

s.24(1)

Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°: 10000280

Agreement to Implement Employment Equity

(All sections must be completed)


- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Foremost Industries LP	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2007/list-liste-eng.htm 3329	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 115 <input checked="" type="checkbox"/> Federally Regulated <input type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 1224 64 Ave NE	City Calgary	Province AB	Postal Code T2E8P9
Telephone Number 403-295-5800			

EMPLOYMENT EQUITY CONTACT			
Name (print) Alissa Kirzinger	Title HR/Payroll Supervisor		
Telephone Number 780-874-8606	E-mail Address alissa.kirzinger@foremost.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) Kevin Johnson	Title President		
Telephone Number 403-295-5800	E-mail Address kevin.johnson@foremost.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature 		Date (YYYY-MM-DD) Jan 26 / 2016	

Privacy Notice:	
The information you provide on this form is collected under the authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal Contractors Program (FCP).	
Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.	
The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.	
Your personal information is administered in accordance with the <i>Privacy Act</i> and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled <i>Info Source</i> , which is available at the following website address: http://www.infosources.gc.ca . <i>Info Source</i> may also be accessed online at any Service Canada Centre.	

RETURN INSTRUCTIONS	
IMPORTANT	
<ul style="list-style-type: none"> • The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca. 	



Foremost Industries LP by its general partner Foremost Industries Ltd (certificate # 10000280)

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

Reporting Period 2016-03-10 to 2019-02-07

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Alberta	124	0	0	124	Calgary	124	0	0	124
Total Employees in Canada				124	Total Employees in Canada				124



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National

Reporting Period 2016-03-10 to 2019-02-07

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National

Reporting Period 2016-03-10 to 2019-02-07

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-03-10 to 2019-02-07

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	51	49	2	1	1		3	3		12	11	1
	Total	51	49	2	1	1		3	3		12	11	1
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	8	1				2	2		2	2	
	Total	9	8	1				2	2		2	2	
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3								1	1	
	Total	3	3								1	1	
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1								1	1	
	Total	1	1								1	1	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National

Reporting Period 2016-03-10 to 2019-02-07

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		124	113	11	2	2		5	5		27	25	2



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2016-03-10 to 2019-02-07

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	124	113	11	2	2		5	5		27	25	2
Total Number of Employees	124	113	11	2	2		5	5		27	25	2



Foremost Industries LP by its general partner Foremost Industries Ltd (certificate # 10000280)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-03-10 to 2019-02-07

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1		1									
Professionals	3	3										
Semi-Professionals and Technicians	4	4								2	2	
Supervisors: Crafts and Trades	2	2										
Administrative and Senior Clerical Personnel	1		1									
Skilled Crafts and Trades Workers	29	28	1	1	1		1	1		6	5	1
Semi-Skilled Manual Workers	1	1										
Total Number of Employees Hired	41	38	3	1	1		1	1		8	7	1



Foremost Industries LP by its general partner Foremost Industries Ltd (certificate # 10000280)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / National

Reporting Period 2016-03-10 to 2019-02-07

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / National

Reporting Period 2016-03-10 to 2019-02-07

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	2	2										
Professionals	2	1	1									
Semi-Professionals and Technicians	5	5								3	3	
Supervisors: Crafts and Trades	1	1										
Administrative and Senior Clerical Personnel	2		2									
Skilled Crafts and Trades Workers	7	7										
Clerical Personnel	2	1	1									
Semi-Skilled Manual Workers	2	2										
Total Number of Employees Terminated	23	19	4							3	3	



Workforce Analysis - Detailed Report

Date: 2019-02-07

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	1	0	0.0 %	27.6 %	0	0	National
02 : Middle and Other Managers	National	7	2	28.6 %	39.4 %	3	-1	National
03 : Professionals		14	0	0.0 %	25.6 %	4	-4	
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	66.6 %	1	-1	National
2132 : Mechanical engineers	National	8	0	0.0 %	9.5 %	1	-1	National
2141 : Industrial and manufacturing engineers	National	1	0	0.0 %	20.4 %	0	0	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	16.6 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National	1	0	0.0 %	66.4 %	1	-1	National
5121 : Authors and writers	National	2	0	0.0 %	56.1 %	1	-1	National
04 : Semi-Professionals and Technicians		10	0	0.0 %	11.4 %	1	-1	
2232 : Mechanical engineering technologists and technicians	Alberta	7	0	0.0 %	9.0 %	1	-1	Alberta
2233 : Industrial engineering and manufacturing technologists and technicians	Alberta	1	0	0.0 %	22.1 %	0	0	Alberta
2234 : Construction estimators	Alberta	1	0	0.0 %	16.6 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Alberta	1	0	0.0 %	12.3 %	0	0	Alberta
05 : Supervisors		4	2	50.0 %	53.8 %	2	0	
Employment Equity Occupational Group	Calgary	4	2	50.0 %	53.8 %	2	0	Calgary
06 : Supervisors: Crafts and Trades		13	0	0.0 %	5.0 %	1	-1	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Alberta	2	0	0.0 %	3.3 %	0	0	Alberta
7301 : Contractors and supervisors, mechanic trades	Alberta	11	0	0.0 %	5.3 %	1	-1	Alberta
07 : Administrative and Senior Clerical Personnel		4	4	100.0 %	81.2 %	3	1	
Employment Equity Occupational Group	Calgary	4	4	100.0 %	81.2 %	3	1	Calgary
08 : Skilled Sales and Service Personnel		7	0	0.0 %	23.4 %	2	-2	
6221 : Technical sales specialists - wholesale trade	Alberta	7	0	0.0 %	23.4 %	2	-2	Alberta
09 : Skilled Crafts and Trades Workers		51	2	3.9 %	4.1 %	2	0	



Workforce Analysis - Detailed Report

Date: 2019-02-07

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7231 : Machinists and machining and tooling inspectors	Alberta	21	1	4.8 %	2.7 %	1	0	Alberta
7237 : Welders and related machine operators	Alberta	19	1	5.3 %	4.0 %	1	0	Alberta
7294 : Painters and decorators (except interior decorators)	Alberta	3	0	0.0 %	21.2 %	1	-1	Alberta
7312 : Heavy-duty equipment mechanics	Alberta	4	0	0.0 %	1.2 %	0	0	Alberta
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Alberta	4	0	0.0 %	2.6 %	0	0	Alberta
10 : Clerical Personnel		9	1	11.1 %	70.7 %	6	-5	
Employment Equity Occupational Group	Calgary	9	1	11.1 %	70.7 %	6	-5	Calgary
12 : Semi-Skilled Manual Workers		3	0	0.0 %	14.4 %	0	0	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	14.4 %	0	0	Calgary
14 : Other Manual Workers		1	0	0.0 %	17.6 %	0	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	17.6 %	0	0	Calgary
Total		124	11	8.9 %	19.8 %	24	-13	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-02-07

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	1	0	0.0 %	3.2 %	0	0	National
02 : Middle and Other Managers	National	7	0	0.0 %	2.7 %	0	0	National
03 : Professionals		14	0	0.0 %	1.6 %	0	0	
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	2.1 %	0	0	National
2132 : Mechanical engineers	National	8	0	0.0 %	1.0 %	0	0	National
2141 : Industrial and manufacturing engineers	National	1	0	0.0 %	0.9 %	0	0	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	1.1 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National	1	0	0.0 %	6.3 %	0	0	National
5121 : Authors and writers	National	2	0	0.0 %	2.3 %	0	0	National
04 : Semi-Professionals and Technicians		10	0	0.0 %	1.8 %	0	0	
2232 : Mechanical engineering technologists and technicians	Alberta	7	0	0.0 %	1.3 %	0	0	Alberta
2233 : Industrial engineering and manufacturing technologists and technicians	Alberta	1	0	0.0 %	3.2 %	0	0	Alberta
2234 : Construction estimators	Alberta	1	0	0.0 %	3.2 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Alberta	1	0	0.0 %	2.6 %	0	0	Alberta
05 : Supervisors		4	0	0.0 %	3.1 %	0	0	
Employment Equity Occupational Group	Calgary	4	0	0.0 %	3.1 %	0	0	Calgary
06 : Supervisors: Crafts and Trades		13	1	7.7 %	4.8 %	1	0	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Alberta	2	0	0.0 %	5.2 %	0	0	Alberta
7301 : Contractors and supervisors, mechanic trades	Alberta	11	1	9.1 %	4.7 %	1	0	Alberta
07 : Administrative and Senior Clerical Personnel		4	0	0.0 %	2.9 %	0	0	
Employment Equity Occupational Group	Calgary	4	0	0.0 %	2.9 %	0	0	Calgary
08 : Skilled Sales and Service Personnel		7	0	0.0 %	2.8 %	0	0	
6221 : Technical sales specialists - wholesale trade	Alberta	7	0	0.0 %	2.8 %	0	0	Alberta
09 : Skilled Crafts and Trades Workers		51	1	2.0 %	4.2 %	2	-1	



Workforce Analysis - Detailed Report

Date: 2019-02-07

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7231 : Machinists and machining and tooling inspectors	Alberta	21	0	0.0 %	1.8 %	0	0	Alberta
7237 : Welders and related machine operators	Alberta	19	1	5.3 %	6.5 %	1	0	Alberta
7294 : Painters and decorators (except interior decorators)	Alberta	3	0	0.0 %	5.2 %	0	0	Alberta
7312 : Heavy-duty equipment mechanics	Alberta	4	0	0.0 %	4.8 %	0	0	Alberta
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Alberta	4	0	0.0 %	5.2 %	0	0	Alberta
10 : Clerical Personnel		9	0	0.0 %	3.1 %	0	0	
Employment Equity Occupational Group	Calgary	9	0	0.0 %	3.1 %	0	0	Calgary
12 : Semi-Skilled Manual Workers		3	0	0.0 %	3.0 %	0	0	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	3.0 %	0	0	Calgary
14 : Other Manual Workers		1	0	0.0 %	5.0 %	0	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	5.0 %	0	0	Calgary
Total		124	2	1.6 %	3.4 %	3	-1	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-02-07

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	1	1	100.0 %	11.5 %	0	1	National
02 : Middle and Other Managers	National	7	2	28.6 %	17.6 %	1	1	National
03 : Professionals		14	3	21.4 %	27.1 %	4	-1	
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	18.8 %	0	0	National
2132 : Mechanical engineers	National	8	0	0.0 %	30.7 %	2	-2	National
2141 : Industrial and manufacturing engineers	National	1	0	0.0 %	33.9 %	0	0	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	34.2 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National	1	1	100.0 %	21.6 %	0	1	National
5121 : Authors and writers	National	2	2	100.0 %	12.8 %	0	2	National
04 : Semi-Professionals and Technicians		10	3	30.0 %	25.6 %	3	0	
2232 : Mechanical engineering technologists and technicians	Alberta	7	2	28.6 %	24.6 %	2	0	Alberta
2233 : Industrial engineering and manufacturing technologists and technicians	Alberta	1	0	0.0 %	33.2 %	0	0	Alberta
2234 : Construction estimators	Alberta	1	0	0.0 %	23.6 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	Alberta	1	1	100.0 %	27.1 %	0	1	Alberta
05 : Supervisors		4	1	25.0 %	36.7 %	1	0	
Employment Equity Occupational Group	Calgary	4	1	25.0 %	36.7 %	1	0	Calgary
06 : Supervisors: Crafts and Trades		13	1	7.7 %	7.9 %	1	0	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Alberta	2	0	0.0 %	8.4 %	0	0	Alberta
7301 : Contractors and supervisors, mechanic trades	Alberta	11	1	9.1 %	7.8 %	1	0	Alberta
07 : Administrative and Senior Clerical Personnel		4	0	0.0 %	20.6 %	1	-1	
Employment Equity Occupational Group	Calgary	4	0	0.0 %	20.6 %	1	-1	Calgary
08 : Skilled Sales and Service Personnel		7	0	0.0 %	12.9 %	1	-1	
6221 : Technical sales specialists - wholesale trade	Alberta	7	0	0.0 %	12.9 %	1	-1	Alberta
09 : Skilled Crafts and Trades Workers		51	12	23.5 %	22.7 %	12	0	



Workforce Analysis - Detailed Report

Date: 2019-02-07

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
7231 : Machinists and machining and tooling inspectors	Alberta	21	7	33.3 %	31.3 %	7	0	Alberta
7237 : Welders and related machine operators	Alberta	19	3	15.8 %	17.6 %	3	0	Alberta
7294 : Painters and decorators (except interior decorators)	Alberta	3	0	0.0 %	25.0 %	1	-1	Alberta
7312 : Heavy-duty equipment mechanics	Alberta	4	0	0.0 %	6.7 %	0	0	Alberta
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Alberta	4	2	50.0 %	16.9 %	1	1	Alberta
10 : Clerical Personnel		9	2	22.2 %	30.6 %	3	-1	
Employment Equity Occupational Group	Calgary	9	2	22.2 %	30.6 %	3	-1	Calgary
12 : Semi-Skilled Manual Workers		3	1	33.3 %	40.1 %	1	0	
Employment Equity Occupational Group	Calgary	3	1	33.3 %	40.1 %	1	0	Calgary
14 : Other Manual Workers		1	1	100.0 %	31.2 %	0	1	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	31.2 %	0	1	Calgary
Total		124	27	21.8 %	22.4 %	28	-1	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workforce Analysis - Detailed Report

Date: 2019-02-07

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	8	0	0.0 %	5.0 %	0	0	National
03 : Professionals	National	14	0	0.0 %	8.9 %	1	-1	National
04 : Semi-Professionals and Technicians	National	10	0	0.0 %	7.6 %	1	-1	National
05 : Supervisors	National	4	0	0.0 %	27.5 %	1	-1	National
06 : Supervisors: Crafts and Trades	National	13	0	0.0 %	10.1 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	4	0	0.0 %	10.0 %	0	0	National
08 : Skilled Sales and Service Personnel	National	7	0	0.0 %	8.0 %	1	-1	National
09 : Skilled Crafts and Trades Workers	National	51	3	5.9 %	7.8 %	4	-1	National
10 : Clerical Personnel	National	9	2	22.2 %	9.3 %	1	1	National
12 : Semi-Skilled Manual Workers	National	3	0	0.0 %	10.3 %	0	0	National
14 : Other Manual Workers	National	1	0	0.0 %	6.8 %	0	0	National
Total		124	5	4.0 %	8.8 %	10	-5	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2019-02-07

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

It provides a more detailed and accurate picture of our workforce as we have some unique positions specific to our industry and our scope as a company

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2019-02-07

WFA Defaults - Persons with Disabilities

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



Workforce Analysis - Summary Report

Date: 2019-02-07

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	1	0	0.0 %	27.6 %	0	0
02 : Middle and Other Managers	7	2	28.6 %	39.4 %	3	-1
03 : Professionals	14	0	0.0 %	25.6 %	4	-4
04 : Semi-Professionals and Technicians	10	0	0.0 %	11.4 %	1	-1
05 : Supervisors	4	2	50.0 %	53.8 %	2	0
06 : Supervisors: Crafts and Trades	13	0	0.0 %	5.0 %	1	-1
07 : Administrative and Senior Clerical Personnel	4	4	100.0 %	81.2 %	3	1
08 : Skilled Sales and Service Personnel	7	0	0.0 %	23.4 %	2	-2
09 : Skilled Crafts and Trades Workers	51	2	3.9 %	4.1 %	2	0
10 : Clerical Personnel	9	1	11.1 %	70.7 %	6	-5
12 : Semi-Skilled Manual Workers	3	0	0.0 %	14.4 %	0	0
14 : Other Manual Workers	1	0	0.0 %	17.6 %	0	0
Total	124	11	8.9 %	19.8 %	24	-13

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-02-07

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	1	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	7	0	0.0 %	2.7 %	0	0
03 : Professionals	14	0	0.0 %	1.6 %	0	0
04 : Semi-Professionals and Technicians	10	0	0.0 %	1.8 %	0	0
05 : Supervisors	4	0	0.0 %	3.1 %	0	0
06 : Supervisors: Crafts and Trades	13	1	7.7 %	4.8 %	1	0
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	2.9 %	0	0
08 : Skilled Sales and Service Personnel	7	0	0.0 %	2.8 %	0	0
09 : Skilled Crafts and Trades Workers	51	1	2.0 %	4.2 %	2	-1
10 : Clerical Personnel	9	0	0.0 %	3.1 %	0	0
12 : Semi-Skilled Manual Workers	3	0	0.0 %	3.0 %	0	0
14 : Other Manual Workers	1	0	0.0 %	5.0 %	0	0
Total	124	2	1.6 %	3.4 %	3	-1

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-02-07

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	1	1	100.0 %	11.5 %	0	1
02 : Middle and Other Managers	7	2	28.6 %	17.6 %	1	1
03 : Professionals	14	3	21.4 %	27.1 %	4	-1
04 : Semi-Professionals and Technicians	10	3	30.0 %	25.6 %	3	0
05 : Supervisors	4	1	25.0 %	36.7 %	1	0
06 : Supervisors: Crafts and Trades	13	1	7.7 %	7.9 %	1	0
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	20.6 %	1	-1
08 : Skilled Sales and Service Personnel	7	0	0.0 %	12.9 %	1	-1
09 : Skilled Crafts and Trades Workers	51	12	23.5 %	22.7 %	12	0
10 : Clerical Personnel	9	2	22.2 %	30.6 %	3	-1
12 : Semi-Skilled Manual Workers	3	1	33.3 %	40.1 %	1	0
14 : Other Manual Workers	1	1	100.0 %	31.2 %	0	1
Total	124	27	21.8 %	22.4 %	28	-1

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-02-07

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	8	0	0.0 %	5.0 %	0	0
03 : Professionals	14	0	0.0 %	8.9 %	1	-1
04 : Semi-Professionals and Technicians	10	0	0.0 %	7.6 %	1	-1
05 : Supervisors	4	0	0.0 %	27.5 %	1	-1
06 : Supervisors: Crafts and Trades	13	0	0.0 %	10.1 %	1	-1
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	10.0 %	0	0
08 : Skilled Sales and Service Personnel	7	0	0.0 %	8.0 %	1	-1
09 : Skilled Crafts and Trades Workers	51	3	5.9 %	7.8 %	4	-1
10 : Clerical Personnel	9	2	22.2 %	9.3 %	1	1
12 : Semi-Skilled Manual Workers	3	0	0.0 %	10.3 %	0	0
14 : Other Manual Workers	1	0	0.0 %	6.8 %	0	0
Total	124	5	4.0 %	8.8 %	10	-5

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-02-07

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

It provides a more detailed and accurate picture of our workforce as we have some unique positions specific to our industry and our scope as a company

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2019-02-07

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Foremost Industries LP

[Date: 2019-02-07]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	03	24

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	02	07

Table 1: Women

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	1	0	13.20
02	Middle & Other Managers	6	1	33.00
03	Professionals	14	2	28.90
04	Semi-Professionals & Technicians	8	0	13.20
05	Supervisors	4	2	55.00
06	Supervisors: Crafts & Trades	9	0	5.10
07	Administrative & Senior Clerical Personnel	5	5	80.50
08	Skilled Sales & Service Personnel	9	0	20.50
09	Skilled Crafts & Trades Workers	28	1	3.60
10	Clerical Personnel	11	2	38.70
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	3	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	0	16.40
Total		99	13	21.4

Table 5: Women

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		1	0	27.6
		7	2	39.4
		14	0	25.6
		10	0	11.4
		4	2	53.8
		13	0	5.0
		4	4	81.2
		7	0	23.4
		51	2	4.1
		9	1	70.7
		0	0	0.0
		3	0	14.4
		0	0	0.0
		1	0	17.6
Total		124	11	19.8

*** Source:**
2011 National Household Survey

*** Source:**
2016 Census

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Foremost Industries LP

[Date: 2019-02-07]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	03	24

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	02	07

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	1	0	1.30
02	Middle & Other Managers	6	0	1.80
03	Professionals	14	0	1.50
04	Semi-Professionals & Technicians	8	0	3.40
05	Supervisors	4	0	3.10
06	Supervisors: Crafts & Trades	9	1	3.40
07	Administrative & Senior Clerical Personnel	5	0	2.60
08	Skilled Sales & Service Personnel	9	0	2.00
09	Skilled Crafts & Trades Workers	28	0	4.10
10	Clerical Personnel	11	0	3.40
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	3	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	0	4.00
Total		99	1	2.9

*** Source:**

2011 National Household Survey

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		1	0	3.2
		7	0	2.7
		14	0	1.6
		10	0	1.8
		4	0	3.1
		13	1	4.8
		4	0	2.9
		7	0	2.8
		51	1	4.2
		9	0	3.1
		0	0	0.0
		3	0	3.0
		0	0	0.0
		1	0	5.0
Total		124	2	3.4

*** Source:**

2016 Census

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Foremost Industries LP

[Date: 2019-02-07]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	03	24

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	02	07

Table 3: Members of Visible Minorities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	1	1	7.90
02	Middle & Other Managers	6	1	16.20
03	Professionals	14	3	25.00
04	Semi-Professionals & Technicians	8	2	21.50
05	Supervisors	4	1	27.40
06	Supervisors: Crafts & Trades	9	1	5.50
07	Administrative & Senior Clerical Personnel	5	0	16.50
08	Skilled Sales & Service Personnel	9	0	11.30
09	Skilled Crafts & Trades Workers	28	6	19.20
10	Clerical Personnel	11	3	19.90
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	3	1	41.60
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	1	26.70
Total		99	20	19.0

*** Source:**
2011 National Household Survey

Table 7: Members of Visible Minorities

Subsequent/Current Workforce Analysis

All Employees		Members of Visible Minorities	
		Representation	Availability*
#	#	%	
1	1	11.5	
7	2	17.6	
14	3	27.1	
10	3	25.6	
4	1	36.7	
13	1	7.9	
4	0	20.6	
7	0	12.9	
51	12	22.7	
9	2	30.6	
0	0	0.0	
3	1	40.1	
0	0	0.0	
1	1	31.2	
124	27	22.4	

*** Source:**
2016 Census

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Foremost Industries LP

[Date: 2019-02-07]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	03	24

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	02	07

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	7	0	4.30
03	Professionals	14	0	3.80
04	Semi-Professionals & Technicians	8	0	4.60
05	Supervisors	4	0	13.90
06	Supervisors: Crafts & Trades	9	0	7.80
07	Administrative & Senior Clerical Personnel	5	0	3.40
08	Skilled Sales & Service Personnel	9	0	3.50
09	Skilled Crafts & Trades Workers	28	2	3.80
10	Clerical Personnel	11	1	7.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	3	0	4.80
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	0	5.30
Total		99	3	5.0

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
		8	0	5.0
		14	0	8.9
		10	0	7.6
		4	0	27.5
		13	0	10.1
		4	0	10.0
		7	0	8.0
		51	3	7.8
		9	2	9.3
		0	0	0.0
		3	0	10.3
		0	0	0.0
		1	0	6.8
Total		124	5	8.8

*** Source:**

2012 Canadian Survey on Disability

*** Source:**

2017 Canadian Survey on Disability

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Foremost Industries LP

[Date: 2019-02-07]

Start Date of Flow Data		
YYYY	MM	DD
2016	03	10

End Date of Flow Data		
YYYY	MM	DD
2019	02	7

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated



Table 1: Women

Table 5: Women

Table 9: Women

Employment Equity Occupational Group (EOG)

Full-time / National		Part-time / National	
All Employees Hired	Women Hired	All Employees Hired	Women Hired
#	#	#	#

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	1	1	0	0
03 Professionals	3	0	0	0
04 Semi-Professionals & Technicians	4	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0
07 Administrative & Senior Clerical Personnel	1	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	29	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	1	1	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	41	3	0	0

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	1	0	0	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	2	2	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	6	1	0	0
10 Clerical Personnel	2	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	12	3	0	0

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	2	0	0	0
03 Professionals	2	1	0	0
04 Semi-Professionals & Technicians	5	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	1	0	0	0
07 Administrative & Senior Clerical Personnel	2	2	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	7	0	0	0
10 Clerical Personnel	2	1	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	2	0	0	0
Total	23	4	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Foremost Industries LP

[Date: 2019-02-07]

Start Date of Flow Data		
YYYY	MM	DD
2016	03	10

End Date of Flow Data		
YYYY	MM	DD
2019	02	7

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	1	0	0	0	1	0	0	0	2	0	0	0
03 Professionals	3	0	0	0	1	0	0	0	2	0	0	0
04 Semi-Professionals & Technicians	4	0	0	0	0	0	0	0	5	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0	0	0	0	0	1	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0	2	0	0	0	2	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	29	0	0	0	6	0	0	0	7	0	0	0
10 Clerical Personnel	0	0	0	0	2	0	0	0	2	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	2	0	0	0
Total	41	0	0	0	12	0	0	0	23	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Foremost Industries LP

[Date: 2019-02-07]

Start Date of Flow Data		
YYYY	MM	DD
2016	03	10

End Date of Flow Data		
YYYY	MM	DD
2019	02	7

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	1	0	0	0	1	0	0	0	2	0	0	0
03 Professionals	3	0	0	0	1	0	0	0	2	0	0	0
04 Semi-Professionals & Technicians	4	0	0	0	0	0	0	0	5	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0	0	0	0	0	1	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0	2	0	0	0	2	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	29	1	0	0	6	1	0	0	7	0	0	0
10 Clerical Personnel	0	0	0	0	2	0	0	0	2	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	2	0	0	0
Total	41	1	0	0	12	1	0	0	23	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Foremost Industries LP

[Date: 2019-02-07]

Start Date of Flow Data		
YYYY	MM	DD
2016	03	10

End Date of Flow Data		
YYYY	MM	DD
2019	02	7

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	1	0	0	0	1	0	0	0	2	0	0	0
03 Professionals	3	0	0	0	1	0	0	0	2	0	0	0
04 Semi-Professionals & Technicians	4	2	0	0	0	0	0	0	5	3	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0	0	0	0	0	1	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0	2	0	0	0	2	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	29	6	0	0	6	2	0	0	7	0	0	0
10 Clerical Personnel	0	0	0	0	2	1	0	0	2	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	2	0	0	0
Total	41	8	0	0	12	3	0	0	23	3	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Foremost Industries LP

[Date: 2019-02-07]

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)	All Employees	First/Previous Short-term Goals													Women					
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To	From - To								
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	YYYY - YYYY	YYYY - YYYY							
		2016-03-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-03-24	Annually	Over 3 Years	2016	2019							
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%		
01	Senior Managers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	13.2%	0	0	0.0%	0.0%	
02	Middle & Other Managers	6	5.3%		0	30.8%		0	0	1	0.0%	0	1	0	33.0%	-1	-1	16.7%	16.7%	
03	Professionals	14	0.0%		0	14.3%		0	0	2	0.0%	0	2	0	28.9%	-2	-2	14.3%	14.3%	
04	Semi-Professionals & Tech	8	7.7%		0	55.6%		0	0	0	0.0%	0	1	0	13.2%	-1	-1	0.0%	0.0%	
05	Supervisors	4	0.0%		0	0.0%		0	0	2	0.0%	0	0	0	55.0%	0	0	50.0%	50.0%	
06	Supervisors: Crafts & Trades	9	13.0%		0	9.1%		0	0	0	0.0%	0	0	0	5.1%	0	0	0.0%	0.0%	
07	Administrative & Sr Clerical	5	-7.2%		0	44.4%		0	0	5	0.0%	0	-1	0	80.5%	1	1	100.0%	100.0%	
08	Skilled Sales & Service	9	-8.0%		0	0.0%		0	0	0	0.0%	0	2	0	20.5%	-2	-2	0.0%	0.0%	
09	Skilled Crafts & Trades	28	22.1%		0	17.7%		0	0	1	0.0%	0	0	0	3.6%	0	0	3.6%	3.6%	
10	Clerical Personnel	11	-6.5%		0	20.0%		0	0	2	0.0%	0	2	0	38.7%	-2	-2	18.2%	18.2%	
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	3	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	1	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	16.4%	0	0	0.0%	0.0%	
Total		99	7.8%		0	20.6%		0	0	13	0.0%	0	8	0	21.4%	-8	-8	13.1%	13.1%	

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

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments	
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	15	0.0	15	0.0	
03	Professionals	25	0.0	25	0.0	
04	Semi-Professionals & Tech	10	0.0	10	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	20	0.0	20	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	30	0.0	30	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		100		100		

Federal Contractors Program Achievement Report

Part 3: Goals

Foremost Industries LP

[Date: 2019-02-07]

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		All Employees							First/Previous Short-term Goals												
		Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Anticipated Hires Over 3 Years	Aboriginal Peoples			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		Number	Actual		Projected		Actual	Projected		Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	From - To							
			YYYY-MM-DD	Actual	Projected	Actual		Projected			YYYY-MM-DD	Annually		Over 3 Years						2016	2019
		2016-03-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-03-24	Annually	Over 3 Years	Annually	Over 3 Years	2016	2019						
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%		
01	Senior Managers	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	1.3%	0	0	0.0%	0.0%	
02	Middle & Other Managers	6	5.3%		0	30.8%		0	0	0	0.0%	0	0	0	0	1.8%	0	0	0.0%	0.0%	
03	Professionals	14	0.0%		0	14.3%		0	0	0	0.0%	0	0	0	0	1.5%	0	0	0.0%	0.0%	
04	Semi-Professionals & Tech	8	7.7%		0	55.6%		0	0	0	0.0%	0	0	0	0	3.4%	0	0	0.0%	0.0%	
05	Supervisors	4	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	3.1%	0	0	0.0%	0.0%	
06	Supervisors: Crafts & Trades	9	13.0%		0	9.1%		0	0	1	0.0%	0	-1	0	0	3.4%	1	1	11.1%	11.1%	
07	Administrative & Sr Clerical	5	-7.2%		0	44.4%		0	0	0	0.0%	0	0	0	0	2.6%	0	0	0.0%	0.0%	
08	Skilled Sales & Service	9	-8.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	2.0%	0	0	0.0%	0.0%	
09	Skilled Crafts & Trades	28	22.1%		0	17.7%		0	0	0	0.0%	0	1	0	0	4.1%	-1	-1	0.0%	0.0%	
10	Clerical Personnel	11	-6.5%		0	20.0%		0	0	0	0.0%	0	0	0	0	3.4%	0	0	0.0%	0.0%	
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	3	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%	
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	1	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0	4.0%	0	0	0.0%	0.0%	
Total		99	7.8%		0	20.6%		0	0	1	0.0%	0	2	0	0	2.9%	-2	-2	1.0%	1.0%	

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	5	0.0	4	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		5		4		

Federal Contractors Program Achievement Report

Part 3: Goals

Foremost Industries LP

[Date: 2019-02-07]

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)	All Employees										First/Previous Short-term Goals									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						
	2016-03-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-03-24	Annually	Over 3 Years	2016	2019								
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01/02 Managers	7	2.6%		0	15.4%		0	0	0	0.0%	0	0	0	4.3%	0	0	0.0%	0.0%		
03 Professionals	14	0.0%		0	14.3%		0	0	0	0.0%	0	1	0	3.8%	-1	-1	0.0%	0.0%		
04 Semi-Professionals & Tech	8	7.7%		0	55.6%		0	0	0	0.0%	0	0	0	4.6%	0	0	0.0%	0.0%		
05 Supervisors	4	0.0%		0	0.0%		0	0	0	0.0%	0	1	0	13.9%	-1	-1	0.0%	0.0%		
06 Supervisors: Crafts & Trades	9	13.0%		0	9.1%		0	0	0	0.0%	0	1	0	7.8%	-1	-1	0.0%	0.0%		
07 Administrative & Sr Clerical	5	-7.2%		0	44.4%		0	0	0	0.0%	0	0	0	3.4%	0	0	0.0%	0.0%		
08 Skilled Sales & Service	9	-8.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.5%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	28	22.1%		0	17.7%		0	0	2	0.0%	0	-1	0	3.8%	1	1	7.1%	7.1%		
10 Clerical Personnel	11	-6.5%		0	20.0%		0	0	1	0.0%	0	0	0	7.0%	0	0	9.1%	9.1%		
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	3	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	4.8%	0	0	0.0%	0.0%		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	1	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	5.3%	0	0	0.0%	0.0%		
Total	99	7.8%		0	20.6%		0	0	3	0.0%	0	2	0	5.0%	-2	-2	3.0%	3.0%		

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0		0		

Federal Contractors Program Achievement Report

Part 3: Goals

Foremost Industries LP

[Date: 2019-02-07]

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees							First/Previous Short-term Goals												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD			YYYY - YYYY								
		2016-03-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-03-24	Annually	Over 3 Years	2016	2019								
		#	%	%	#	%	%	#	#	#	%	#	#	%							
01	Senior Managers	1	0.0%		0	0.0%		0	0	1	0.0%	0	-1	0	7.9%	1	1	100.0%	100.0%		
02	Middle & Other Managers	6	5.3%		0	30.8%		0	0	1	0.0%	0	0	0	16.2%	0	0	16.7%	16.7%		
03	Professionals	14	0.0%		0	14.3%		0	0	3	0.0%	0	1	0	25.0%	-1	-1	21.4%	21.4%		
04	Semi-Professionals & Tech	8	7.7%		0	55.6%		0	0	2	0.0%	0	0	0	21.5%	0	0	25.0%	25.0%		
05	Supervisors	4	0.0%		0	0.0%		0	0	1	0.0%	0	0	0	27.4%	0	0	25.0%	25.0%		
06	Supervisors: Crafts & Trades	9	13.0%		0	9.1%		0	0	1	0.0%	0	-1	0	5.5%	1	1	11.1%	11.1%		
07	Administrative & Sr Clerical	5	-7.2%		0	44.4%		0	0	0	0.0%	0	1	0	16.5%	-1	-1	0.0%	0.0%		
08	Skilled Sales & Service	9	-8.0%		0	0.0%		0	0	0	0.0%	0	1	0	11.3%	-1	-1	0.0%	0.0%		
09	Skilled Crafts & Trades	28	22.1%		0	17.7%		0	0	6	0.0%	0	-1	0	19.2%	1	1	21.4%	21.4%		
10	Clerical Personnel	11	-6.5%		0	20.0%		0	0	3	0.0%	0	-1	0	19.9%	1	1	27.3%	27.3%		
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12	Semi-Skilled Manual	3	0.0%		0	0.0%		0	0	1	0.0%	0	0	0	41.6%	0	0	33.3%	33.3%		
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	1	0.0%		0	200.0%		0	0	1	0.0%	0	-1	0	26.7%	1	1	100.0%	100.0%		
Total		99	7.8%		0	20.6%		0	0	20	0.0%	0	-1	0	19.0%	1	1	20.2%	20.2%		

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	25	0.0	25	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	15	0.0	15	0.0	
08	Skilled Sales & Service	20	0.0	10	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		60		50		

Federal Contractors Program Achievement Report

Part 3: Goals

Foremost Industries LP

[Date: 2019-02-07]

Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees	Women																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years					
		2019-02-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-02-07	Annually	Over 3 Years	2019	2022	%	%	%	#	#	%	%
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%
01	Senior Managers	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	27.6%	0	0	0.0%	0.0%
02	Middle & Other Managers	7	5.3%	0.0%	0	30.8%	10.0%	2	2	2	10.0%	1	2	1	39.4%	39.4%	-1	-1	28.6%	28.6%
03	Professionals	14	0.0%	5.0%	2	14.3%	10.0%	4	6	0	10.0%	0	4	2	25.6%	25.6%	-4	-2	0.0%	12.5%
04	Semi-Professionals & Tech	10	7.7%	5.0%	2	55.6%	20.0%	6	8	0	20.0%	0	1	1	11.4%	11.4%	-1	0	0.0%	8.3%
05	Supervisors	4	0.0%	0.0%	0	0.0%	20.0%	2	2	2	20.0%	1	1	0		53.8%	0	-1	50.0%	25.0%
06	Supervisors: Crafts & Trades	13	13.0%	0.0%	0	9.1%	20.0%	8	8	0	20.0%	0	1	0	5.0%	5.0%	-1	-1	0.0%	0.0%
07	Administrative & Sr Clerical	4	-7.2%	0.0%	0	44.4%	20.0%	2	2	4	20.0%	2	1	0		81.2%	1	-1	100.0%	50.0%
08	Skilled Sales & Service	7	-8.0%	0.0%	0	0.0%	20.0%	4	4	0	20.0%	0	2	1	23.4%	23.4%	-2	-1	0.0%	14.3%
09	Skilled Crafts & Trades	51	22.1%	10.0%	15	17.7%	20.0%	31	46	2	20.0%	1	2	2	5.0%	4.1%	0	0	3.9%	4.5%
10	Clerical Personnel	9	-6.5%	0.0%	0	20.0%	20.0%	5	5	1	20.0%	1	6	3	50.0%	70.7%	-5	-3	11.1%	33.3%
11	Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	20.0%	0	0	0	20.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	3	0.0%	0.0%	0	0.0%	20.0%	2	2	0	20.0%	0	0	0	0.0%	14.4%	0	0	0.0%	0.0%
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	20.0%	0	0	0	20.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	1	0.0%	20.0%	1	200.0%	50.0%	2	3	0	50.0%	0	0	0	0.0%	17.6%	0	0	0.0%	0.0%
Total		124	7.8%		0	20.6%		0	0	11	0.0%	0	14	0		19.8%	-14	-14	8.9%	8.9%

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

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

Table 10: Women

Employment Equity Occupational Group (EOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	Only one Senior Manager at this site
02 Middle & Other Managers	39.4	39.4	Equal representation between men and women
03 Professionals	25.6	25.6	
04 Semi-Professionals & Tech	11.4	11.4	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	5.0	5.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	23.4	23.4	
09 Skilled Crafts & Trades	5.0	5.0	
10 Clerical Personnel	50.0	50.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Foremost Industries LP

[Date: 2019-02-07]

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		All Employees										Subsequent/Current Short-term Goals								
		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
		Number	Actual		Projected		Actual		Projected			Number	From - To							
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	Over 3 Years	Over 3 Years	Over 3 Years	Over 3 Years	Over 3 Years	2019	2022					
		2019-02-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	2019	2022				
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01	Senior Managers	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	3.2%	0	0	0.0%	0.0%
02	Middle & Other Managers	7	5.3%	0.0%	0	30.8%	10.0%	2	2	0	10.0%	0	0	0	0.0%	2.7%	0	0	0.0%	0.0%
03	Professionals	14	0.0%	5.0%	2	14.3%	10.0%	4	6	0	10.0%	0	0	0	0.0%	1.6%	0	0	0.0%	0.0%
04	Semi-Professionals & Tech	10	7.7%	5.0%	2	55.6%	20.0%	6	8	0	20.0%	0	0	0	0.0%	1.8%	0	0	0.0%	0.0%
05	Supervisors	4	0.0%	0.0%	0	0.0%	20.0%	2	2	0	20.0%	0	0	0	0.0%	3.1%	0	0	0.0%	0.0%
06	Supervisors: Crafts & Trades	13	13.0%	0.0%	0	9.1%	20.0%	8	8	1	20.0%	1	1	1	10.0%	4.8%	0	0	7.7%	7.7%
07	Administrative & Sr Clerical	4	-7.2%	0.0%	0	44.4%	20.0%	2	2	0	20.0%	0	0	0	0.0%	2.9%	0	0	0.0%	0.0%
08	Skilled Sales & Service	7	-8.0%	0.0%	0	0.0%	20.0%	4	4	0	20.0%	0	0	0	0.0%	2.8%	0	0	0.0%	0.0%
09	Skilled Crafts & Trades	51	22.1%	10.0%	15	17.7%	20.0%	31	46	1	20.0%	1	3	5	10.0%	4.2%	-1	2	2.0%	7.6%
10	Clerical Personnel	9	-6.5%	0.0%	0	20.0%	20.0%	5	5	0	20.0%	0	0	0	0.0%	3.1%	0	0	0.0%	0.0%
11	Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	20.0%	0	0	0	20.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	3	0.0%	0.0%	0	0.0%	20.0%	2	2	0	20.0%	0	0	0	0.0%	3.0%	0	0	0.0%	0.0%
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	20.0%	0	0	0	20.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	1	0.0%	20.0%	1	200.0%	50.0%	2	3	0	50.0%	0	0	0	0.0%	5.0%	0	0	0.0%	0.0%
Total		124	7.8%		0	20.6%		0	0	2	0.0%	0	2	0	3.4%	-2	-2	1.6%	1.6%	

† 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.

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	0.0	0.0%	Only one Senior Mgr at this site
02	Middle & Other Managers	0.0	0.0%	
03	Professionals	0.0	0.0%	
04	Semi-Professionals & Tech	0.0	0.0%	
05	Supervisors	0.0	0.0%	
06	Supervisors: Crafts & Trades	10.0	10.0%	
07	Administrative & Sr Clerical	0.0	0.0%	
08	Skilled Sales & Service	0.0	0.0%	
09	Skilled Crafts & Trades	10.0	10.0%	
10	Clerical Personnel	0.0	0.0%	
11	Intermediate Sales & Service	0.0	0.0%	
12	Semi-Skilled Manual	0.0	0.0%	
13	Other Sales & Service	0.0	0.0%	
14	Other Manual Workers	0.0	0.0%	
Total		0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Foremost Industries LP

[Date: 2019-02-07]

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EOG)	All Employees										Subsequent/Current Short-term Goals									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						
	2019-02-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-02-07	Annually	Over 3 Years	2019	2022								
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01/02 Managers	8	2.6%	0.0%	0	15.4%	10.0%	2	2	0	10.0%	0	0	0	0.0%	5.0%	0	0	0.0%	0.0%	
03 Professionals	14	0.0%	5.0%	2	14.3%	10.0%	4	6	0	10.0%	0	1	1	10.0%	8.9%	-1	0	0.0%	6.3%	
04 Semi-Professionals & Tech	10	7.7%	5.0%	2	55.6%	20.0%	6	8	0	20.0%	0	1	1	7.6%	7.6%	-1	0	0.0%	8.3%	
05 Supervisors	4	0.0%	0.0%	0	0.0%	20.0%	2	2	0	20.0%	0	1	1	27.5%	27.5%	-1	0	0.0%	25.0%	
06 Supervisors: Crafts & Trades	13	13.0%	0.0%	0	9.1%	20.0%	8	8	0	20.0%	0	1	1	10.1%	10.1%	-1	0	0.0%	7.7%	
07 Administrative & Sr Clerical	4	-7.2%	0.0%	0	44.4%	20.0%	2	2	0	20.0%	0	0	0	0.0%	10.0%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	7	-8.0%	0.0%	0	0.0%	20.0%	4	4	0	20.0%	0	1	1	8.0%	8.0%	-1	-1	0.0%	0.0%	
09 Skilled Crafts & Trades	51	22.1%	10.0%	15	17.7%	20.0%	31	46	3	20.0%	2	4	4	7.8%	7.8%	-1	0	5.9%	7.6%	
10 Clerical Personnel	9	-6.5%	0.0%	0	20.0%	20.0%	5	5	2	20.0%	1	0	0	0.0%	9.3%	1	0	22.2%	11.1%	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	20.0%	0	0	0	20.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	3	0.0%	0.0%	0	0.0%	20.0%	2	2	0	20.0%	0	0	0	0.0%	10.3%	0	0	0.0%	0.0%	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	20.0%	0	0	0	20.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	1	0.0%	20.0%	1	200.0%	50.0%	2	3	0	50.0%	0	0	0	0.0%	6.8%	0	0	0.0%	0.0%	
Total	124	7.8%		0	20.6%		0	0	5	0.0%	0	6	0	8.8%	-6	-6	4.0%	4.0%		

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		0.0		0.0	
03 Professionals		10.0		10.0	
04 Semi-Professionals & Tech		7.6		7.6	
05 Supervisors		27.5		27.5	
06 Supervisors: Crafts & Trades		10.1		10.1	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		8.0		8.0	
09 Skilled Crafts & Trades		7.8		7.8	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	
Total		0.0			

Federal Contractors Program Achievement Report

Part 3: Goals

Foremost Industries LP

[Date: 2019-02-07]

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EOG)		All Employees							Subsequent/Current Short-term Goals												
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	YYYY - YYYY						2019
		2019-02-07	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-02-07	Annually	Over 3 Years	2019	2022								
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01	Senior Managers	1	0.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	-1	0	0.0%	11.5%	1	1	100.0%	100.0%	
02	Middle & Other Managers	7	5.3%	0.0%	0	30.8%	10.0%	2	2	2	10.0%	1	0	0	0.0%	17.6%	1	0	28.6%	14.3%	
03	Professionals	14	0.0%	5.0%	2	14.3%	10.0%	4	6	3	10.0%	1	2	2	30.0%	27.1%	-1	0	21.4%	25.0%	
04	Semi-Professionals & Tech	10	7.7%	5.0%	2	55.6%	20.0%	6	8	3	20.0%	2	2	0	0.0%	25.6%	0	-2	30.0%	8.3%	
05	Supervisors	4	0.0%	0.0%	0	0.0%	20.0%	2	2	1	20.0%	1	1	0	0.0%	36.7%	0	-1	25.0%	0.0%	
06	Supervisors: Crafts & Trades	13	13.0%	0.0%	0	9.1%	20.0%	8	8	1	20.0%	1	1	0	0.0%	7.9%	0	-1	7.7%	0.0%	
07	Administrative & Sr Clerical	4	-7.2%	0.0%	0	44.4%	20.0%	2	2	0	20.0%	0	1	0	20.6%	20.6%	-1	-1	0.0%	0.0%	
08	Skilled Sales & Service	7	-8.0%	0.0%	0	0.0%	20.0%	4	4	0	20.0%	0	1	1	12.9%	12.9%	-1	0	0.0%	14.3%	
09	Skilled Crafts & Trades	51	22.1%	10.0%	15	17.7%	20.0%	31	46	12	20.0%	7	10	0	0.0%	22.7%	0	-10	23.5%	7.6%	
10	Clerical Personnel	9	-6.5%	0.0%	0	20.0%	20.0%	5	5	2	20.0%	1	2	2	30.6%	30.6%	-1	0	22.2%	33.3%	
11	Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	20.0%	0	0	0	20.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	3	0.0%	0.0%	0	0.0%	20.0%	2	2	1	20.0%	1	1	0	0.0%	40.1%	0	-1	33.3%	0.0%	
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	20.0%	0	0	0	20.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	1	0.0%	20.0%	1	200.0%	50.0%	2	3	1	50.0%	2	2	0	0.0%	31.2%	1	-2	100.0%	-50.0%	
Total		124	7.8%		0	20.6%		0	0	27	0.0%	0	1	0		22.4%	-1	-1	21.8%	21.8%	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		0.0		0.0	
02	Middle & Other Managers		0.0		0.0	
03	Professionals		30.0		30.0	
04	Semi-Professionals & Tech		0.0		0.0	
05	Supervisors		0.0		0.0	
06	Supervisors: Crafts & Trades		0.0		0.0	
07	Administrative & Sr Clerical		20.6		20.6	
08	Skilled Sales & Service		12.9		12.9	
09	Skilled Crafts & Trades		0.0		0.0	
10	Clerical Personnel		30.6		35.0	
11	Intermediate Sales & Service		0.0		0.0	
12	Semi-Skilled Manual		0.0		0.0	
13	Other Sales & Service		0.0		0.0	
14	Other Manual Workers		0.0		0.0	
Total			0.0			

Federal Contractors Program Achievement Report

Part 4: Results - Women

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	1	0	0.0	13.2	0	0	0.0																
	2019	1	0	0.0	27.6	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2016	6	1	16.7	33.0	2	-1	50.5																
	2019	7	2	28.6	39.4	3	-1	72.5	1	1	100.0	0	1	1	0	0.0	0	0	0	2	0	0.0	0	0
03 Professionals	2016	14	2	14.3	28.9	4	-2	49.4																
	2019	14	0	0.0	25.6	4	-4	0.0	3	0	0.0	1	-1	1	0	0.0	0	0	0	2	1	50.0	0	1
04 Semi-Professionals & Technicians	2016	8	0	0.0	13.2	1	-1	0.0																
	2019	10	0	0.0	11.4	1	-1	0.0	4	0	0.0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0
05 Supervisors	2016	4	2	50.0	55.0	2	0	90.9																
	2019	4	2	50.0	53.8	2	0	92.9	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	9	0	0.0	5.1	0	0	0.0																
	2019	13	0	0.0	5.0	1	-1	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women		Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	#	%		
01 Senior Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
02 Middle & Other Managers	2019	2	1	50.0	15	6.7	0.0	0.0	15	6.7	0.0	0.0	
	2022	2	1	50.0			39.4	126.9			39.4	126.9	
03 Professionals	2019	4	0	0.0	25	0.0	0.0	0.0	25	0.0	0.0	0.0	
	2022	4	0	0.0			25.6	0.0			25.6	0.0	
04 Semi-Professionals & Technicians	2019	4	0	0.0	10	0.0	0.0	0.0	10	0.0	0.0	0.0	
	2022	4	0	0.0			11.4	0.0			11.4	0.0	
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
06 Supervisors: Crafts & Trades	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	2	0	0.0			5.0	0.0			5.0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	5	5	100.0	80.5	4	1	124.2																
	2019	4	4	100.0	81.2	3	1	123.2	1	1	100.0	1	0	2	2	100.0	2	0	2	2	100.0	2	0	
08 Skilled Sales & Service Personnel	2016	9	0	0.0	20.5	2	-2	0.0																
	2019	7	0	0.0	23.4	2	-2	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	28	1	3.6	3.6	1	0	99.2																
	2019	51	2	3.9	4.1	2	0	95.6	29	0	0.0	1	-1	6	1	16.7	0	1	7	0	0.0	0	0	
10 Clerical Personnel	2016	11	2	18.2	38.7	4	-2	47.0																
	2019	9	1	11.1	70.7	6	-5	15.7	0	0	0.0	0	0	2	0	0.0	0	0	2	1	50.0	0	1	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	3	0	0.0	0.0	0	0	0.0																
	2019	3	0	0.0	14.4	0	0	0.0	1	1	100.0	0	1	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women		Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	3	3	100.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	3	3	100.0			0.0	0.0			0.0	0.0	
08 Skilled Sales & Service Personnel	2019	0	0	0.0	20	0.0	0.0	0.0	0.0	20	0.0	0.0	0.0
	2022	0	0	0.0			23.4	0.0			23.4	0.0	
09 Skilled Crafts & Trades Workers	2019	35	1	2.9	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	35	1	2.9			5.0	57.1			5.0	57.1	
10 Clerical Personnel	2019	2	0	0.0	30	0.0	0.0	0.0	0.0	30	0.0	0.0	0.0
	2022	2	0	0.0			50.0	0.0			50.0	0.0	
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
12 Semi-Skilled Manual Workers	2019	1	1	100.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	1	1	100.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
14 Other Manual Workers	2016	1	0	0.0	16.4	0	0	0.0																	
	2019	1	0	0.0	17.6	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	2	0	0.0	0	0	0
Total	2016	99	13	13.1	21.4	21	-8	61.4																	
	2019	124	11	8.9	19.8	25	-14	44.8	41	3	7.3	8	-5	12	3	25.0	2	1	23	4	17.4	3	1	1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	53	6	11.3	100	6.0	0.0	0.0	100	6.0	0.0	0.0		
	2022	53	6	11.3			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	1	0	0.0	1.3	0	0	0.0																
	2019	1	0	0.0	3.2	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2016	6	0	0.0	1.8	0	0	0.0																
	2019	7	0	0.0	2.7	0	0	0.0	1	0	0.0	0	0	1	0	0.0	0	0	2	0	0.0	0	0	0
03 Professionals	2016	14	0	0.0	1.5	0	0	0.0																
	2019	14	0	0.0	1.6	0	0	0.0	3	0	0.0	0	0	1	0	0.0	0	0	2	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2016	8	0	0.0	3.4	0	0	0.0																
	2019	10	0	0.0	1.8	0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	5	0	0.0	0	0	0
05 Supervisors	2016	4	0	0.0	3.1	0	0	0.0																
	2019	4	0	0.0	3.1	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	9	1	11.1	3.4	0	1	326.8																
	2019	13	1	7.7	4.8	1	0	160.3	2	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments	
		Flow Data			Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	%				
01 Senior Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0				0.0	0.0	
02 Middle & Other Managers	2019	2	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	2	0	0.0			0.0	0.0				0.0	0.0	
03 Professionals	2019	4	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	4	0	0.0			0.0	0.0				0.0	0.0	
04 Semi-Professionals & Technicians	2019	4	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	4	0	0.0			0.0	0.0				0.0	0.0	
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0				0.0	0.0	
06 Supervisors: Crafts & Trades	2019	2	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	2	0	0.0			10.0	0.0				0.1	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	5	0	0.0	2.6	0	0	0.0																
	2019	4	0	0.0	2.9	0	0	0.0	1	0	0.0	0	0	0	2	0	0.0	0	0	2	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	9	0	0.0	2.0	0	0	0.0																
	2019	7	0	0.0	2.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	28	0	0.0	4.1	1	-1	0.0																
	2019	51	1	2.0	4.2	2	-1	46.7	29	0	0.0	1	-1	6	0	0.0	0	0	7	0	0.0	0	0	
10 Clerical Personnel	2016	11	0	0.0	3.4	0	0	0.0																
	2019	9	0	0.0	3.1	0	0	0.0	0	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	3	0	0.0	0.0	0	0	0.0																
	2019	3	0	0.0	3.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	3	0	0.0			0.0	0.0			0.0	0.0	
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
09 Skilled Crafts & Trades Workers	2019	35	0	0.0	5	0.0	0.0	0.0	4	0.0	0.0	0.0	
	2022	35	0	0.0			10.0	0.0			0.1	0.0	
10 Clerical Personnel	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	2	0	0.0			0.0	0.0			0.0	0.0	
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
12 Semi-Skilled Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	1	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	1	0	0.0	4.0	0	0	0.0																
	2019	1	0	0.0	5.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	2	0	0.0	0	0
Total	2016	99	1	1.0	2.9	3	-2	34.8																
	2019	124	2	1.6	3.4	4	-2	47.4	41	0	0.0	1	-1	12	0	0.0	0	0	23	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	53	0	0.0	5	0.0	0.0	0.0	4	0.0	0.0	0.0		
	2022	53	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 & 02 Managers	2016	7	0	0.0	4.3	0	0	0.0																
	2019	8	0	0.0	5.0	0	0	0.0	1	0	0.0	0	0	1	0	0.0	0	0	2	0	0.0	0	0	
03 Professionals	2016	14	0	0.0	3.8	1	-1	0.0																
	2019	14	0	0.0	8.9	1	-1	0.0	3	0	0.0	0	0	1	0	0.0	0	0	2	0	0.0	0	0	
04 Semi-Professionals & Technicians	2016	8	0	0.0	4.6	0	0	0.0																
	2019	10	0	0.0	7.6	1	-1	0.0	4	0	0.0	0	0	0	0	0.0	0	0	5	0	0.0	0	0	
05 Supervisors	2016	4	0	0.0	13.9	1	-1	0.0																
	2019	4	0	0.0	27.5	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	9	0	0.0	7.8	1	-1	0.0																
	2019	13	0	0.0	10.1	1	-1	0.0	2	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	2	0	0.0			0.0	0.0			0.00	0.0		
03 Professionals	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	4	0	0.0			10.0	0.0			10.00	0.0		
04 Semi-Professionals & Technicians	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	4	0	0.0			7.6	0.0			7.60	0.0		
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	0	0	0.0			27.5	0.0			27.50	0.0		
06 Supervisors: Crafts & Trades	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	2	0	0.0			10.1	0.0			10.10	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	5	0	0.0	3.4	0	0	0.0																
	2019	4	0	0.0	10.0	0	0	0.0	1	0	0.0	0	0	0	2	0	0.0	0	0	2	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	9	0	0.0	3.5	0	0	0.0																
	2019	7	0	0.0	8.0	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	28	2	7.1	3.8	1	1	188.0																
	2019	51	3	5.9	7.8	4	-1	75.4	29	1	3.4	2	-1	6	1	16.7	0	1	7	0	0.0	1	-1	
10 Clerical Personnel	2016	11	1	9.1	7.0	1	0	129.9																
	2019	9	2	22.2	9.3	1	1	238.9	0	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	3	0	0.0	4.8	0	0	0.0																
	2019	3	0	0.0	10.3	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	3	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			8.0	0.0			8.0	0.0		
09 Skilled Crafts & Trades Workers	2019	35	2	5.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	35	2	5.7			7.8	73.3			7.8	73.3		
10 Clerical Personnel	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	1	0	0.0	5.3	0	0	0.0																
	2019	1	0	0.0	6.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0
Total	2016	99	3	3.0	5.0	5	-2	60.6																
	2019	124	5	4.0	8.8	11	-6	45.8	41	1	2.4	4	-3	12	1	8.3	0	1	23	0	0.0	1	-1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0			0.0	0.0			0	0.0	0.0	0.0
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0			0.0	0.0			0	0.0	0.0	0.0
Total	2019	53	2	3.8	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	53	2	3.8			0.0	0.0			0	0.0	0.0	0.0

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	1	1	100.0	7.9	0	1	1,265.8																
	2019	1	1	100.0	11.5	0	1	869.6	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2016	6	1	16.7	16.2	1	0	102.9																
	2019	7	2	28.6	17.6	1	1	162.3	1	0	0.0	0	0	1	0	0.0	0	0	0	2	0	0.0	0	0
03 Professionals	2016	14	3	21.4	25.0	4	-1	85.7																
	2019	14	3	21.4	27.1	4	-1	79.1	3	0	0.0	1	-1	1	0	0.0	0	0	0	2	0	0.0	0	0
04 Semi-Professionals & Technicians	2016	8	2	25.0	21.5	2	0	116.3																
	2019	10	3	30.0	25.6	3	0	117.2	4	2	50.0	1	1	0	0	0.0	0	0	0	5	3	60.0	1	2
05 Supervisors	2016	4	1	25.0	27.4	1	0	91.2																
	2019	4	1	25.0	36.7	1	0	68.1	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	9	1	11.1	5.5	0	1	202.0																
	2019	13	1	7.7	7.9	1	0	97.4	2	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	#	%		
01 Senior Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
02 Middle & Other Managers	2019	2	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	2	0	0.0			0.0	0.0			0.0	0.0	
03 Professionals	2019	4	0	0.0	25	0.0	0.0	0.0	0.0	25	0.0	0.0	0.0
	2022	4	0	0.0			30.0	0.0			30.0	0.0	
04 Semi-Professionals & Technicians	2019	4	2	50.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	4	2	50.0			0.0	0.0			0.0	0.0	
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
06 Supervisors: Crafts & Trades	2019	2	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	2	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	5	0	0.0	16.5	1	-1	0.0																
	2019	4	0	0.0	20.6	1	-1	0.0	1	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2016	9	0	0.0	11.3	1	-1	0.0																
	2019	7	0	0.0	12.9	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	28	6	21.4	19.2	5	1	111.6																
	2019	51	12	23.5	22.7	12	0	103.7	29	6	20.7	7	-1	6	2	33.3	1	1	7	0	0.0	2	-2	
10 Clerical Personnel	2016	11	3	27.3	19.9	2	1	137.0																
	2019	9	2	22.2	30.6	3	-1	72.6	0	0	0.0	0	0	2	1	50.0	1	0	2	0	0.0	1	-1	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	3	1	33.3	41.6	1	0	80.1																
	2019	3	1	33.3	40.1	1	0	83.1	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2019	3	0	0.0	15	0.0	0.0	0.0	15	0.0	0.0	0.0	
	2022	3	0	0.0			20.6	0.0			20.6	0.0	
08 Skilled Sales & Service Personnel	2019	0	0	0.0	20	0.0	0.0	0.0	10	0.0	0.0	0.0	
	2022	0	0	0.0			12.9	0.0			12.9	0.0	
09 Skilled Crafts & Trades Workers	2019	35	8	22.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	35	8	22.9			0.0	0.0			0.0	0.0	
10 Clerical Personnel	2019	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	2	1	50.0			30.6	163.4			35.0	142.9	
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
12 Semi-Skilled Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	1	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Foremost Industries LP

[Date: 2019-02-07]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
14 Other Manual Workers	2016	1	1	100.0	26.7	0	1	374.5																	
	2019	1	1	100.0	31.2	0	1	320.5	0	0	0.0	0	0	0	0.0	0	0	0	0	2	0	0.0	2	-2	
Total	2016	99	20	20.2	19.0	19	1	106.3																	
	2019	124	27	21.8	22.4	28	-1	97.2	41	8	19.5	9	-1	12	3	25.0	2	1	23	3	13.0	5	-2		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Goal	Visible Minorities			Goal	Visible Minorities			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	53	11	20.8	60	18.3	0.0	0.0	50	22.0	0.0	0.0		
	2022	53	11	20.8			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Foremost Industries LP
[Date: 2019-02-07]

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

Ongoing slowdown in the economy has resulted in a lower than historic headcount.

- Any reorganization or other corporate structural changes.

NA

- Acquisitions, mergers or transfers of employees.

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

Layoffs occur as backlog for our products reduces.

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

- Other.

Additional Details

Please provide any additional information (optional):

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

Employer Name: Foremost Industries LP

Primary Location: Calgary, Alberta

Number of Employees: 124

Alberta 124

Organization Overview:

NAICS # 3329 (Other Fabricated Metal Product Manufacturing)

Foremost is a diverse industrial manufacturer in Western Canada specializing in oil & gas, heavy oil, mining, water well and construction equipment.

Key Dates – First Year Assessment

Initiated: 2016-03-01

Received: 2016-03-24

Closed: 2016-04-08

Workforce 2016-03-10

Analysis:

Key Dates – Subsequent Assessment

Initiated: 2019-03-17

Received: 2019-03-19

Workforce 2019-02-07

Analysis:

DATA VERIFICATION

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

Yes No

Comments:

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

Yes No

Comments:

The period reported on the Achievement report is 2016-03-24 to 2019-02-07. The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment, many gaps were found in different EEOG's in the four designated groups. The organization set short-term and long-term goals in numerical format only in their previous assessment.

Women

02	Middle & Other Managers	Goal not met (achieved 6.7%).
03	Professionals	Goal not met (achieved 0.0%).
04	Semi-Professionals & Technicians	Goal not met (achieved 0.0%)
08	Skilled Sales & Service Personnel	Goal not met (achieved 0.0%)
10	Clerical Personnel	Goal not met (achieved 0.0%)

Assessment/Observations

- EEOG 02 – Out of two new entrants in this EEOG, one was from this designated group. The market availability is 33.0%. The company had set a goal of hiring / promoting 15 women. By hiring // promoting 1 new entrant from this designated group, they achieved only 6.7% of the goal set.
- EEOG 03 – Out of four new entrant in this EEOG, none were from this designated group. The market availability is 28.9%. The company had set a goal of hiring / promoting 25 individuals. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.
- EEOG 04 – Out of four new entrant in this EEOG, none were from this designated group. The market availability is 13.2%. The company had set a goal of hiring / promoting 10 individuals. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.
- EEOG 08 - There were no new entrant in this EEOG, from this designated group. The market availability is 20.5%. The company had set a goal of hiring / promoting 20 individuals. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.
- EEOG 10 – Out of two new entrants in this EEOG, none were from this designated group. The market availability is 38.7%. The company had set a goal of hiring / promoting 30 individuals. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.

Aboriginal Peoples

09	Skilled Crafts & Trades Workers	Goal not met (achieved 20.0%)
----	---------------------------------	-------------------------------

Assessment/Observations

- EEOG 09 - Out of thirty-five new entrants in this EEOG, one was from this designated group. The market availability is 4.1%. The company had set a goal of hiring / promoting 5 individuals. By hiring / promoting one new entrant from this designated group, they achieved 20.0% of the goal set.

Person with Disabilities

03	Professionals	Goal not set
05	Supervisors	Goal not set
06	Supervisors: Crafts & Trades	Goal not set

Assessment/Observations

- EEOG 03 - Out of two new entrants in this EEOG, none were from this designated group. The market availability is 3.8%. Not able to evaluate any efforts since the company had not set a goal.
- EEOG 05 – There were no new entrants in this EEOG, from this designated group. The market availability is 13.9%. Not able to evaluate any efforts since the company had not set a goal.
- EEOG 06 - Out of two new entrants in this EEOG, none were from this designated group. The market availability is 7.8%. Not able to evaluate any efforts since the company had not set a goal.

Members of Visible Minorities

03	Professionals	Goal not met (achieved 0.0%)
07	Admin. & Senior Clerical Personnel	Goal not met (achieved 0.0%)
08	Skilled Sales & Service Personnel	Goal not met (achieved 0.0%)

Assessment/Observations

- EEOG 03 - Out of four new entrants in this EEOG, none were from this designated group. The market availability is 25.0%. The company had set a goal of hiring / promoting 25 individuals. By hiring / promoting none new entrant from this designated group, they achieved 0.0% of the goal set.
- EEOG 07 - Out of three new entrants in this EEOG, none were from this designated group. The market availability is 16.5%. The company had set a goal of hiring / promoting 15 individuals. By hiring / promoting none new entrant from this designated group, they achieved 0.0% of the goal set.
- EEOG 08 – There were no new entrants in this EEOG, from this designated group. The market availability is 11.3%. The company had set a goal of hiring / promoting 20 individuals. By hiring / promoting none new entrant from this designated group, they achieved 0.0% of the goal set.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2016-03-24 to 2019-02-07.
 - During their initial assessment, the organization set 9 short-term goals and none were achieved above 80% of the goal set. In addition, three goals were not set and thus was not able to measure any effort.
 - Due to the ongoing slowdown in the economy has resulted in a lower than historic headcount.
 - Layoffs have occurred during this period as backlog for the products have reduced.

ASSESSMENT OF GOALS

- All short and long-term goals are set in percentage format.
- All short and long-term goals are set at labour market availability.

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
02	Middle & Other Managers	-1	39.4	39.4	28.6	39.4
03	Professionals	-4	25.6	25.6	0.0	25.6
04	Semi-Professionals & Technicians	-1	11.4	11.4	0.0	11.4
06	Supervisors: Crafts & Trades	-1	5.0	5.0	0.0	5.0
08	Skilled Sales & Service Personnel	-2	23.4	23.4	0.0	23.4
10	Clerical Personnel	-5	50.0	50.0	11.1	50.0

Observations:

- Although availability is higher in EEOG 10, short and long term goals were appropriately set at 50% so as not to encourage the occupational clustering of women in this occupation, and to ensure that they are inclusive of all genders.
- All short and long-term goals are set as per the market availability.

Aboriginal Peoples

Workforce Analysis Results		Goals		Representation	LMA	
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)			Long-term (3+ years)
#	Description	#	# or %	# or %	%	%
06	Supervisors: Crafts & Trades		10.0	10.0	7.7	4.8
09	Skilled Crafts & Trades Workers	-1	10.0	10.0	2.0	4.2

Observations:

- The Organization has set a goal for EEOG 06 even though no gap exists.
- Short and long-term goal are set a bit higher than the market availability.

Person with Disabilities

Workforce Analysis Results		Goals		Representation	LMA	
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)			Long-term (3+ years)
#	Description	#	# or %	# or %	%	%
03	Professionals	-1	10.0	10.0	0.0	8.9
04	Semi-Professionals & Technicians	-1	7.6	7.6	0.0	7.6
05	Supervisors	-1	27.5	27.5	0.0	27.5
06	Supervisors: Crafts & Trades	-1	10.1	10.1	0.0	10.1
08	Skilled Sales & Service Personnel	-1	8.0	8.0	0.0	8.0
09	Skilled Crafts & Trades Workers	-1	7.8	7.8	5.9	7.8

Observations:

- Short and long-term goal for EEOG 03 is set a bit higher than the market availability while all the others are set as per the market availability.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
03	Professionals	-1	30.0	30.0	21.4	27.1
07	Admin. & Senior Clerical Personnel	-1	20.6	20.6	0.0	20.6
08	Skilled Sales & Service Personnel	-1	12.9	12.9	0.0	12.9
10	Clerical Personnel	-1	30.6	30.6	22.2	30.6

Observations:

- Short and long-term goal for EEOG 03 is set a bit higher than the market availability while all the others are set as per the market availability.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Foremost Industries LP has a number of gaps in all four designated groups such as Women, Indigenous persons, Persons with disabilities and Members of Visible Minorities. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups when vacancies arise.

Name of Analyst: Neena Sharan

Date: March 20, 2019

Nyirasafari, Ange AN [NC]

From: Sharan, Neena N [NC] on behalf of EE-EME
Sent: March 27, 2019 9:52 AM
To: 'kevin.johnson@foremost.ca'; 'Jacqui Fisher'; 'jackie.schenn@foremost.ca'
Subject: Government of Canada Agreement Number: 10000280 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Kevin Johnson:

I am writing to inform you that the subsequent compliance assessment initiated on March 17, 2019 has been completed. As a result of the assessment, Foremost Industries LP has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of the Foremost Industries LP employment equity program.

- Foremost Industries LP has a number of gaps in all four designated groups. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups when vacancies arise 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 March 17, 2022. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Foremost Industries LP 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!