1 %	1	0	Halifax
	Employment Equity Occupational Group	Ottawa - Gatineau	59	17	28.8 %	19.9 %	12	5	Ottawa - Gatineau
Total 20 44.20 94.60 57	Total		266	30	11.3 %	21.6 %	57	-27	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-12-20

Persons with Disabilities

Persons with Disabilities							
Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
	#	#	%	%	#	#	
National	44	4	9.1 %	4.3 %	2	2	National
National	48	4	8.3 %	3.8 %	2	2	National
National	52	4	7.7 %	4.6 %	2	2	National
National	5	1	20.0 %	13.9 %	1	0	National
National	7	0	0.0 %	7.8 %	1	-1	National
National	20	0	0.0 %	3.4 %	1	-1	National
National	21	1	4.8 %	7.0 %	1	0	National
National	69	8	11.6 %	4.8 %	3	5	National
	266	22	Q 2 0/.	A Q 0/.	12	0	
	National National National National National National National	# National 44 National 48 National 52 National 5 National 7 National 20 National 21	# # National 44 4 National 48 4 National 52 4 National 5 1 National 7 0 National 20 0 National 21 1 National 69 8	Internal Location All Employees Representation # # % National 44 4 9.1 % National 48 4 8.3 % National 52 4 7.7 % National 5 1 20.0 % National 7 0 0.0 % National 20 0 0.0 % National 21 1 4.8 % National 69 8 11.6 %	Internal Location All Employees Representation Available Wational 44 4 9.1 % 4.3 % National 48 4 8.3 % 3.8 % National 52 4 7.7 % 4.6 % National 5 1 20.0 % 13.9 % National 7 0 0.0 % 7.8 % National 20 0 0.0 % 3.4 % National 21 1 4.8 % 7.0 % National 69 8 11.6 % 4.8 %	Internal Location All Employees Representation Availability National 44 4 9.1 % 4.3 % 2 National 48 4 8.3 % 3.8 % 2 National 52 4 7.7 % 4.6 % 2 National 5 1 20.0 % 13.9 % 1 National 7 0 0.0 % 7.8 % 1 National 20 0 0.0 % 3.4 % 1 National 21 1 4.8 % 7.0 % 1 National 69 8 11.6 % 4.8 % 3	Internal Location All Employees # Representation # Availability % Gap # National 44 4 9.1 % 4.3 % 2 2 National 48 4 8.3 % 3.8 % 2 2 National 52 4 7.7 % 4.6 % 2 2 National 5 1 20.0 % 13.9 % 1 0 National 7 0 0.0 % 7.8 % 1 -1 National 20 0 0.0 % 3.4 % 1 -1 National 21 1 4.8 % 7.0 % 1 0 National 69 8 11.6 % 4.8 % 3 5

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-12-20

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

02 and 03 - at this level, very few candidates are interested in re-locating out-of-province. DRS offers relocation packages only in rare circumstances, due to affordability. Almost all candidates are recruited within the CMA or surrounding areas.

12 - the skills of electronics assemblers and operators are developed through in-house training certification programs and significant on-the-job experience. These candidates are not readily interchangeable with other semi-skilled manual workers.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2018-12-20

WFA Defaults - Persons with Disabilities

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



Workforce Analysis - Summary Report

Date: 2018-11-22

Women

	Women					
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	ilability	Gap
	#	#	%	%	#	#
01 : Senior Managers	1	0	0.0 %	27.4 %	0	0
02 : Middle and Other Managers	43	8	18.6 %	38.9 %	17	-9
03 : Professionals	48	9	18.8 %	22.9 %	11	-2
04 : Semi-Professionals and Technicians	52	5	9.6 %	13.0 %	7	-2
05 : Supervisors	5	3	60.0 %	50.7 %	3	0
06 : Supervisors: Crafts and Trades	7	6	85.7 %	31.0 %	2	4
07 : Administrative and Senior Clerical Personnel	20	17	85.0 %	77.4 %	15	2
10 : Clerical Personnel	21	12	57.1 %	66.0 %	14	-2
12 : Semi-Skilled Manual Workers	69	49	71.0 %	14.2 %	10	39
Total	266	109	41.0 %	29.5 %	79	30



Workforce Analysis - Summary Report

Date: 2018-11-22

Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	1	0	0.0 %	2.9 %	0	0	
02 : Middle and Other Managers	43	0	0.0 %	2.2 %	1	-1	
03 : Professionals	48	0	0.0 %	0.9 %	0	0	
04 : Semi-Professionals and Technicians	52	0	0.0 %	1.7 %	1	-1	
05 : Supervisors	5	0	0.0 %	2.7 %	0	0	
06 : Supervisors: Crafts and Trades	7	0	0.0 %	0.0 %	0	0	
07 : Administrative and Senior Clerical Personnel	20	3	15.0 %	3.2 %	1	2	
10 : Clerical Personnel	21	1	4.8 %	2.8 %	1	0	
12 : Semi-Skilled Manual Workers	69	1	1.4 %	3.2 %	2	-1	
Total	266	5	1.9 %	2.2 %	6	-1	



Workforce Analysis - Summary Report

Date: 2018-11-22

Members of Visible Minorities

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	1	0	0.0 %	10.1 %	0	0	
02 : Middle and Other Managers	43	0	0.0 %	15.0 %	6	-6	
03 : Professionals	48	6	12.5 %	33.2 %	16	-10	
04 : Semi-Professionals and Technicians	52	5	9.6 %	26.9 %	14	-9	
05 : Supervisors	5	0	0.0 %	14.7 %	1	-1	
06 : Supervisors: Crafts and Trades	7	0	0.0 %	38.4 %	3	-3	
07 : Administrative and Senior Clerical Personnel	20	1	5.0 %	11.8 %	2	-1	
10 : Clerical Personnel	21	0	0.0 %	14.0 %	3	-3	
12 : Semi-Skilled Manual Workers	69	18	26.1 %	17.9 %	12	6	
Total	266	30	11.3 %	21.6 %	57	-27	



Workforce Analysis - Summary Report

Date: 2018-11-22

Persons with Disabilities

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	44	4	9.1 %	4.3 %	2	2	
03 : Professionals	48	4	8.3 %	3.8 %	2	2	
04 : Semi-Professionals and Technicians	52	4	7.7 %	4.6 %	2	2	
05 : Supervisors	5	1	20.0 %	13.9 %	1	0	
06 : Supervisors: Crafts and Trades	7	0	0.0 %	7.8 %	1	-1	
07 : Administrative and Senior Clerical Personnel	20	0	0.0 %	3.4 %	1	-1	
10 : Clerical Personnel	21	1	4.8 %	7.0 %	1	0	
12 : Semi-Skilled Manual Workers	69	8	11.6 %	4.8 %	3	5	
Total	200	22	0.2.0/	4.9.0/	12		
Total	266	22	8.3 %	4.8 %	13	9	



Workforce Analysis - Summary Report

Date: 2018-11-22

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

02 and 03 - at this level, very few candidates are interested in re-locating out-of-province. DRS offers relocation packages only in rare circumstances, due to affordability. Almost all candidates are recruited within the CMA or surrounding areas.

12 - the skills of electronics assemblers and operators are developed through in-house training certification programs and significant on-the-job experience. These candidates are not readily interchangeable with other semi-skilled manual workers.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2018-11-22

WFA Defaults - Persons with Disabilities

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



Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

DRS Technologies Canada Ltd.

[Date: 2018-11-30]

Data from First/Previous Workforce Analysis

1 1

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	02	18

.I.	Data from S
J.	Subsequent/Curro Analysis
.I.	ent Workforce

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2018	11	30

			Гable 1: Women	l	
		First/Previous Workforce Analysis			
Emale	nument Equity Occupational Chaup (EEOC)	All Employees	Wor	nen	
բահա	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	1	0	27.4	
02	Middle & Other Managers	46	6	20.0	
03	Professionals	38	12	23.1	
04	Semi-Professionals & Technicians	43	4	13.9	
05	Supervisors	3	2	50.7	
06	Supervisors: Crafts & Trades	8	6	31.0	
07	Administrative & Senior Clerical Personnel	16	13	77.2	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	18	14	65.8	
11	Intermediate Sales & Service Personnel	0	0	0.0	
12	Semi-Skilled Manual Workers	64	51	14.6	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
Total		237	108	26.1	

Table 5: Women		
Subsequent/Current Workforce Analysis		
All Employees	Won	ien
	Representation	Availability*
#	#	%
1	0	27.4
43	8	38.9
48	9	22.9
52	5	13.0
5	3	50.7
7	6	31.0
20	17	77.4
0	o	0.0
0	ol	0.0
21	12	66.0
0	ol	0.0
69	49	14.2
0	ol	0.0
0	ol	0.0
266	109	29.5

* Source:			
2011 Natio	nal Household	Survey	

* Source):			
2011 Nat	tional Hous	ehold Survey	1	

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

DRS Technologies Canada Ltd.

[Date: 2018-11-30]

Data from First/Previous Workforce Analysis

Data from Fin	rst/Previous Worki MM	Force Analysis DD
2016	02	18

	Data from
1	Subsequent/Curro Analysis
	ent Workforce

2018	11	30
YYYY	MM	DD
Data from Subse	equent/Current Wo	rkforce Analysis

		Table	2: Aboriginal P	eoples	
		First/Previous Workforce Analysis			
Emale	syment Equity Occupational Crown (EEOC)	All Employees	Aborigina	al Peoples	
Embr	oyment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	1	0	2.9	
02	Middle & Other Managers	46	1	1.2	
03	Professionals	38	0	0.9	
04	Semi-Professionals & Technicians	43	0	1.6	
05	Supervisors	3	0	2.7	
06	Supervisors: Crafts & Trades	8	0	0.0	
07	Administrative & Senior Clerical Personnel	16	0	3.2	
08	Skilled Sales & Service Personnel	0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	18	0	2.8	
11	Intermediate Sales & Service Personnel	0	0	0.0	
12	Semi-Skilled Manual Workers	64	2	3.3	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
Total		237	3	2.0	

Table 6: Aboriginal Peoples			
Subsequent/Current Workforce Analysis			
All Employees	Aboriginal Peoples		
	Representation	Availability*	
#	#	%	
1	0	2.9	
43	0	2.2	
48	0	0.9	
52	0	1.7	
5	0	2.7	
7	0	0.0	
20	3	3.2	
0	0	0.0	
0	0	0.0	
21	1	2.8	
0	0	0.0	
69	1	3.2	
0	0	0.0	
0	0	0.0	
266	5	2.2	

* Source:	
2011 National Household Survey	

Part 1: Workforce Analysis

DRS Technologies Canada Ltd.

[Date: 2018-11-30]

Data from First/Previous Workforce Analysis

2016	02	18
YYYY	MM	DD
Data from Fi	rst/Previous Workf	force Analysis

Data from Sub	sequent/Currei Analysis	nt Workforce
1	1	1

2018	11	30
YYYY	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

			embers of Visible	
		First/Previous Workforce Analysis All Employees Members of Visible Minorities		
Emplo	oyment Equity Occupational Group (EEOG)	Ziiipiojees	Representation	Availability*
		#	#	%
01	Senior Managers	1	0	10.1
02	Middle & Other Managers	46	1	18.0
03	Professionals	38	5	33.7
04	Semi-Professionals & Technicians	43	4	30.4
05	Supervisors	3	0	14.7
06	Supervisors: Crafts & Trades	8	0	38.4
07	Administrative & Senior Clerical Personnel	16	0	12.2
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	18	o	14.7
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	64	12	19.9
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	o	0.0
Total	•	237	22	23.3

Table 7: Members of Visible Minorities			
Subsequent/Current Workforce Analysis			
All Employees Members of Visible Mir		ible Minorities	
	Representation	Availability*	
#	#	%	
1	0	10.1	
43	0	15.0	
48	6	33.2	
52	5	26.9	
5	0	14.7	
7	0	38.4	
20	1	11.8	
0	0	0.0	
0	0	0.0	
21	0	14.0	
0	0	0.0	
69	18	17.9	
0	0	0.0	
0	o	0.0	
266	30	21.6	

* Source:	
2011 National Household Survey	

* Source:	
2011 National Household Survey	

Part 1: Workforce Analysis

DRS Technologies Canada Ltd.

[Date: 2018-11-30]

Data from First/Previous Workforce Analysis

2016	02	18
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from Su	bsequent/Curre Analysis	nt Workforce
1	<u> </u>	1

Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD
2018	11	30

		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
Emplo	yment Equity Occupational Crown (EEOC)	All Employees	Persons with	n Disabilities
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	47	1	4.3
03	Professionals	38	0	3.8
04	Semi-Professionals & Technicians	43	0	4.6
05	Supervisors	3	0	13.9
06	Supervisors: Crafts & Trades	8	0	7.8
07	Administrative & Senior Clerical Personnel	16	0	3.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	18	0	7.0
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	64	2	4.8
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		237	3	4.8

Table 8: Persons with Disabilities			
Subsequent/Current Workforce Analysis			
All Employees	es Persons with Disabilities		
	Representation	Availability*	
#	#	0/0	
44	4	4.3	
48	4	3.8	
52	2	4.6	
5	1	13.9	
7	0	7.8	
20	0	3.4	
0	0	0.0	
0	0	0.0	
21	1	7.0	
0	0	0.0	
69	10	4.8	
0	0	0.0	
0	0	0.0	
266	22	4.8	

* Source:				
2012 Canad	dian Surve	y on Disa	bility	

* Source:
2012 Canadian Survey on Disability

Part 2: Flow Data Analysis

DRS Technologies Canada Ltd.

[Date: 2018-11-30]

Start	Date of Flov	v Data
YYYY	MM	DD
2016	02	18

End I	Date of	Flow	Data	
YYYY	M	vi I	DI)
2018	11		30)

Data from Form 4 - Employees Hired

Hired

		×.	2	2	2	82	в	2	Σ	2	ı.	ø	2	8	×	8	88	2	2	8	88	В	8	8	ø	ø	×	z	82	8	×	2	8	L	o			8	н	2	8	8	×	83	82	×		ĸ	84	23	88	28	s	22	8	ű,	×	2	28		
	88	æ	æ	a.	п	×	В	٠	3	88	в	я	×	п	8	в	к	8	8	8	×	к	80	н	a	н	я	s	я	Ŕ	г	1	×	×	ж	×	×	8	к	х	×	в	к	8	я	8	в	в	£	а	a	×	8	ж	а	н	×	a	w		
	87	w	2	4	и	83	ю	ĸ.	4	84	ю	81		ĸ.	ø.	84	к	я	а	в	×	к		и	ω	и	ш		я	и	я	я	88	×	ø			3	к	99	13	ж	ж.	×	8	×	×	×	×	м	88	٧	×	٠		×	×	ж	23		

Data from Form 6 - Employees Terminated

Table 9: Women

	Table 1: Women											
	Full-time /	National	Part-time	/ National								
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired								
	#	#	#	#								
01 Senior Managers	0	0	0	0								
02 Middle & Other Managers	10	2	0	0								
03 Professionals	18	3	0	0								
04 Semi-Professionals & Technicians	4	0	0	0								
05 Supervisors	0	0	0	0								
06 Supervisors: Crafts & Trades	0	0	0	0								
07 Administrative & Senior Clerical Personnel	3	3	0	C								
08 Skilled Sales & Service Personnel	0	0	0	0								
09 Skilled Crafts & Trades Workers	0	0	0	0								
10 Clerical Personnel	5	3	0	0								
11 Intermediate Sales & Service Personnel	0	0	0	0								
12 Semi-Skilled Manual Workers	15	6	0	0								
13 Other Sales & Service Personnel	o	0	0	0								
14 Other Manual Workers	0	0	0	0								
Total	55	17	0	0								

Full-time	National	Part-time / National							
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted						
#	#	#	#						
1	0	0	0						
10	1	0	0						
13	3	0	0						
6	1	0	0						
1	0	0	0						
1	1	0	0						
3	3	0	0						
0	0	0	0						
0	0	0	0						
7	3	0	0						
0	0	0	0						
22	13	0	0						
0	0	0	0						
0	0	0	0						
64	25	0	0						

Full-time	/ National	Part-time / National								
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated							
#	#	#	#							
1	0	0	0							
8	1	0	0							
12	4	0	0							
5	1	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
4	4	0	0							
0	0	0	0							
16	14	0	0							
0	0	0	0							
0	0	0	0							
46	24	0	0							

Part 2: Flow Data Analysis

DRS Technologies Canada Ltd.

[Date: 2018-11-30]

Start	Date of Flow	Data
YYYY	MM	DD
2016	02	18

End I	Date of Flow	Data
YYYY	MM	DD
2018	11	30

Data from Form 4 - Employees Hired

Table 2: Aboriginal Peoples

7

Aboriginal

Peoples Hired

Full-time / National

10

All

Employees

Hired

#

Employment Equity Occupational Group

04 Semi-Professionals & Technicians

07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers

11 Intermediate Sales & Service Personnel 12 Semi-Skilled Manual Workers

13 Other Sales & Service Personnel 14 Other Manual Workers

06 Supervisors: Crafts & Trades

(EEOG)

01 Senior Managers 02 Middle & Other Managers

10 Clerical Personnel

03 Professionals

05 Supervisors

Total

Data from Form 5 - Employees Promoted

Table 6: Aboriginal Peoples

igiliai rec	pies	140	ie o: Ador	igiliai r eo	pies				
Part-time	/ National	Full-time / National Part-time / Nation							
All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted				
#	#	#	#	#	#				
0	0	1	0	0	(
0	0	10	0	0	0				
0	0	13	0	0	(
0	0	6	0	0	(
0	0	1	0	0	(
0	0	1	0	0	(
0	0	3	0	0	(
0	0	0	0	0	(
0	0	0	0	0	(
0	0	7	0	0	(
0	0	0	0	0	(
0	0	22	1	0	(
0	0	0	0	0	(
0	0	0	o	0	(
0	0	64	1	0	C				

Data from Form 6 - Employees Terminated

Table 10: Aboriginal Peoples Full-time / National Part-time / National All Aboriginal All Aboriginal Employees Peoples **Employees** Peoples Terminated Terminated Terminated Terminated 16 46

Part 2: Flow Data Analysis

DRS Technologies Canada Ltd.

[Date: 2018-11-30]

Start	Date of Flow	v Data
YYYY	MM	DD
2016	02	18

End I	Date of Flow	Data
AAAA	MM	DD
2018	11	30

Data from Form 4 - Employees Hired

Table 3: Persons with Disabilities

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓ ↓
Table 7: Persons with Disabilities

Full-time	/ National	Part-time / National						
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	ı				
#	#	#	#					
1	0	0	0					
10	2	0	0					
13	1	0	0					
6	0	0	0					
1	0	0	0					
1	0	0	0					
3	0	0	0					
0	0	0	0					
0	0	0	0					
7	1	0	0					
0	l ol	0	اه ا	1				

Data from Form 6 - Employees Terminated

Table 11: Persons with Disabilities Full-time / National Part-time / National All Persons with All Persons with Disabilities Disabilities Employees Employees **Ferminated** Terminated Terminated Terminated 16 46

	i abie	3: Persons	With Disa	Dinues				
	Full-time	/ National	Part-time / National					
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired				
	#	#	#	#				
01 Senior Managers	0	0	0	0				
02 Middle & Other Managers	10	1	0	0				
03 Professionals	18	1	0	0				
04 Semi-Professionals & Technicians	4	2	0	0				
05 Supervisors	0	0	0	0				
06 Supervisors: Crafts & Trades	0	0	0	0				
07 Administrative & Senior Clerical Personnel	3	0	0	0				
08 Skilled Sales & Service Personnel	0	0	0	0				
09 Skilled Crafts & Trades Workers	0	0	0	0				
10 Clerical Personnel	5	0	0	0				
11 Intermediate Sales & Service Personnel	0	0	0	0				
12 Semi-Skilled Manual Workers	15	1	0	0				
13 Other Sales & Service Personnel	0	0	0	0				
14 Other Manual Workers	0	0	0	0				
Total	55	5	0	0				

Part 2: Flow Data Analysis

DRS Technologies Canada Ltd.

[Date: 2018-11-30]

Start	Date of Flow	Data
YYYY	MM	DD
2016	02	18

End I	Date of Flow	Data
YYYY	MM	DD
2018	11	30

Data from Form 4 - Employees Hired

Table 4: Members of Visible Minorities

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓ ↓
Table 8: Members of Visible Minorities

Full-time	/ National	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
1	0	0	0
10	0	0	0
13	2	0	0
6	0	0	0
1	0	0	0
1	0	0	0
3	0	0	0
0	0	0	0

22

Data from Form 6 - Employees Terminated

Table 12: Members of Visible Minorities Full-time / National Part-time / National Members of Members of All All Visible Visible Employees **Employees** Minorities Minorities Terminated Terminated Terminated Terminated 46

	Table 4:	Members o	of Visible N	/linorities
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	10	0	0	0
03 Professionals	18	3	0	0
04 Semi-Professionals & Technicians	4	1	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	5	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	15	7	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	55	11	0	0

		Data for First/Previous Goals																	
A B	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
<u> </u>		<u>, </u>	.i	\	\	1	<u> </u>	↓	V	V	J	········	<u> </u>	. 	<u></u>	·	<u></u>		······································
										Table 1:									
									First/	Previous Sh	ort-term G	oals							
				All Er	nployees										omen				
Employment Equity Occupational	Number	Gre	wth (New Posi					Anticipated	Number	Turnover (Replacement of Terminated Employees)		Hires Required	From	r Goals n - To	Present	Present Gap	Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	jected	Actual	Proj	Projected Hires O		YYYY-MM-DD			Over 3	YYYY	- YYYY	YYYY Availability		Gap	Representation	Representation in 3 Years
	2016-02-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	, car,	2016-02-18	Annually	Over 3 Years	Years	2016	2019					11.113
	#	%	%	#	9%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%	,	C	100.0%		0	0	0	0.0%	0	0	0		27.4%	0	0	0.0%	0.0%
02 Middle & Other Managers	46	-2.2%	,	(18.0%		0	0	6	0.0%	0	3	0		20.0%	-3	-3	13.0%	13.0%
03 Professionals	38	8.1%	,	C	27.9%		0	0	12	0.0%	0	-3	0		23.1%	3	3	31.6%	31.6%
04 Semi-Professionals & Tech	43	6.5%	5	C	10.5%		0	0	4	0.0%	0	2	0		13.9%	-2	-2	9.3%	9.3%
05 Supervisors	3	18.6%	5	C	0.0%		0	0	2	0.0%	0	0	0		50.7%	0	0	66.7%	66.7%
06 Supervisors: Crafts & Trades	8	-4.4%		(0.0%		0	0	6	0.0%	0	-4	0		31.0%	4	4	75.0%	75.0%
07 Administrative & Sr Clerical	16	7.7%		C	0.0%		0	0	13	0.0%	0	-1	0		77.2%	1	1	81.3%	81.3%
08 Skilled Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	18	5.3%		(20.5%		0	0	14	0.0%	0	-2	0		65.8%	2	2	77.8%	77.8%
11 Intermediate Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	64	2.5%		0	24.1%		0	0	51	1	0	-42	0		14.6%	42	42	79.7%	79.7%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	237	3.9%	<u> </u>	(18.3%		0	0	108	0.0%	0	-46	0		26.1%	46	46	45.6%	45.6%

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

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

	workforce Analysis) - 2) x 10	J.				
						Table 2: Women
			Wom	en		
	loyment Equity Occupational p (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
Grou	p (EEOG)	#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	2	0.0	0	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	1	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		3		0		

		Data for First/Previous Goals																	
A B	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
<u> </u>	<u> </u>	<u> </u>	J	\	<u> </u>	\	<u> </u>				\	↓	<u> </u>	············	<u>.</u>		<u>.</u>		
										e 3: Abori	**								
									First/	Previous Sh	ort-term G	oals							
				All Er	nployees									~	nal Peoples		,		
Employment Equity Occupational	Number		wth (New Posit					Anticipated	Number Turnover (Replace Terminated Emp			Hires Required	From	r Goals n - To	Present	Present Gap	Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	jected T	Actual	Proj	jected Hires Over 3 Years		YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability		Gap Repro	Representation	Representation in 3 Years
	2016-02-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	.,	2016-02-18	Annually	Over 3 Years	Years	2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%	,	C	100.0%		0	0	0	0.0%	0	0	0		2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	46	-2.2%	,	(18.0%		0	0	1	0.0%	0	0	0		1.2%	0	0	2.2%	2.2%
03 Professionals	38	8.1%	,	C	27.9%		0	0	0	0.0%	0	0	0		0.9%	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	43	6.5%	,	C	10.5%		0	0	0	0.0%	0	1	0		1.6%	-1	-1	0.0%	0.0%
05 Supervisors	3	18.6%	5	0	0.0%		0	0	0	0.0%	0	0	0		2.7%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	8	-4.4%	5	(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	16	7.7%		C	0.0%		0	0	0	0.0%	0	1	0		3.2%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	18	5.3%		C	20.5%		0	0	0	0.0%	0	1	0		2.8%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	64	2.5%		0	24.1%		0	0	2	0.0%	0	0	0		3.3%	0	0	3.1%	3.1%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		(0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	237	3.9%	<u> </u>	(18.3%		0	0	3	0.0%	0	2	0		2.0%	-2	-2	1.3%	1.3%

† 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) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

	workforce Analysis) - 2) x 10	J.				
						Table 4: Aboriginal Peoples
P			Aboriginal	Peoples		
	loyment Equity Occupational p (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
Grou	p (EEOG)	#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
	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	
	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	
	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0		0		

									Data 1	for First/P	revious (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U
		<u> </u>		[1		Ĭ						<u> </u>						
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
3	\	Ţ	↓	Ţ	↓	1	Ţ	↓	1	\	\	Ţ	Ţ	\	\	V	Ţ	↓	1
									Table 5	: Persons	with Disa	bilities							
									First/	Previous Sh	ort-term G	oals							
				All En	ployees									Persons wi	th Disabilities				
	Number	Gro	wth (New Posit	ionel	Turnover (Replacement of Terminated				Number				3 Year Goals						
Employment Equity Occupational	, comoci	310		may		Employees)		Anticipated	, vanioci		Turnover (Replacement of Hires Terminated Employees) Required		From	From - To Present				ъ.	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual Projected			Hires Over 3	3 YYYY-MM-DD	• • •	Over 3	YYYY	- YYYY	Availability	Present Gap	Projected Gap	Present Representation	Representation in 3	
	2016-02-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-02-18	Annually	Over 3 Years	Years	2016	2019	•			•	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	47	-1.1%		C	59.0%		0	0	1	0.0%	0	1	0		4.3%	-1	-1	2.1%	2.1%
03 Professionals	38	8.1%		0	27.9%		0	0	0	0.0%	0	1	0		3.8%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	43	6.5%		0	10.5%		0	0	0	0.0%	0	2	0		4.6%	-2	-2	0.0%	0.0%
05 Supervisors	3	18.6%		0	0.0%		0	0	0	0.0%	0	0	0		13.9%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	8	-4.4%		C	0.0%		0	0	0	0.0%	0	1	0		7.8%	-1	-1	0.0%	0.0%
07 Administrative & Sr Clerical	16	7.7%		0	0.0%		0	0	0	0.0%	0	1	0		3.4%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	18	5.3%		0	20.5%		0	0	0	0.0%	0	1	0		7.0%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	64	2.5%		0	24.1%		0	0	2	0.0%	0	1	0		4.8%	-1	-1	3.1%	3.1%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	237	3.9%		0	18.3%		0	0] 3	0.0%	0	8	0		4.8%	-8	-8	1.3%	1.3%

† 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) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

	Allalysis) · 2) x 100					
						Table 6: Persons with Disabilities
F1		Po	ersons with I	Disabilitie:	s	
Employment Equ	nty Occupational	Short-ter	m Goals	Long-te	rm Goals	Comments
Group (EEOG)	Γ	#	%	#	%	
01/02 Managers		0	0.0	0	0.0	
03 Professional	ls	1	0.0	0	0.0	
04 Semi-Profes	ssionals & Tech	1	0.0	0	0.0	
05 Supervisors		0	0.0	0	0.0	
	: Crafts & Trades	1	0.0	0	0.0	
07 Administrat	tive & Sr Clerical	1	0.0	0	0.0	
08 Skilled Sale	es & Service	0	0.0	0	0.0	
09 Skilled Craf	fts & Trades	0	0.0	0	0.0	
10 Clerical Per	rsonnel	0	0.0	0	0.0	
11 Intermediate	e Sales & Service	0	0.0	0	0.0	
12 Semi-Skille	d Manual	0	0.0	0	0.0	
13 Other Sales	88	0	0.0	0	0.0	
14 Other Manu	ual Workers	0	0.0	0	0.0	
Total		4		0)	

									Data 1	for First/F	Previous (Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	1	\	1	Ţ	1	↓	1	1	1	↓	1	1	\	↓	1	1	↓
								,	Fable 7: M				S						
									First/	Previous Sh	iort-term G	oals							
				All En	ployees										isible Minori	ties			
	Number	Grev	vth (New Posit	ions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		Goals					
Employment Equity Occupational			T					Anticipated			Employees)	Required		1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2016-02-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-02-18	Annually	Over 3 Years	Years	2016	2019					
	4	%	%	1 Cars	%	%	4 H	4	4	%	1 Cars	4	#	%	%	4	#	%	%
01 Senior Managers	1	0.0%	7.0		100.0%	70	- 0	0		0.0%	7 0	0	0	70	10.1%	7	. 0	0.0%	0.0%
02 Middle & Other Managers	46	-2.2%		0	18.0%		0	0	1	0.0%	ه ا	7	0		18.0%	-7	-7	2.2%	2.2%
03 Professionals	38	8.1%		0	27.9%		0	0	5	0.0%	0	8	0		33.7%	-8	-8	13.2%	13.2%
04 Semi-Professionals & Tech	43	6.5%		0	10.5%		0	0	4	0.0%	0	9	0		30.4%	-9	-9	9.3%	9.3%
05 Supervisors	3	18.6%		0	0.0%		0	0	0	0.0%	0	0	0		14.7%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	8	-4.4%		0	0.0%		0	0	0	0.0%	0	3	0		38.4%	-3	-3	0.0%	0.0%
07 Administrative & Sr Clerical	16	7.7%		0	0.0%		0	0	0	0.0%	0	2	0		12.2%	-2	-2	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	18	5.3%		0	20.5%		0	0	0	0.0%	0	3	0		14.7%	-3	-3	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	64	2.5%		0	24.1%		0	0	12	0.0%	0	1	0		19.9%	-1	-1	18.8%	18.8%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	237	3.9%		0	18.3%		0	0	22	0.0%	0	33	0		23.3%	-33	-33	9.3%	9.3%

† 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) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

	workforce Analysis) - 2) x 10	J.				
						Table 8: Members of Visible Minorities
		Mem	bers of Visil	ble Minori	ties	
	loyment Equity Occupational p (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
Grou	p (EEOG)	#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	6	0.0	3	0.0	
03	Professionals	6	0.0	3	0.0	
04	Semi-Professionals & Tech	7	0.0	4	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	2	0.0	1	0.0	
07	Administrative & Sr Clerical	- 1	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	2	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		24		11		

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	О	Р	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	Схнх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
i	<u> </u>	↓	.i	\	V	1		. <u>.</u>	i	<u> </u>	J		<u>.</u>		V	·	<u></u>	\	······································
										Table 9:									
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	nployees								1		omen				r
	Number	Gree	wth (New Posi	tions)	Turnover (R	placement of Employees)	Terminated		Number	Turnover (Re	enlacement of	Hires		r Goals					
Employment Equity Occupational			т					Anticipated		Terminated	Employees)	Required		n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Pro	jected T	Actual	Proj	ected I	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-11-30	Annually	Over 3 Years	Years	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%)	0	100.0%	0.0%	0	0	0	0.0%	0	0	0		27.4%	0	0	0.0%	0.0%
02 Middle & Other Managers	43	-2.2%	5	C	18.0%	5.0%	6	6	8	5.0%	1	10	2	38.9%	38.9%	-9	-8	18.6%	20.9%
03 Professionals	48	8.1%	20.0%	29	27.9%	5.0%	7	36	9	5.0%	1	10	8	22.9%	22.9%	-2	-2	18.8%	20.8%
04 Semi-Professionals & Tech	52	6.5%		0	10.5%	5.0%	8	8	5	5.0%	1	3	1	13.0%	13.0%	-2	-2	9.6%	9.6%
05 Supervisors	5	18.6%	,	0	0.0%	5.0%	1	1	3	5.0%	0	0	0		50.7%	0	0	60.0%	60.0%
06 Supervisors: Crafts & Trades	7	-4.4%		C	0.0%	5.0%	1	1	6	5.0%	1	-3	0		31.0%	4	3	85.7%	71.4%
07 Administrative & Sr Clerical	20	7.7%)	0	0.0%	5.0%	3	3	17	5.0%	3	1	0		77.4%	2	-1	85.0%	70.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	21	5.3%		0	20.5%	5.0%	3	3	12	5.0%	2	4	2	66.0%	66.0%	-2	-2	57.1%	57.1%
11 Intermediate Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	69	2.5%		14		5.0%	10	24	49	5.0%	7	-30	0		14.2%	39	30	71.0%	50.6%
13 Other Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	266	3.9%	o l	0	18.3%		0	0	109	0.0%	0	-31	0		29.5%	31	31	41.0%	41.0%

† 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) + (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

workforce Analysis) = 2) x 1	00.				
					Table 10: Women
Employment Equity Occupational		Wom	en		
Group (EEOG)	Short-tern	n Goals	Long-ter	m Goals	Comments
		%		%	
01 Senior Managers		0.0			
02 Middle & Other Managers		38.9		38.9	
03 Professionals		22.9		22,9	
04 Semi-Professionals & Tech		13.0		13.0	
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		0.0			
07 Administrative & Sr Clerical		0.0			
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		0.0			
10 Clerical Personnel		66.0		66.0	
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		0.0			
13 Other Sales & Service		0.0			
14 Other Manual Workers		0.0			
Total		0.0			

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	Р	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
<u> </u>		Ψ	\	\	, \	V	<u> </u>	.i	 Ψ	1			Ψ	1	\	J		J	
										11: Abor									
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	nployees			T		1					nal Peoples				
	Number	Gree	wth (New Posi	tions)	Turnover (R	eplacement of Employees)	Terminated 'Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals					
Employment Equity Occupational	YYYY-MM-DD	Actual	Dent	jected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	TTTT-MM-DD	Actuai	110	Over 3	Actuai	7101	Over 3	Years	1111-3031-00		Over 3	Over 3 Years		- 1111	Availability	riesem Gap	Gap	Representation	Years
	2018-11-30	Annually	Annually	Years	Annually	Annually	Years		2018-11-30	Annually	Years	1000	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%)	0	100.0%	0.0%	0	0	0	0.0%	0	0	0		2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	43	-2.2%		C	18.0%	5.0%	6	6	0	5.0%	0	1	0	2.2%	2.2%	-1	-1	0.0%	0.0%
03 Professionals	48	8.1%		29	1	5.0%	7	36	0	5.0%	0	1	0		0.9%	0	-1	0.0%	0.0%
04 Semi-Professionals & Tech	52	6.5%		0	10.5%	5.0%	8	8	0	5.0%	0	1	0	1.7%	1.7%	-1	-1	0.0%	0.0%
05 Supervisors	5	18.6%		0	0.0%	5.0%	1	1	0	5.0%	0	0	0		2.7%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	7	-4.4%		C	0.0%	5.0%	1	1	0	5.0%	0	0	0		0.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	20	7.7%		0	0.0%	5.0%	3	3	3	5.0%	0	-2	0		3.2%	2	2	15.0%	15.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	21	5.3%		0	20.5%	5.0%	3	3	1	5.0%	0	0	0		2.8%	0	0	4.8%	4.8%
11 Intermediate Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	69	2.5%		14		5.0%	10	24	1	5.0%	0	2	1	3.2%	3.2%	-1	-1	1.4%	2.4%
13 Other Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	266	3.9%		0	18.3%		0	0	5	0.0%	0	1	0		2.2%	-1	-1	1.9%	1.9%

† 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) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

workforce Allarysis) + 2) x 10	· · · ·				
					Table 12: Aboriginal Peoples
Employment Equity Occupational		Aboriginal	Peoples		
Group (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
•		%		%	
01 Senior Managers		0.0			
02 Middle & Other Managers		2.2		2.2	
03 Professionals		0.0			
04 Semi-Professionals & Tech		1.7		1.7	
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		0.0			
07 Administrative & Sr Clerical		0.0			
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		0.0			
10 Clerical Personnel		0.0			
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		3.2		3.2	
13 Other Sales & Service		0.0			
14 Other Manual Workers		0.0			
Total		0.0			

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	↓	1	1	\	↓	1	1	\	1	J	1	1	Ţ	J	\	1	↓	↓	1
										: Persons									
									Subsequ	ent/Current	Short-tern	ı Goals							
				All En	ployees									Persons wi	th Disabilities	i			
	Number	Gros	vth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (Re	l		3 Yea	r Goals					
Employment Equity Occupational		~ ~ ~		,		Employees)		Anticipated		Terminated		Hires Required	Fro	n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
, ,	2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-11-30	Annually	Over 3 Years	Years	2018	2021					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	44	-1.1%		0	59.0%	5.0%	7	7	4	5.0%	1	-1	C		4.3%	2	1	9.1%	6.8%
03 Professionals	48	8.1%	20.0%	29	27.9%	5.0%	7	36	4	5.0%	1	0	C		3.8%	2	0	8.3%	3.9%
04 Semi-Professionals & Tech	52	6.5%		0	10.5%	5.0%	8	8	2	5.0%	0	0	C		4.6%	0	0	3.8%	3.8%
05 Supervisors	5	18.6%		0	0.0%	5.0%	1	1	1	5.0%	0	0	C		13.9%	0	0	20.0%	20.0%
06 Supervisors: Crafts & Trades	7	-4.4%		0	0.0%	5.0%	1	1	0	5.0%	0	1	C	7.8%	7.8%	-1	-1	0.0%	0.0%
07 Administrative & Sr Clerical	20	7.7%		0	0.0%	5.0%	3	3	0	5.0%	0	1	C	3.4%	3.4%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	21	5.3%		0	20.5%	5.0%	3	3	1	5.0%	0	0	C		7.0%	0	0	4.8%	4.8%
11 Intermediate Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	69	2.5%		14	24.1%	5.0%	10	24	10	5.0%	2	-4	C		4.8%	7	4	14.5%	9.6%
13 Other Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
Total	266	3.9%		0	18.3%		0	0	22	0.0%	0	-9	[C		4.8%	9	9	8.3%	8.3%

† 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) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

workforce Allarysis) · 2) x 100	·.			6.11.27.5
				Table 14: Persons with Disabilities
F14 F14- O411	Persons wit	h Disabilities		
Employment Equity Occupational	Short-term Goals	Long-term G	Goals	Comments
Group (EEOG)	%		%	
01/02 Managers	0.	.0		
03 Professionals	0.	.0	Г	
04 Semi-Professionals & Tech	0.	.0		
05 Supervisors	0.	.0		
06 Supervisors: Crafts & Trades	7.	.8	7.8	
07 Administrative & Sr Clerical	3.	.4	3.4	
08 Skilled Sales & Service	0.	.0	L	
09 Skilled Crafts & Trades	0.	tariotturariotturariotturariotturari		
10 Clerical Personnel	0.	and Charles Charles Charles Charles		
11 Intermediate Sales & Service	0.	E000338600338600338600338600		
12 Semi-Skilled Manual	0.	ALTONOUS TOROUS TOROUS TOROUS	L	
13 Other Sales & Service	0.	F1(4007)(4007)(4007)(4007)		
14 Other Manual Workers	0.			
Total	0.	.0		

									Data for	Subsequei	at/Curre	nt Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
£	<u> </u>	↓	1	<u> </u>	<u> </u>	1	1	V	<u> </u>	<u> </u>	\	↓ ·	1	V	\		<u> </u>	1	<u> </u>
								٦	[able 15: N				es						
									Subsequ	ent/Current	Short-tern	ı Goals							
				All En	ployees										isible Minori	ties			
Employment Equity Occupational	Number		wth (New Posi			Employees)		Anticipated	Number	Turnover (Re Terminated		Hires Required	Fron	Goals 1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-11-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	• 5,000	2018-11-30	Annually	Over 3 Years	Years	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	0.0%)	0	100.0%	0.0%	0	0	0	0.0%	0	0	0		10.1%	0	0	0.0%	0.0%
02 Middle & Other Managers	43	-2.2%		0	18.0%	5.0%	6	6	0	5.0%	0	6	1	15.0%	15.0%	-6	-5	0.0%	2.3%
03 Professionals	48	8.1%		29		5.0%	7	36	6	5.0%	1	21	12	33.2%	33.2%	-10	-9	12.5%	22.1%
04 Semi-Professionals & Tech	52	6.5%		0	10.5%	5.0%	8	8	5	5.0%	1	10	2	26.9%	26.9%	-9	-8	9.6%	11.5%
05 Supervisors	5	18.6%		0	0.0%	5.0%	1	1	0	5.0%	0	1	0	14.7%	14.7%	-1	-1	0.0%	0.0%
06 Supervisors: Crafts & Trades	7	-4.4%		0	0.0%	5.0%	1	1	0	5.0%	0	3	0	38.4%	38.4%	-3	-3	0.0%	0.0%
07 Administrative & Sr Clerical	20	7.7%		0	0.0%	5.0%	3	3	1	5.0%	0	1	0	11.8%	11.8%	-1	-1	5.0%	5.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	21	5.3%		0	20.5%	5.0%	3	3	0	5.0%	0	3	0	14.0%	14.0%	-3	-3	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	69	2.5%		14	24.1%	5.0%	10	24	18	5.0%	3	0	0		17.9%	6	0	26.1%	18.1%
13 Other Sales & Service		0.0%		0	0.0%	0.0%	0			0.0%	0		0		0.0%			#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%	0.0%	0	0	20	0.0%	0	27	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	266	3.9%	9	1 0	18.3%		0	0	30	0.0%	0	27	1 0		21.6%	-27	-27	11.3%	11.3%

† 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 + Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

workforce Alialysis) + 2) x	100.				
					Table 16: Members of Visible Minorities
Employment Equity Occupation	Mer	mbers of Visi	ble Minorit	ies	
Group (EEOG)	Short-ter	rm Goals	Long-ter	m Goals	Comments
Group (EEOG)		%		%	
01 Senior Managers		0.0			
02 Middle & Other Managers		15.0		15.0	
03 Professionals		33.2		33.2%	
04 Semi-Professionals & Tech		26.9		26.9%	
05 Supervisors		14.7		14.7%	
06 Supervisors: Crafts & Trade	s	38.4		38.4%	
07 Administrative & Sr Clerica	1	11.8		11.8%	
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		0.0		L	
10 Clerical Personnel		14.0		14.0%	
11 Intermediate Sales & Service	e	0.0			
12 Semi-Skilled Manual		0.0			
13 Other Sales & Service		0.0			
14 Other Manual Workers		0.0			
Total		0.0			

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A	В	С	D	Е	F	G	Н	I	J	K	L	М	N	0	Р	Q	R	S	Т	U	V	w	X	Y
Data s	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
			↓ ↓	↓	↓	√	<u> </u>	<u> </u>	! <u>↓</u>	<u> </u>	↓ · · · · · · · · · · · · · · · · · · ·	<u> </u>	<u> </u>	↓	<u> </u>	<u> </u>	<u> </u>	V	<u> </u>	<u> </u>	√ × × × × × × × × × × × × × × × × × × ×	1	<u> </u>	↓
Emi	ployment Equity					orce An						Hires			Γ		Data A	_		T	To			
Occ	upational Group	Year	All		W	Orkiorce Wo				All			omen		All	r		omen		All	1 e	rminati W	omen	
(EE	OG)	Ħ	Employees #	Represer	ntation %	Avail.	ability #	Gap #	EE Result	Employees #	Ac	tual %	Expected #	Difference #	Employees #	Ac	tual %	Expected #	Difference #	Employees	Act	ual %	Expected #	Difference
01	Senior Managers	2016	1	0	0.0	27.4		0	0.0	#	#	/4	ff	#	H	Ħ	76	Ħ	F	T T	ī	76	"	#
	Middle & Other	2018 2016	1 46	0 6	0.0 13.0	27.4 20.0		-3	0.0 65.2	0	0	0.0	0	0	1	0	0.0	0	С	1	0	0.0	0	(
	Managers	2018	43	8	18.6	38.9	17	-9	47.8		2	20.0	4	-2	10	1	10.0	1	C	8	1	12.5	1	(
03	Professionals	2016 2018	38 48	12 9	31.6 18.8	23.1 22.9	:	-	136.7 81.9	18	3	16.7	4	-1	13	3	23.1	4	_1	12	4	33.3	4	
04	Semi-Professionals &	2016	43	4	9.3	13.9	6		66.9	10		10.7		-1	13			7	-1	12	7		7	,
\dashv	Technicians	2018 2016	52	5	9.6 66.7	13.0 50.7		-2	74.0 131.5	4	0	0.0	1	-1	6	1	16.7	1	0	5	1	20.0	0	1
	Supervisors	2018	5	3	60.0	50.7	3	0	118.3	0	0	0.0	0	0	1	0	0.0	1	-1	0	0	0.0	0	(
06	Supervisors: Crafts & Trades	2016 2018	8 7	6	75.0 85.7	31.0 31.0		4	241.9 276.5	0	0	0.0	0	0	1	1	100.0	1	C	0	0	0.0	0	(
Data s	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											
			\	<u> </u>	V	Ţ	<u> </u>	<u> </u>	<u> </u>	<u> </u>	, \	<u> </u>	↓											
				Entran	ıts		Che.e.	CI		oals	I 4	Carla												
	ployment Equity upational Group	Year	All	ow Data Wom	ien		Short-te Wo	men	5		Long-ter Won							c	Commen	ts				
	og)		Employees	Actu	ıal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
01	Senior Managers	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
02	Middle & Other	2018	20	3	15.0	2	150.0	0.0	0.0	0	0.0	0.0	0.0											
\neg	Managers	2021 2018	20 31	3 6		0	0.0	38.9 0.0	38.6	011000011000011000011000011000	0.0	38.9 0.0	38.6 0.0											
_	Professionals	2021	31	6	19.4	1		22.9	84.5		0.0	22.9	84.5											
04	Semi-Professionals & Technicians	2018 2021	10 10			1	100.0	0.0 13.0			0.0	0.0 13.0	0.0 76.9											
05	Supervisors	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
06	Supervisors: Crafts &	2021 2018	1	0		0	0.0	0.0	0.0		0.0	0.0	0.0											
	Trades	2021	1	1				0.0				0.0												

										F	art 4: F	Results	- Wome	n										62
										DRS			Canada	Ltd.										00287
											[Date	: 2018-	11-30]											
A	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U	V	W	X	Y
Data sour	rces:		Part 1: Workforce	Part 1: Workforce	E ÷ D	Part 1: Workforce	DxG	E - H	E÷H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L - N	Part 2: Flow	Part 2: Flow Data	Q ÷ P x	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V÷Ux	U x F ÷ 100	V - X
			Analysis J	Analysis I	x 100	Analysis	÷ 100	J	x 100	Data Analysis	Analysis J	x 100		J	Data Analysis	Analysis J	100 J	J		Data Analysis	Analysis	100	<u></u>	
			<u> </u>			orce An	•	<u> </u>			Ψ	Ψ		Ψ	<u> </u>	•	Data A	•		Ψ	Ψ			
	oyment Equity	Year				orkforce						Hires					Promotio				Te	rminatio	ons	
Occup (EEO	oational Group G)		All Employees	Represer	ntation	Wor Avails		Gap	EE Result	All Employees	Act		omen Expected	Difference	All Employees		W ctual	emen Expected	Difference	All Employees	Act		emen Expected	Difference
		#	H	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	##	#
	dministrative & enior Clerical	2016 2018	16 20	13 17	81.3 85.0	77.2 77.4	12 15	1	105.2 109.8	3	3	100.0	2	1	3	3	100.0	2	1	0	0	0.0	0	0
08 Sk	tilled Sales &	2016	0	0	0.0	0.0	0	0	0.0					1				2	1					
	ervice Personnel	2018 2016	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	ades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 C1	erical Personnel	2016	18 21	14 12	77.8 57.1	65.8 66.0		-2	118.2 86.6	5	3	60.0	3	0	7	3	42.9	5	-2	4	4	100.0	3	1
	termediate Sales &	2016	0	0	0.0	0.0			0.0						,						· ·			
	ervice Personnel emi-Skilled Manual	2018 2016	64	0 51	0.0 79.7	0.0 14.6	9	42	0.0 545.8	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	orkers	2018	69	49	71.0	14.2	10	39	500.1	15	6	40.0	2	4	. 22	13	59.1	18	-5	16	14	87.5	13	1
				Part 2:																				
Data sour	rces:		Part 2: Flow Data Analysis	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÷Kx 100	Part 3: Goals	F ÷ M x 100											
			↓	↓ ↓	\	1	\	↓	i	i↓	i↓	↓	↓											
				Entran	its					oals														
Emplo	oyment Equity pational Group	Year	F	ow Data Wom	ien			rm Goal ^{men}	S		Long-teri Wom							,	Commen	••				
(EEO			All Employees	Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						ommen.	is .				
		#	#	#	9/0	#	%	9/4	%	#	%	%	%											
10/1	dministrative & enior Clerical	2018 2021	6	6	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
08 Sk	tilled Sales &	2018	0	0		0	0.0	0.0			0.0	0.0	0.0											
SI	ervice Personnel	2021 2018	0	0	0.0	0	0.0	0.0	0.0	n	0.0	0.0	0.0											
09 Tr	rades Workers	2018	0	0	0.0	U	0.0	0.0	0.0		0.0	0.0	0.0											
10 C1	erical Personnel	2018 2021	12 12	6		0	0.0	0.0 66.0	0.0 75.8		0.0	0.0 66.0	0.0 75.8											
	termediate Sales &	2018	0	0	0.0	0	0.0	0.0	0.0	0.0001.000001.00001.00001.0000	0.0	0.0	0.0											
Se	ervice Personnel emi-Skilled Manual	2021 2018	0 37	0 19	0.0 51.4	0	0.0	0.0			0.0	0.0	0.0											
12 Se W	orkers	2018	37	19		U	0.0	0.0			0.0	0.0	0.0											

	Federal Contractors Program Achievement Report																							
	Part 4: Results - Women DRS Technologies Canada Ltd.																							
										DRS				Ltd.										002880
											[Date	: 2018-	11-30]											
Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
Data	sources:			Part 1: Vorkforce 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
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ļ.,	Employment Equity . Workforce Analysis Flow Data Analysis Workforce Workforce Hires Promotions Terminations																							
000000000000000000000000000000000000000	Employment Equity Occupational Group Workforce Hires Promotions Terminations All Women All Women All Women																							
(EE	OG)		Employees	Represen	tation	Avail		Gap	EE Result	Employees	Act		Expected	Difference	Employees	Act		Expected	Difference	Employees	Acti		Expected	Difference
	Other Sales & Service	# 2016	# 0	# 0	0.0	0.0	#	#	0.0	#	#	%	#	#	#	Ħ	%	Ħ	#	#	#	%	#	#
13	Personnel	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14	Other Manual Workers	2016	0	0	0.0	0.0		0	0.0															
		2018 2016	237	108	0.0 45.6	0.0 26.1		46	0.0 174.6	0	0	0.0	0	- 0	0	0	0.0	0	0	0	0	0.0	0	0
Tota	1	2018	266	109	41.0	29.5			138.9	55	17	30.9	16	1	64	25	39.1	29	-4	46	24	52.2	21	3
Data	sources:		Part 2: Flow	Part 2: Flow Data	E÷Dx	Part 3:	E÷Gx	Part 3:	F÷1x100	Part 3: Goals	E÷Kx	Part 3:	F ÷ M x 100											
			Data Analysis	Analysis	100	Goals	100	Goals			100	Goals												
			↓ No	↓ Entran	<u>↓</u>	 				↓ oals														
Em	ployment Equity			w Data	ts .		Short-te	rm Goals	U		Long-teri	n Goals												
	upational Group	Year	All -	Wom	en		Wo				Wom							C	ommen	ts				
(EE	OG)		Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	9/0	9/4	% 0.0	#	%	%	%											
13 Other Sales & Service 2018 0 0 0.0 0 0.0										0	0.0	0.0	0.0											
14	Other Manual	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Ë	Workers	2021 2018	0 119	0 42	0.0 35.3	3	1400.0	0.0	0.0	^	0.0	0.0	0.0											
Tota	1	2018	119	42	35.3		1400.0	0.0	0.0	U	0.0	0.0	0.0											

	Part 5: Results - Aborigi																							Σ.
										DRS	Techn	ologies	Canada	a Ltd.										002881
											[Date	e: 2 018-	11-30]											。
A	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	Р	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
i			↓	↓	V	.i	<u> </u>	<u> </u>	<u> </u>	V	·	<u> </u>	<u> </u>	.i	<u> </u>	<u> </u>	1	↓	V	<u> </u>	1	\	<u> </u>	V
100				,		orce An	•										Data Aı	•						
	ployment Equity cupational Group	Year			V	Vorkforce Aborioin	al Peoples					Hires	inal Peoples			P	romotioi Aborioi	nal Peoples			Te	rminati Aborio	ons inal Peoples	
	EOG)		All Employees	Represe	entation	Avail		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Act	tual	Expected	Difference	All Employees	Act	ual	Expected	Difference
		Ħ	Ħ	#	%	%	Ħ	#	%	#	Ħ	%	#	Ħ	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	- 2018 1 0 0.0 2.9 0 0 0.0 0 0 0.0 0															0.0	0	0	1	0	0.0		0
02	Middle & Other	2018 1 0 0.0 2.9 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0 0 0 0 0															0.0	0		1	· ·	0.0		
02	Managers	lle & Other 2016 46 1 2.2 1.2 1 0 181.2 agers 2018 43 0 0.0 2.2 1 -1 0.0 10 0 0.0 0															0.0	0	0	8	1	12.5	0	1
03	Professionals	agers 2018 43 0 0.0 2.2 1 -1 0.0 10 0 0.0 0															0.0	0	0	12	0	0.0	0	0
04	Semi-Professionals &	SSIONAIS 2018																						
	Technicians	2018 48 0 0.0 0.9 0 0 0.0 18 0 0.0 0															0.0	0	0	5	0	0.0	0	0
05	Supervisors	2018	5	0				0	0.0	0	0	0.0	0	0) 1	0	0.0	0	0	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2016	8					0	0.0	0		0.0			1	0	0.0					0.0		
	Trades																0.0	U	0	0	0	0.0	0	0
Data	sources:	Part 2: Flow Data Analysis $\begin{bmatrix} P_{art 2:} \\ Flow Data \\ Analysis \end{bmatrix}$ $\begin{bmatrix} P_{art 3:} \\ E + D x \\ 100 \end{bmatrix}$ $\begin{bmatrix} E + G x \\ Goals \end{bmatrix}$ $\begin{bmatrix} P_{art 3:} \\ Goals \end{bmatrix}$ $\begin{bmatrix} F + 1x 100 \\ Goals \end{bmatrix}$ $\begin{bmatrix} P_{art 3:} \\ P_{art 3:} \\ Ool \end{bmatrix}$ $\begin{bmatrix} F + M x 100 \\ Goals \end{bmatrix}$																						
3			↓	<u> </u>	1	↓	1	<u></u>	↓	<u> </u>	<u> </u>	<u> </u>	<u> </u>											
				Entra			GI			oals		<u> </u>												
	ployment Equity cupational Group	Year		low Data Aborigina				rm Goal	S		Long-ter Aborigina							c	ommen	te				
	EOG)		All Employees	Act		Goal	Percent of Goal Met	1	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						ommen	1.5				
		#	#	#	%	#	%	%	%	#	%	%	%											
01	Senior Managers	2018	1	0		0	0.0	0.0	0.0	0	0.0	0.0												
02	Middle & Other	2018	20			0	0.0	8	0.0	0	0.0	0.0	0.0											
	Managers	2021	20	-			0.0	2.2	0.0		0.0	2.2	†											
03	Professionals	2018	31	0		***************************************	0.0	0.0	0.0	0	0.0	0.0		-										
04	Semi-Professionals &	2018	10			2000:::1000:::1000:::1000:::1	0.0	0.0	0.0	0	0.0	-		-										
_	Technicians	2021 2018	10	0		2001-010001-010001-010001-01	0.0	0.0	0.0	0	0.0	1.7 0.0												
	Supervisors	2021	1	0			0.0	0.0	0.0	V	0.0	0.0		-										
06	Supervisors: Crafts & Trades	2018 2021	1	0			0.0	0.0	0.0	0	0.0	0.0		-										
	litades	2021	1	ı V	0.0			0.0	1 0.0			0.0	1 0.0											

	Part 5: Results - Aborigin														- Para									
										DRS	Techno	ologies	Canada	Ltd.										002882
											[Date	: 2018-	11-30]											
Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	О	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
			1	<u> </u>	<u> </u>	<u> </u>	↓	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	↓	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>		\	↓	<u> </u>	<u> </u>
Em	ployment Equity					orce An						Hires			Τ		Data Al	nalysis		Т	Te	rminati	one	
Осо	upational Group	Year	All		,,		al Peoples			All			nal Peoples		All			nal Peoples		All	10		nal Peoples	
(EE	COG)	н	Employees	Represe		Avail.	lability 	Gap #	EE Result	Employees #	Act	ual %	Expected #	Difference	Employees #	Act	ual %	Expected #	Difference #	Employees	Act 4	ual %	Expected #	Difference
07 Administrative & 2016 16 0 0.0 3.2 1 -1 0.0													r	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,	T.		а	п	T	,,		,,	a
	Senior Clerical 2018 20 3 15.0 3.2 1 2 468.8 3 1 33.3 0 Skilled Sales & 2016 0 0 0.0 0 0 0.0 0														3	0	0.0	0	(0 0	0	0.0	C	0
08	Service Personnel	silled Sales & 2016 0 0 0.0 0.0 0 0 0.0 crvice Personnel 2018 0 0 0.0 0.0 0 0 0 0.0 0 0 0 0.0 0														0	0.0	0	(0 0	0	0.0	C	0
09	killed Crafts & 2016 0 0 0.0 0.0 0 0 0.0														0	0	0.0	0		0 0	0	0.0		0
10	Clerical Personnel	rades Workers 2018 0 0 0.0 0.0 0 0 0.0 0 0 0 0 0 0 0 0 0															0.0	Ů	·		Ů	0.0		, v
-		2018	21	1		2.8	:	0	170.1	5	0	0.0	0	0	7	0	0.0	0	(0 4	0	0.0	C	0
11	Service Personnel	2018 21 1 4.8 2.8 1 0 170.1 5 0 0.0 0 ntermediate Sales & 2016 0 0 0.0 0 0 0 0 0 0														0	0.0	0	(0 0	0	0.0	C	0
12	Service Personnel 2018 0 0 0.0 0.0 0 <td>22</td> <td>! 1</td> <td>4.5</td> <td>1</td> <td>(</td> <td>0 16</td> <td>1</td> <td>6.3</td> <td>1</td> <td>. 1</td>														22	! 1	4.5	1	(0 16	1	6.3	1	. 1
<u> </u>	Part 2:																	ı		•				
Data	ources: Part 2: Flow Data Analysis Plow Data Part 3: E+Gx Part 3: F+Ix 100 Part 3: Goals P+Ix 100 Part 3: Goal																							
		l	↓ 		\		1	1	\	↓	\	1	↓											
r				Entran	its		Short-te	rm Goal		oals	Long-teri	m Goals												
	ployment Equity cupational Group	Year	All	Aborigina	Peoples			al Peoples			Aboriginal							C	Commen	ıts				
(EE	EOG)		Employees	Actu		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	Administrative &	# 2018	# 6	# 1	% 16.7	# 0	0.0	%	0.0	# 0	0.0	%	0.0											
U7	Senior Clerical	2021	6	1	16.7	-		0.0	0.0	-		0.0	0.0											
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
09	Skilled Crafts & 2018 0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0												0.0											
10	Trades Workers 2021 0 0 0.											0.0												
												0.0												
11												0.0												
12	Semi-Skilled Manual 2018 37 1 2.7 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0											0.0												
	workers	2021	37	1	2.7			3.2	84.5			3.2	84.5											

	Federal Contractors Program Achievement Report																							
	Part 5: Results - Aboriginal Peoples DRS Technologies Canada Ltd.																							
										DRS				Ltd.										00
											Date	: 2018-	11-30]											
Α	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	T	U	V	W	X	Y
Data	ources:			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
3			↓	1	↓	↓	1	1	\	1	<u> </u>	1	1	1	↓	↓	1	↓	\	↓	↓	1	↓ '	
ļ	Employment Equity Van Workforce Analysis Flow Data Analysis Workforce Hires Promotions Terminations																							
	Employment Equity Occupational Group Workforce Hires Promotions Terminations All Aboriginal Peoples All Aboriginal Peoples All Aboriginal Peoples																							
(EE	OG)		Employees	Represer	itation	Avail		Gap	EE Result	Employees	Act		Expected	Difference	Employees	Ac	tual	Expected	Difference	Employees	Acti		Expected	Difference
	o	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
13	Other Sales & Service Personnel	2016 2018	0	0	0.0	0.0 0.0	:		0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14	Other Manual	2016	0	0	0.0	0.0		0	0.0											-				
	Workers	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Tota	1	2016 2018	237 266	3	1.3 1.9	2.0		-2 -1	63.3 85.4	55	1	1.8	1	0	64	1	1.6	1	0	46	2	4.3	1	1
<u> </u>																								
Data s	ources:			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											
i			↓	<u>i</u> .	↓	i↓	.		↓	\		¥	↓											
			New	Entran	ts				G	oals														
	ployment Equity	Year	Flo	w Data				rm Goals			Long-teri													
	upational Group OG)		All Employees	Aboriginal Actu		Goal	Aborigin Percent of	al Peoples Goal	Percent of	Goal	Aboriginal Percent of	Peoples Goal	Percent of					C	ommen	ts				
\	,	#	#	#	%	Goai #	Goal Met	Goai %	Goal Met	Goai #	Goal Met	Goai %	Goal Met											
13	Other Sales & Service	2018	0	0	0.0	7 0	0.0	0.0	0.0	0	0.0	0.0	0.0											
13	Personnel	2021	0	0	0.0			0.0	0.0			0.0	0.0											
14	Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Tota		2018	119	2	1.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
L		2021	119	2	1.7			0.0	0.0			0.0	0.0											

	Part 6: Results - Persons													Disabiliti	ies									84
										DRS			Canada	Ltd.										002884
	[Date: 2018-11-30]																							
Α	Part I: Part I: Part I: Part I: Part I: Part 2: Part 2: Part 2: Part 3: Part 3																							
Data s	ources:		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
				<u>↓</u>	V	.i	<u> </u>	, J	V	<u> </u>	· ↓	↓	<u> </u>	\	<u> </u>	V	<u> </u>	<u>\</u>	\	<u>\</u>	↓	1	<u> </u>	<u> </u>
				1		orce An	•										Data Ar							
	ployment Equity upational Group	Year				Vorkforce Persons with						Hires	ith Disabilitie			I	Posson	S h Disabilities			Te	rminati	ons ith Disabilitie	
	oG)		All Employees	Represe			lability	Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference
		#	#	#	%	%	#	#	%	H	#	%	#	#	#	#	%	#	#	#	#	%	#	H
01 &	Managers 2016 47 1 2.1 4.3 2 -1 49.5 2018 44 4 9.1 4.3 2 2 2114 10 1 10.0 0																							
02	Managers 2018 44 4 9.1 4.3 2 2 211.4 10 1 10.0 0														11	2	18.2	0		2 9	0	0.0	0	0
03	2018														13	1	7.7	0		1 12	0	0.0	0	
04	Semi-Professionals &	2016	43	0	0.0		·	-2	0.0	10	1	3.0	1		, 13		7.7	U		1 12		0.0	0	0
04	Technicians	emi-Professionals & 2016														0	0.0	0	(0 5	0	0.0	0	0
05	Technicians 2018 52 2 3.8 4.6 2 0 83.6 4 2 50.0 0 Supervisors 2016 3 0 0.0 13.9 0 0 0.0 0 </td <td>1</td> <td>0</td> <td>0.0</td> <td>0</td> <td></td> <td>0 0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td>														1	0	0.0	0		0 0	0	0.0	0	0
06	Supervisors: Crafts &	2016	8	0	0.0	7.8	1	-1	0.0															
	Supervisors: Crafts & 2016 8 0 0.0 7.8 1 -1 0.0 Trades 2018 7 0 0.0 7.8 1 -1 0.0 0 0 0 0.0 0														1	0	0.0	0	(0 0	0	0.0	0	0
	urces: $ \begin{array}{c ccccccccccccccccccccccccccccccccccc$																							
Data s	sources: Part 2: Flow Data Analysis From Data From																							
·																								
	New Entrants Goals																							
	ployment Equity	Year	Flo	ow Data Person				rm Goals			Long-ter													
	upational Group OG)		All Employees	Disabi				h Disabilities			Persons with	Disabilities	l n					C	ommer	ıts				
	90,		Campioyees	Acti		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
01		2019	# 21	# 3	14.2	#	%	%	%	#	%	%	%											
&	Managers	2018	21		14.3	0	0.0		0.0		0.0	0.00												
02	2021 21 3 14.3 0.0 0.0 0.0 0.00												0.0											
03 Professionals 2021 31 2 6.5 0.0 0.0											0.00	0.0												
04 Semi-Professionals & 2018 10 2 20.0 1 200.0 0.0 0.0 Technicians 2021 10 2 20.0 0.0 0.0 0.0										0	0.0	0.00	0.0											
2018 1 0 0 0 0 0 0									0.0	0	0.0	0.00	0.0											
05	Supervisors	2021	1	0	0.0			0.0	0.0			0.00	0.0											
06	Supervisors: Crafts & Trades	2018	1	0	0.0	1	0.0	0.0 7.8	0.0	0	0.0	0.00 7.80	0.0											
ш		2021	- 1		0.0	L		,.0	0.0		I	1 7.00	1 0.0											

	Part 6: Results - Persons with Disabilities DRS Technologies Canada Ltd.																							
										DRS		ologies : 2018-		Ltd.										002885
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	T	U	V	W	X	Y
Data	ources:		Part 1: Workforce	Part 1: Workforce	E ÷ D	Part 1: Workforce	D x G	E - H	E ÷ H	Part 2: Flow	Part 2: Flow Data	L ÷ K	K x G ÷ 100	L - N	Part 2: Flow	Part 2: Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x 100	U x F ÷ 100	V - X
<u></u>			Analysis ↓	Analysis	x 100	Analysis	÷ 100	↓	x 100 ↓	Data Analysis	Analysis	x 100	\	1	Data Analysis	Analysis ↓	100 	↓	\	Data Analysis	Analysis ↓	100 ↓	↓	
				1	Workfo													nalysis		1				
	oloyment Equity upational Group	Year	All			orkfore	e th Disabilities	i		All		Hires Persons w	ith Disabilitie		All	P	romotio Persons w	n S ith Disabilitie	s	All	Te	rminatio	ONS th Disabilitie	S
(EE	0G)		Employees	Represe			lability	Gap	EE Result	Employees	Act		Expected	Difference	Employees	Act	ual	Expected	Difference	Employees	Act		Expected	Difference
	# # # % % # # % # # % Administrative & 2016 16 0 0.0 3.4 1 -1 0.0 Senior Clerical 2018 20 0 0.0 2.4 1 1 0.0 2 0.0 0.0													#	#	#	%	Ħ	#	#	Ħ	%	Ħ	#
07	Senior Clerical 2018 20 0 0.0 3.4 1 -1 0.0 3 0 0.0														3	0	0.0	0	C	0	0	0.0	0	0
08	Skilled Sales &																0.0					0.0		
\vdash	Skilled Crafts &	rvice Personnel 2018 0 0 0.0 0.0 0 0 0.0 0 0 0.0														0	0.0	0	(0	0	0.0	0	0
09	Trades Workers	illed Crafts & 2016 0 0 0.0 0.0 0 0 0.0 0 0 0 0.0 ades Workers 2018 0 0 0.0 0.0 0 0 0 0.0 0 0 0 0.0 0														0	0.0	0	(0	0	0.0	0	0
10	Clerical Personnel	2016 2018	18 21	0	0.0 4.8	7.0 7.0		-1	0.0 68.0		0	0.0	0	0	7	1	14.3	0	,	1 4	0	0.0	0	
	Intermediate Sales &	2016	0	0		0.0		0	0.0	,	0	0.0	0	0	/	1	14.3	0	,	4	0	0.0	0	
11	Service Personnel	2018	0	0	0.0			0	0.0	0	0	0.0	0	0	0	0	0.0	0	(0	0	0.0	0	0
12	Semi-Skilled Manual 2016 64 2 3.1 4.8 3 -1 65.1														22	3	13.6	1	2	2 16	0	0.0	1	-1
	Workers 2018 69 10 14.5 4.8 3 7 301.9 15 1 6.7 1																		_					
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07	Administrative &	2018	6	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0											
Ě	Senior Clerical	2021 2018	6	0	0.0	^	0.0	3.4 0.0	0.0		0.0	3.4 0.0	0.0											
08	Skilled Sales & Service Personnel	2018	0	0		U	0.0	0.0		U	0.0	0.0	0.0											
09	09 Skilled Crafts & 2018 0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0												0.0											
\vdash	Trades Workers 2021 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.											0.0	0.0											
10 Clerical Personnel 2018 12 1 8.3 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0										V	0.0	0.0	0.0											
	11 Intermediate Sales & 2018 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.									0	0.0	0.0	0.0											
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12 Semi-Skilled Manual 2018 37 4 10.8 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.																								

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Other Sales & Service Personnel	2016 2018	0	0	0.0	0.0 0.0		0	0.0		0	0.0		0		0	0.0	0	0	0	0	0.0	0	
Other Manual	2016	0	0	0.0	0.0		0	0.0			0.0	Ů		0		0.0	· ·	0	0	0	0.0	0	
Workers	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2016 237 3 13 48 11 -8 264												2	64	7	10.9	1	6	46	0	0.0	1	-1
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13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
Other Manual	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Workers	2021 2018	0 119	12	0.0 10.1	4	300.0	0.0	0.0		0.0	0.0	0.0											
Total	2021	119	12	10.1	7	500.0	0.0	0.0		0.0	0.0	0.0											

	Part 7: Results - Members of Visible Minorities DRS Technologies Canada Ltd.																							
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											Date	: 2018-	·11-30]											
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(EE	(OG)		Employees	Represe		Availa	ability	Gap	EE Result	Employees	Act		Expected	Difference	Employees	Act		Expected	Difference		Act		Expected	Difference
		# 2016	# 1	# 0	0.0	% 10.1	# 0	# 0	0.0	#	#	%	#	#	Ħ	#	%	#	#	#	#	%	#	H
01	Senior Managers	2018	1	0	0.0	10.1	0	0	0.0	0	0	0.0	0	0	1	0	0.0	0		0 1	0	0.0	0	0
02	- 2018 1 0 0.0 10.1 0 0 0.0 0 0 0.0 1 0.0 1 1 1 1														10									
	-	fanagers 2018 43 0 0.0 15.0 6 -6 0.0 10 0 0.0														0	0.0	0	(8	1	12.5	0	1
03	Professionals	2018	48	6	12.5	33.2	16	-10	37.7	18	3	16.7	6	-3	13	2	15.4	2	(0 12	2	16.7	2	2 0
04	Semi-Professionals & Technicians	2016 2018	43 52	4 5	9.3 9.6	30.4 26.9			30.6 35.7	1	1	25.0	1	0		0	0.0	1		1 5	0	0.0	0	
05		2016	32	0	0.0	14.7	0		0.0	4	1	23.0	1	0	0		0.0	1	-	3	0	0.0	0	
	Supervisors 2016 3 0 0.0 14.7 0 0 0.0 2018 5 0 0.0 14.7 1 -1 0.0 0 0 0.0													0	1	0	0.0	0	(0 0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2016 2018	8 7	0	0.0	38.4 38.4		-3 -3	0.0	0	0	0.0	0	0	1	0	0.0	0		0 0	0	0.0	0	0
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Data s	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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	OG)		All Employees	Acti	ial	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					•	Johnner	11.3				
		#	#	#	%	#	%	%	%	#	%	9/6	%											
01	Senior Managers	2018 2021	1	0		0	0.0		0.0	0	0.0	0.0	0.0											
0.3	Middle & Other	2021	20	0	0.0	6	0.0	0.0	0.0	3	0.0	0.0	0.0											
02	Managers	2021	20	0	0.0			15.0	0.0			15.0	0.0											
03	Professionals	2018 2021	31	5 5	16.1 16.1	6	83.3	0.0 33.2	0.0 48.6	3	166.7	0.0	0.0 4858.1											
04	Semi-Professionals &	2018	10	1	10.0	7	14.3	0.0	0.0		25.0	0.0	0.0											
-	Technicians	2021 2018	10	1	10.0	0	0.0	26.9 0.0			0.0	0.3												
05	Supervisors	2018	1	0		U	0.0	14.7	0.0	l U	0.0	0.0	0.0											
06	Supervisors: Crafts &	2018	1	0	0.0	2	0.0	0.0		1	0.0	0.0												
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	Part 7: Results - Members of Visible Minorities																							
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	pational Group	Year	All		W	orkforce Visible M	dinorities			All		Hires Visible	Minorities		All	1	Promotio Visible	Minorities		All	1 e	rminatio Visible	Minorities	
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Т	Administrativa Pr	# 2016	# 16	# 0	0.0	% 12.2	# 2	# -2	0.0	#	#	%	#	#	#	Ħ	%	Ħ	#	#	#	%	#	H
	Administrative & Senior Clerical	42.4	3	0	0.0	0	0	3	0	0.0	0		0 0	0	0.0	0	0							
	enior Clerical 2018 20 1 5.0 11.8 2 -1 42.4 3 0 0.0 0 Gilled Sales & 2016 0 0 0.0 0 <td< td=""><td>_</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>_</td></td<>														_									_
-	Skilled Crafts &	2018	0		0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	(0	0	0.0	0	0
	Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	(0 0	0	0.0	0	0
10	Clerical Personnel	2016 18 0 00 147 3 -3 00													7	0	0.0	0	(1	0	0.0	0	0
11	ntermediate Sales &	2016			0.0		:	_	0.0	,		0.0	1	-1	<u> </u>		0.0	0		7 4	0	0.0	0	0
-	Service Personnel 2018 0 0 0.0 0.0 0 0 0.0 0												0	0	0	0	0.0	0	(0 0	0	0.0	0	0
	Semi-Skilled Manual Workers	2016 2018	64 69	12 18	18.8 26.1	19.9 17.9			94.2 145.7	15	7	46.7	3	4	22	4	18.2	4	() 16	1	6.3	3	-2
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		#	#	#	%	#	9/6	%	%	#	9/6	e/a	9/4											
07/1	Administrative &	2018	6	0	0.0	1	0.0		0.0	0	0.0	0.0	0.0											
-												0.0												
08	Service Personnel	2021	0	0	0.0			0.0	0.0			0.0	0.0											
09	Skilled Crafts & Trades Workers	2018 2021	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Clerical Personnel	2018	12	+		2	0.0			0	0.0		0.0											
		2021	12	-		^	^ ^	14.0		^	0.0	0.1	0.0											
11	ntermediate Sales & Service Personnel	2018 2021	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
12 Semi-Skilled Manual 2018 37 11 29.7 0 0.0 0.0 0.0								0	0.0	0.0	0.0													
	Workers	2021	37	11	29.7			0.0	0.0			0.0	0.0											

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	pational Group Visible Minorities All Visible N														All	r		Minorities		All	rei		Minorities	
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13 Other	r Sales & Service	2016	0	0	0.0	0.0	0	0	0.0								0.0		0			0.0	0	
13 Perso	r Manual	2018 2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Work		2018	0	0		0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total		39.8																						
Total		52.2	55	11	20.0	12	-1	64	6	9.4	6	0	46	4	8.7	4	0							
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Data sources:	:		Part 2: Flow Data Analysis	Part 2: Flow Data	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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	ment Equity	Year	F	low Data	linarities			rm Goals			Long-teri Visible Mi							,	ommen	4				
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Work Work	kers	2021	0	0				0.0	0.0	11		0.0												
Total	Total 2018 119 17 14.3 24 70.8 0.0 0.0 201 2021 119 17 14.3 2 0.0 0.0 0.0										154.5	0.0	0.0											
		2021	119	1/	14.3			0.0	0.0			0.0	U.0											

Efforts

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

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equity.

Requi	red measures:
J	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).
J	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.
1	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.
V	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
V	Consulted employee/union representatives on communication and implementation 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):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
Addit	tional Details
Please p	provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: DRS Technologies Canada Ltd.

Primary Location: Kanata, Ontario

Number of Employees: 266 Ontario Nova Scotia 34 5 Alberta

Organization Overview:

NAICS 3342 (Communications equipment manufacturing)

DRS Technologies Canada Ltd. is an experienced provider of turnkey state-of-the-art electronics manufacturing, integration and test services for various aerospace, defence and space applications. As part of the DRS Naval Electronics business unit, they manufacture and support a broad range of military communications, electro-optics, surveillance, and sensor signal processing systems for naval and ground applications, as well as electronic warfare threat simulation and training systems ranging from computer-based training to high-power threat simulators.

Key Dates – First Year Assessment

Initiated: 2016-03-01

Received: Date unknown (documents not uploaded into

WEIMS)

Closed: 2016-02-24 Workforce Analysis: 2016-02-18

Key Dates – Subsequent Assessment

Initiated: 2018-12-18 Received: 2018-12-20 Workforce Analysis: 2018-11-22

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:

 \boxtimes Yes \square No

Comments: none

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

\boxtimes	Yes		No
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Comments: none

ASSESSMENT OF REASONABLE PROGRESS

 Previous goals were set in both numbers and percentages, therefore progress is being assessed against the percentage goals.

Women

02	Middle & Other Managers	Goal met at 150%
04	Semi-Professionals & Technicians	Goal met at 100%

Assessment/Observations

None

Aboriginal Peoples

04	Semi-Professionals & Technicians	No goal set
07	Admin. & Senior Clerical Personnel	No goal set
10	Clerical Personnel	No goal set

Assessment/Observations

- EEOG 04: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -1 however a longterm goal has been set to eliminate the gap.
- EEOG 07: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There is, however, no more gap identified for this category.
- EEOG 10: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There is, however, no more gap identified for this category.

Persons with Disabilities

01/02	Managers	No goal set
03	Professionals	Goal met at 200%
04	Semi-Professionals & Technicians	Goal met at 200%
06	Supervisors: Crafts & Trades	Goal not met - (0% achieved)
07	Admin. & Senior Clerical Personnel	Goal not met - (0% achieved)
10	Clerical Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set

Assessment/Observations

- EEOG 01/02: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There is, however, no more gap identified for this category.
- EEOG 06: There was one new entrant and is was not a person with disabilities. However with an LMA rate of 7.8%, the goal was unattainable.
- EEOG 07: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -1 however a longterm goal has been set to eliminate the gap.
- EEOG 10: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There is, however, no more gap identified for this category.
- EEOG 11: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There is, however, no more gap identified for this category.

Members of Visible Minorities

Middle & Other Managers	Goal not met - (0% achieved)				
Professionals	Goal met at 83.3%				
Semi-Professionals & Technicians	Goal not met - (14% achieved)				
Supervisors: Crafts & Trades	Goal not met - (0% achieved)				
Admin. & Senior Clerical Personnel	Goal not met - (0% achieved)				
Clerical Personnel	Goal not met - (0% achieved)				
Semi-Skilled Manual Workers	Goal not met - (0% achieved)				
	Professionals Semi-Professionals & Technicians Supervisors: Crafts & Trades Admin. & Senior Clerical Personnel Clerical Personnel				

Assessment/Observations

- EEOG 02: There were 20 new entrants and none were of a visible minority. At LMA rate of 18%, at least three would have been expected.
- EEOG 04: There were ten new entrants and one was of a visible minority. At LMA rate of 30.4%, at least three would have been expected.
- EEOG 06: There was one new entrant and is was not of a visible minority. However with an LMA rate of 38.4%, the goal was unattainable.
- EEOG 07: There were six new entrants and none were of a visible minority. However with an LMA rate of 12.2%, the goal was unattainable.
- EEOG 10: There were 12 new entrants and none were of a visible minority. At LMA rate of 14.7%, at least one would have been expected.
- EEOG 12: There were 37 new entrants and 11 were of a visible minority. At LMA rate of 19.9%, at least seven would have been expected.

ASSESSMENT OF REASONABLE EFFORTS

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

- Out of 19 required goals:
 - Five were met at 80% or above;
 - One had a percentage of the goal achieved;
 - Eight had zero percent achieved;
 - Six had no identified goal set.
- The Organization indicated that for EEOG 02 (Middle and Other Managers) & EEOG 03 (Professionals), it is very difficult to recruit outside the National recruitment area as very few candidates are willing to relocate out-of-province. Due to affordability, DRS offers relocation packages only in rare circumstances, therefore almost all candidates are recruited within the CMA or surrounding areas.
- As for EEOG 12, the organization states that the skills of electronics assemblers and operators are developed through in-house training certification programs and significant on-the-job experience. These candidates are not readily interchangeable with other semi-skilled manual workers.

ASSESSMENT OF GOALS

Women

Workforce Analysis Results			Goals			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-9	38.9	38.9	18.6	38.9
03	Professionals	-2	22.9	22.9	18.8	22.9
04	Semi-Professionals & Technicians	-2	13.0	13.0	9.6	13.0
10	Clerical Personnel	-2	n/a	n/a	57.1	66.0

Observations:

Goals have been set appropriately at, or higher, than LMA where there is a gap present.

Aboriginal Peoples

	Workforce Analysis Results		Go	als		
Emp	Employment Equity Occupational Group (EEOG)		Short- term	Long- term	Representation	LMA
'			(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%

02	Middle & Other Managers	-1	2.2	2.2	0.0	2.2
04	Semi-Professionals & Technicians	-1	1.7	1.7	0.0	1.7
12	Semi-Skilled Manual Workers	-1	3.2	3.2	1.4	3.2

Observations:

• Goals have been set appropriately at, or higher, than LMA where there is a gap present.

Persons with Disabilities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term	Long- term	Representation	LMA
			(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
06	Supervisors: Crafts & Trades	-1	7.8	7.8	0.0	7.8
07	Admin. & Senior Clerical Personnel	-1	3.4	3.4	0.0	3.4

Observations:

Goals have been set appropriately at, or higher, than LMA where there is a gap present.

Members of Visible Minorities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term	Long- term	Representation	LMA
			(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-6	15.0	15.0	0.0	15.0
03	Professionals	-10	33.0	33.0	12.5	33.2
04	Semi-Professionals & Technicians	-9	26.9	26.9	9.6	26.9
05	Supervisors	-1	14.7	14.7	0.0	14.7
06	Supervisors: Crafts & Trades	-3	38.4	38.4	0.0	38.4
07	Admin. & Senior Clerical Personnel	-1	11.8	11.8	5.0	11.8
10	Clerical Personnel	-3	14.0	14.0	0.0	14.0

Observations:

• Goals have been set appropriately at, or higher, than LMA where there is a gap present.

RECOMMENDATION

i recommend that the employer be found:	
oxtimes in compliance $oxtimes$ in non-compliance	
Having assessed the data submitted by the employer regarding its workforce and	considere

unique circumstances I recommend that the closing letter include the following:

- As a number of gaps are still present, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
 - A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf.
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given that there are a number of gaps in all four designated groups, the organization might consider forging links with trade programs, career fairs and professional associations, as well as consider partnering with universities or reaching out to professional associations, in order to identify qualified potential employees that are members of the designated groups.

Name of Analyst: Céline Brown	
Date: December 28, 2018	

From: Brown, Celine E [NC] On Behalf Of EE-EME

Sent: January 16, 2019 8:52 AM

To: 'mmunro@drs.ca' <mmunro@drs.ca> **Cc:** 'lacobucci, Jo' <jiacobuc@drs.ca>

Subject: Government of Canada Agreement Number: V061015 - Notification of Compliance with the

Federal Contractors Program (DRS Technologies Canada Ltd.)

Cette information est également disponible en français sur demande.

Dear Martin Munro:

I am writing to inform you that the subsequent compliance assessment initiated on December 18, 2018 has been completed. As a result of the assessment, DRS Technologies Canada Ltd. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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 DRS Technologies Canada Ltd.'s employment equity program.

- As a number of gaps are still present, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
 - A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf.
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given that there are a number of gaps in all four designated groups, the organization might
 consider forging links with trade programs, career fairs and professional associations, as well as
 consider partnering with universities or reaching out to professional associations, in order to
 identify qualified potential employees that are members of the designated groups.

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 December 18, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, DRS Technologies Canada 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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF), a collaborative space for employers. Send us an email to join!