

s.19(1)  
s.24(1)



OFFICIAL USE ONLY  
Agreement N°:  
061448

### Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization G4S Secure Solutions (Canada) Ltd.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 561612	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 8000 To find your organization's NAICS Code Number, please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard/norme/naics-sclan/2002/naics-sclan021-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard/norme/naics-sclan/2002/naics-sclan021-eng.htm</a>

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No. 561612

HEAD OFFICE			
Address (building number, street, suite, etc.) 150 Perzand Drive, Suite 600,	City Toronto	Province Ontario	Postal Code M3C 3E6
	Telephone Number 416 421 8498	Fax Number 416 645 5400	

EMPLOYMENT EQUITY CONTACT	
Name (print) Beverley Parker	Title National Compliance Officer
Telephone Number 905 961-6412	E-mail Address bev.parker@ca.g4s.com

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND</li> <li>• intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).</li> </ul> Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.bids.gc.ca/eng/labour/equality/cep/index.shtml">http://www.bids.gc.ca/eng/labour/equality/cep/index.shtml</a>  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	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Pamela MacLellan	Title Senior Vice President Human Resources
[REDACTED]	E-mail Address pamela.maclellan@ca.g4s.com
[REDACTED]	Date Oct. 17, 2013

RETURN INSTRUCTIONS
• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8788 or by e-mail at: <a href="mailto:ee-ame@hrsdpc-rhdec.gc.ca">ee-ame@hrsdpc-rhdec.gc.ca</a>

*Tracked ✓  
WEP ✓  
Attached ✓*



APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board’s Contracting Policy, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager). Once completed, the form must be sent by email to: ee-eme@hrsdc-rhdcc.gc.ca.

G4S Secure Solutions (Canada) Ltd

I, the undersigned, on behalf of (legal name of organization) \_\_\_\_\_ (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) \_\_\_\_\_, agree to the following statements:

061448

- 1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.

30 Feb 5/2018

- 3. I am therefore requesting an extension until (date) \_\_\_\_\_ for the following reason(s):

(Please describe)

to address short goals - due to gaps. Need to complete an internal analysis of our number base on our availability rate.

- 4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: Delday Taylor Position Title: Sr. Director, ER/LR

Email address: delday.taylor@ca.g4s.com

Telephone number: 416 518-5842

Business address: 103rd 703 Evans Ave Toronto Ont L4H 3Z1

Signature: [Redacted]

Date: Jan 10/2018

## Nyirasafari, Ange AN [NC]

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**From:** Debby Taylor <debby.taylor@ca.g4s.com>  
**Sent:** January 12, 2018 3:05 PM  
**To:** EE-EME  
**Subject:** Fwd: Message from Evans Corporate HR  
**Attachments:** SEvans Corp18011215090.pdf

**Categories:** Annick, Maurice Responding

Extension request attached .... G4S Secure Solutions Canada Ltd - 061448

Please accept

### Debby Taylor

Sr. Director, Employee and Labour Relations  
G4S Secure Solutions (Canada) Ltd.  
Office: 416-620-0762 ext. 2810  
Mobile: 416-518-5842  
Email: [debby.taylor@ca.g4s.com](mailto:debby.taylor@ca.g4s.com)  
Web: [www.g4s.ca](http://www.g4s.ca)



----- Forwarded message -----

**From:** <[scan@ca.g4s.com](mailto:scan@ca.g4s.com)>  
**Date:** 2018-01-12 15:09 GMT-05:00  
**Subject:** Message from Evans Corporate HR  
**To:** [debby.taylor@ca.g4s.com](mailto:debby.taylor@ca.g4s.com)

This company is part of the G4S group of companies. This communication contains information which may be confidential, personal and/or privileged. It is for the exclusive use of the intended recipient(s). If you are not the intended recipient(s), please note that any distribution, forwarding, copying or use of this communication or the information in it is strictly prohibited. Any personal views expressed in this e-mail are those of the individual sender and the Company does not endorse or accept responsibility for them. Prior to taking any action based upon this e-mail message, you should seek appropriate confirmation of its authenticity. This message has been checked for viruses on behalf of the Company.



Workplace Equity Information Management System - G4S Secure Solutions (Canada) Ltd.

Workforce Analysis - Detailed Report

Date: 2017-07-10

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	5	0	0.0 %	27.4 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	164	57	34.8 %	38.9 %	64	-7	National
<b>03 : Professionals</b>		41	13	31.7 %	44.4 %	18	-5	
1112 : Financial and investment analysts	National	3	1	33.3 %	50.1 %	2	-1	National
1121 : Human resources professionals	National	1	0	0.0 %	71.1 %	1	-1	National
1122 : Professional occupations in business management consulting	National	27	9	33.3 %	42.0 %	11	-2	National
2171 : Information systems analysts and consultants	National	1	1	100.0 %	28.3 %	0	1	National
2174 : Computer programmers and interactive media developers	National	1	1	100.0 %	17.9 %	0	1	National
4021 : College and other vocational instructors	National	7	1	14.3 %	53.8 %	4	-3	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	42.5 %	0	0	National
<b>05 : Supervisors</b>		459	84	18.3 %	59.2 %	272	-188	
Employment Equity Occupational Group	Alta. less CMAs	4	1	25.0 %	64.7 %	3	-2	Alta. less CMAs
Employment Equity Occupational Group	Barrie	2	0	0.0 %	60.6 %	1	-1	Barrie
Employment Equity Occupational Group	Brantford	3	0	0.0 %	57.1 %	2	-2	Brantford
Employment Equity Occupational Group	Calgary	15	4	26.7 %	55.0 %	8	-4	Calgary
Employment Equity Occupational Group	Hamilton	11	3	27.3 %	56.5 %	6	-3	Hamilton
Employment Equity Occupational Group	Kingston	9	1	11.1 %	52.9 %	5	-4	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	1	50.0 %	54.2 %	1	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	11	1	9.1 %	55.5 %	6	-5	London
Employment Equity Occupational Group	N.S. less CMA	6	3	50.0 %	73.2 %	4	-1	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	236	45	19.1 %	62.9 %	148	-103	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	12	1	8.3 %	56.6 %	7	-6	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	14	2	14.3 %	50.7 %	7	-5	Ottawa - Gatineau
Employment Equity Occupational Group	Peterborough	3	1	33.3 %	56.8 %	2	-1	Peterborough





Workplace Equity Information Management System - G4S Secure Solutions (Canada) Ltd.

Workforce Analysis - Detailed Report

Date: 2017-07-10

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Que. less CMAs	26	6	23.1 %	58.8 %	15	-9	Que. less CMAs
Employment Equity Occupational Group	Regina	2	1	50.0 %	52.5 %	1	0	Regina
Employment Equity Occupational Group	Toronto	81	11	13.6 %	53.0 %	43	-32	Toronto
Employment Equity Occupational Group	Windsor	11	1	9.1 %	54.3 %	6	-5	Windsor
Employment Equity Occupational Group	Winnipeg	11	2	18.2 %	54.2 %	6	-4	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		6	3	50.0 %	12.9 %	1	2	
7305 : Supervisors, motor transport and other ground transit operators	Nova Scotia	6	3	50.0 %	12.9 %	1	2	Nova Scotia
<b>07 : Administrative and Senior Clerical Personnel</b>		116	31	26.7 %	85.0 %	99	-68	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	80.5 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	84.6 %	1	-1	Edmonton
Employment Equity Occupational Group	Guelph	1	0	0.0 %	81.4 %	1	-1	Guelph
Employment Equity Occupational Group	Halifax	2	0	0.0 %	81.4 %	2	-2	Halifax
Employment Equity Occupational Group	Hamilton	1	1	100.0 %	83.5 %	1	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	83.0 %	1	-1	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	1	100.0 %	82.5 %	1	0	London
Employment Equity Occupational Group	N.S. less CMA	12	0	0.0 %	87.0 %	10	-10	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	83.7 %	1	-1	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	63	19	30.2 %	87.1 %	55	-36	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	77.2 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	87.5 %	1	-1	Que. less CMAs
Employment Equity Occupational Group	Toronto	19	6	31.6 %	80.1 %	15	-9	Toronto
Employment Equity Occupational Group	Windsor	5	1	20.0 %	82.8 %	4	-3	Windsor
Employment Equity Occupational Group	Winnipeg	6	2	33.3 %	81.1 %	5	-3	Winnipeg
<b>08 : Skilled Sales and Service Personnel</b>		3	2	66.7 %	28.7 %	1	1	



### Workforce Analysis - Detailed Report

Date: 2017-07-10

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#### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	Ontario	3	2	66.7 %	28.7 %	1	1	Ontario
<b>10 : Clerical Personnel</b>		59	33	55.9 %	70.1 %	41	-8	
Employment Equity Occupational Group	Barrie	1	1	100.0 %	69.6 %	1	0	Barrie
Employment Equity Occupational Group	Calgary	3	3	100.0 %	70.2 %	2	1	Calgary
Employment Equity Occupational Group	Edmonton	1	1	100.0 %	70.3 %	1	0	Edmonton
Employment Equity Occupational Group	Halifax	2	1	50.0 %	67.7 %	1	0	Halifax
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	68.5 %	1	-1	Hamilton
Employment Equity Occupational Group	N.S. less CMA	6	0	0.0 %	71.4 %	4	-4	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	27	16	59.3 %	72.4 %	20	-4	Ont. less CMAs
Employment Equity Occupational Group	Que. less CMAs	7	6	85.7 %	66.8 %	5	1	Que. less CMAs
Employment Equity Occupational Group	Toronto	5	1	20.0 %	65.2 %	3	-2	Toronto
Employment Equity Occupational Group	Winnipeg	6	4	66.7 %	67.9 %	4	0	Winnipeg
<b>11 : Intermediate Sales and Service Personnel</b>		6693	1133	16.9 %	52.2 %	3494	-2361	
6411 : Sales and account representatives - wholesale trade (non-technical)	Barrie	1	0	0.0 %	36.4 %	0	0	Barrie
6411 : Sales and account representatives - wholesale trade (non-technical)	Ont. less CMAs	7	3	42.9 %	72.4 %	5	-2	Ont. less CMAs
6411 : Sales and account representatives - wholesale trade (non-technical)	Oshawa	1	0	0.0 %	35.0 %	0	0	Oshawa
6411 : Sales and account representatives - wholesale trade (non-technical)	Toronto	5	1	20.0 %	38.5 %	2	-1	Toronto
6541 : Security guards and related security service occupations	Abbotsford - Mission	3	1	33.3 %	15.2 %	0	1	Abbotsford - Mission
6541 : Security guards and related security service occupations	Alta. less CMAs	227	71	31.3 %	74.2 %	168	-97	Alta. less CMAs
6541 : Security guards and related security service occupations	B.C. less CMAs	162	20	12.3 %	72.4 %	117	-97	B.C. less CMAs
6541 : Security guards and related security service occupations	Barrie	19	6	31.6 %	15.3 %	3	3	Barrie
6541 : Security guards and related security service occupations	Brantford	20	3	15.0 %	31.4 %	6	-3	Brantford
6541 : Security guards and related security service occupations	Calgary	519	67	12.9 %	20.1 %	104	-37	Calgary
6541 : Security guards and related security service occupations	Edmonton	315	33	10.5 %	27.9 %	88	-55	Edmonton



## Workforce Analysis - Detailed Report

Date: 2017-07-10

### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
6541 : Security guards and related security service occupations	Guelph	32	7	21.9 %	12.2 %	4	3	Guelph
6541 : Security guards and related security service occupations	Halifax	30	7	23.3 %	22.2 %	7	0	Halifax
6541 : Security guards and related security service occupations	Hamilton	131	19	14.5 %	23.0 %	30	-11	Hamilton
6541 : Security guards and related security service occupations	Kelowna	1	0	0.0 %	22.5 %	0	0	Kelowna
6541 : Security guards and related security service occupations	Kingston	89	19	21.3 %	16.0 %	14	5	Kingston
6541 : Security guards and related security service occupations	Kitchener - Cambridge - Waterloo	47	4	8.5 %	17.7 %	8	-4	Kitchener - Cambridge
6541 : Security guards and related security service occupations	London	148	22	14.9 %	22.9 %	34	-12	London
6541 : Security guards and related security service occupations	Man. less CMA	6	2	33.3 %	72.9 %	4	-2	Man. less CMA
6541 : Security guards and related security service occupations	N.S. less CMA	98	29	29.6 %	72.7 %	71	-42	N.S. less CMA
6541 : Security guards and related security service occupations	Nfld.Lab. less CMA	4	1	25.0 %	79.5 %	3	-2	Nfld.Lab. less CMA
6541 : Security guards and related security service occupations	Ont. less CMAs	2684	476	17.7 %	72.4 %	1943	-1467	Ont. less CMAs
6541 : Security guards and related security service occupations	Oshawa	89	18	20.2 %	31.7 %	28	-10	Oshawa
6541 : Security guards and related security service occupations	Ottawa - Gatineau	202	20	9.9 %	20.3 %	41	-21	Ottawa - Gatineau
6541 : Security guards and related security service occupations	Peterborough	15	3	20.0 %	36.8 %	6	-3	Peterborough
6541 : Security guards and related security service occupations	Que. less CMAs	804	130	16.2 %	70.2 %	564	-434	Que. less CMAs
6541 : Security guards and related security service occupations	Regina	12	0	0.0 %	19.0 %	2	-2	Regina
6541 : Security guards and related security service occupations	Saguenay	2	1	50.0 %	18.4 %	0	1	Saguenay
6541 : Security guards and related security service occupations	Sask. less CMA	5	1	20.0 %	75.2 %	4	-3	Sask. less CMA
6541 : Security guards and related security service occupations	Sherbrooke	2	0	0.0 %	19.1 %	0	0	Sherbrooke
6541 : Security guards and related security service occupations	Toronto	669	116	17.3 %	21.2 %	142	-26	Toronto
6541 : Security guards and related security service occupations	Trois-Rivières	1	0	0.0 %	21.7 %	0	0	Trois-Rivières
6541 : Security guards and related security service occupations	Vancouver	42	4	9.5 %	18.3 %	8	-4	Vancouver
6541 : Security guards and related security service occupations	Windsor	149	26	17.4 %	33.6 %	50	-24	Windsor
6541 : Security guards and related security service occupations	Winnipeg	152	23	15.1 %	22.9 %	35	-12	Winnipeg



### Workforce Analysis - Detailed Report

Date: 2017-07-10

#### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>12 : Semi-Skilled Manual Workers</b>		9	1	11.1 %	18.9 %	2	-1	
Employment Equity Occupational Group	Barrie	1	0	0.0 %	17.8 %	0	0	Barrie
Employment Equity Occupational Group	N.S. less CMA	2	1	50.0 %	15.9 %	0	1	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	5	0	0.0 %	20.7 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	17.0 %	0	0	Oshawa
<b>13 : Other Sales and Service Personnel</b>		8	1	12.5 %	65.3 %	5	-4	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	57.4 %	1	-1	Halifax
Employment Equity Occupational Group	N.S. less CMA	7	1	14.3 %	66.4 %	5	-4	N.S. less CMA
<b>Total</b>		7563	1358	17.9 %	52.9 %	3998	-2640	

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2017-07-10

### Aboriginal Peoples

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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	5	0	0.0 %	2.9 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	164	1	0.6 %	2.2 %	4	-3	National
<b>03 : Professionals</b>		41	0	0.0 %	1.7 %	1	-1	
1112 : Financial and investment analysts	National	3	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	1	0	0.0 %	2.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	27	0	0.0 %	1.6 %	0	0	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	1.1 %	0	0	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	1.0 %	0	0	National
4021 : College and other vocational instructors	National	7	0	0.0 %	2.4 %	0	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	1.6 %	0	0	National
<b>05 : Supervisors</b>		459	1	0.2 %	3.8 %	17	-16	
Employment Equity Occupational Group	Alta. less CMAs	4	0	0.0 %	6.5 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	Barrie	2	0	0.0 %	1.7 %	0	0	Barrie
Employment Equity Occupational Group	Brantford	3	0	0.0 %	5.0 %	0	0	Brantford
Employment Equity Occupational Group	Calgary	15	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Hamilton	11	0	0.0 %	1.8 %	0	0	Hamilton
Employment Equity Occupational Group	Kingston	9	0	0.0 %	2.2 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	1.0 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	11	0	0.0 %	1.7 %	0	0	London
Employment Equity Occupational Group	N.S. less CMA	6	0	0.0 %	4.6 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	236	1	0.4 %	4.9 %	12	-11	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	12	0	0.0 %	2.9 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	14	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Peterborough	3	0	0.0 %	3.0 %	0	0	Peterborough



## Workforce Analysis - Detailed Report

Date: 2017-07-10

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Que. less CMAs	26	0	0.0 %	2.8 %	1	-1	Que. less CMAs
Employment Equity Occupational Group	Regina	2	0	0.0 %	5.9 %	0	0	Regina
Employment Equity Occupational Group	Toronto	81	0	0.0 %	1.0 %	1	-1	Toronto
Employment Equity Occupational Group	Windsor	11	0	0.0 %	3.6 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	11	0	0.0 %	11.8 %	1	-1	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		6	0	0.0 %	0.0 %	0	0	
7305 : Supervisors, motor transport and other ground transit operators	Nova Scotia	6	0	0.0 %	0.0 %	0	0	Nova Scotia
<b>07 : Administrative and Senior Clerical Personnel</b>		116	0	0.0 %	3.5 %	4	-4	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	3.6 %	0	0	Edmonton
Employment Equity Occupational Group	Guelph	1	0	0.0 %	2.0 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	2	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	1.5 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	1.6 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	0	0.0 %	0.8 %	0	0	London
Employment Equity Occupational Group	N.S. less CMA	12	0	0.0 %	3.3 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	9.7 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	63	0	0.0 %	4.1 %	3	-3	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	2.9 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	19	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Windsor	5	0	0.0 %	1.6 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	6	0	0.0 %	8.5 %	1	-1	Winnipeg
<b>08 : Skilled Sales and Service Personnel</b>		3	0	0.0 %	1.0 %	0	0	



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### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	Availability %	Availability #		
6221 : Technical sales specialists - wholesale trade	Ontario	3	0	0.0 %	1.0 %	0	Ontario
<b>10 : Clerical Personnel</b>		59	0	0.0 %	4.3 %	3	-3
Employment Equity Occupational Group	Barrie	1	0	0.0 %	1.8 %	0	0
Employment Equity Occupational Group	Calgary	3	0	0.0 %	3.0 %	0	0
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	5.1 %	0	0
Employment Equity Occupational Group	Halifax	2	0	0.0 %	2.7 %	0	0
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	1.6 %	0	0
Employment Equity Occupational Group	N.S. less CMA	6	0	0.0 %	3.5 %	0	0
Employment Equity Occupational Group	Ont. less CMAs	27	0	0.0 %	4.7 %	1	-1
Employment Equity Occupational Group	Que. less CMAs	7	0	0.0 %	3.2 %	0	0
Employment Equity Occupational Group	Toronto	5	0	0.0 %	0.7 %	0	0
Employment Equity Occupational Group	Winnipeg	6	0	0.0 %	9.8 %	1	-1
<b>11 : Intermediate Sales and Service Personnel</b>		6693	40	0.6 %	4.3 %	288	-248
6411 : Sales and account representatives - wholesale trade (non-technical)	Barrie	1	0	0.0 %	1.8 %	0	0
6411 : Sales and account representatives - wholesale trade (non-technical)	Ont. less CMAs	7	0	0.0 %	4.9 %	0	0
6411 : Sales and account representatives - wholesale trade (non-technical)	Oshawa	1	0	0.0 %	1.4 %	0	0
6411 : Sales and account representatives - wholesale trade (non-technical)	Toronto	5	0	0.0 %	0.7 %	0	0
6541 : Security guards and related security service occupations	Abbotsford - Mission	3	0	0.0 %	2.5 %	0	0
6541 : Security guards and related security service occupations	Alta. less CMAs	227	6	2.6 %	7.7 %	17	-11
6541 : Security guards and related security service occupations	B.C. less CMAs	162	2	1.2 %	9.6 %	16	-14
6541 : Security guards and related security service occupations	Barrie	19	1	5.3 %	3.1 %	1	0
6541 : Security guards and related security service occupations	Brantford	20	0	0.0 %	16.7 %	3	-3
6541 : Security guards and related security service occupations	Calgary	519	1	0.2 %	2.9 %	15	-14
6541 : Security guards and related security service occupations	Edmonton	315	2	0.6 %	8.4 %	26	-24



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### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	Representation %	Availability %		
6541 : Security guards and related security service occupations	Guelph	32	0	0.0 %	0.0 %	0	Guelph
6541 : Security guards and related security service occupations	Halifax	30	0	0.0 %	3.9 %	1	Halifax
6541 : Security guards and related security service occupations	Hamilton	131	0	0.0 %	2.2 %	3	Hamilton
6541 : Security guards and related security service occupations	Kelowna	1	0	0.0 %	7.5 %	0	Kelowna
6541 : Security guards and related security service occupations	Kingston	89	0	0.0 %	0.0 %	0	Kingston
6541 : Security guards and related security service occupations	Kitchener - Cambridge - Waterloo	47	0	0.0 %	0.0 %	0	Kitchener - Cambridge
6541 : Security guards and related security service occupations	London	148	0	0.0 %	1.5 %	2	London
6541 : Security guards and related security service occupations	Man. less CMA	6	0	0.0 %	21.9 %	1	Man. less CMA
6541 : Security guards and related security service occupations	N.S. less CMA	98	0	0.0 %	4.0 %	4	N.S. less CMA
6541 : Security guards and related security service occupations	Nfld.Lab. less CMA	4	0	0.0 %	11.0 %	0	Nfld.Lab. less CMA
6541 : Security guards and related security service occupations	Ont. less CMAs	2684	20	0.7 %	4.9 %	132	Ont. less CMAs
6541 : Security guards and related security service occupations	Oshawa	89	0	0.0 %	1.7 %	2	Oshawa
6541 : Security guards and related security service occupations	Ottawa - Gatineau	202	0	0.0 %	3.8 %	8	Ottawa - Gatineau
6541 : Security guards and related security service occupations	Peterborough	15	0	0.0 %	15.8 %	2	Peterborough
6541 : Security guards and related security service occupations	Que. less CMAs	804	0	0.0 %	3.1 %	25	Que. less CMAs
6541 : Security guards and related security service occupations	Regina	12	0	0.0 %	11.7 %	1	Regina
6541 : Security guards and related security service occupations	Saguenay	2	0	0.0 %	0.0 %	0	Saguenay
6541 : Security guards and related security service occupations	Sask. less CMA	5	0	0.0 %	17.5 %	1	Sask. less CMA
6541 : Security guards and related security service occupations	Sherbrooke	2	0	0.0 %	0.0 %	0	Sherbrooke
6541 : Security guards and related security service occupations	Toronto	669	5	0.7 %	0.7 %	5	Toronto
6541 : Security guards and related security service occupations	Trois-Rivières	1	0	0.0 %	0.0 %	0	Trois-Rivières
6541 : Security guards and related security service occupations	Vancouver	42	0	0.0 %	2.4 %	1	Vancouver
6541 : Security guards and related security service occupations	Windsor	149	0	0.0 %	1.7 %	3	Windsor
6541 : Security guards and related security service occupations	Winnipeg	152	3	2.0 %	10.3 %	16	Winnipeg





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### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>12 : Semi-Skilled Manual Workers</b>		9	0	0.0 %	3.8 %	0	0	
Employment Equity Occupational Group	Barrie	1	0	0.0 %	1.8 %	0	0	Barrie
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	3.7 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	5	0	0.0 %	4.4 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	2.9 %	0	0	Oshawa
<b>13 : Other Sales and Service Personnel</b>		8	0	0.0 %	4.7 %	0	0	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	4.4 %	0	0	Halifax
Employment Equity Occupational Group	N.S. less CMA	7	0	0.0 %	4.8 %	0	0	N.S. less CMA
<b>Total</b>		7563	42	0.6 %	4.2 %	317	-275	

Total may not equal sum of components due to rounding.

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



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### 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
			#	%	%	#		
<b>01 : Senior Managers</b>	National	5	0	0.0 %	10.1 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	164	17	10.4 %	15.0 %	25	-8	National
<b>03 : Professionals</b>		41	1	2.4 %	21.3 %	9	-8	
1112 : Financial and investment analysts	National	3	1	33.3 %	35.4 %	1	0	National
1121 : Human resources professionals	National	1	0	0.0 %	14.1 %	0	0	National
1122 : Professional occupations in business management consulting	National	27	0	0.0 %	21.6 %	6	-6	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	31.4 %	0	0	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	31.5 %	0	0	National
4021 : College and other vocational instructors	National	7	0	0.0 %	13.4 %	1	-1	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	12.5 %	0	0	National
<b>05 : Supervisors</b>		459	28	6.1 %	12.2 %	56	-28	
Employment Equity Occupational Group	Alta. less CMAs	4	0	0.0 %	11.9 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	Barrie	2	0	0.0 %	8.9 %	0	0	Barrie
Employment Equity Occupational Group	Brantford	3	0	0.0 %	3.1 %	0	0	Brantford
Employment Equity Occupational Group	Calgary	15	1	6.7 %	27.4 %	4	-3	Calgary
Employment Equity Occupational Group	Hamilton	11	1	9.1 %	13.0 %	1	0	Hamilton
Employment Equity Occupational Group	Kingston	9	0	0.0 %	3.3 %	0	0	Kingston
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	2	0	0.0 %	12.0 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	11	0	0.0 %	6.8 %	1	-1	London
Employment Equity Occupational Group	N.S. less CMA	6	1	16.7 %	2.2 %	0	1	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	236	20	8.5 %	1.9 %	4	16	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	12	0	0.0 %	10.5 %	1	-1	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	14	0	0.0 %	14.7 %	2	-2	Ottawa - Gatineau
Employment Equity Occupational Group	Peterborough	3	0	0.0 %	3.0 %	0	0	Peterborough



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### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Que. less CMAs	26	0	0.0 %	0.7 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Regina	2	0	0.0 %	9.8 %	0	0	Regina
Employment Equity Occupational Group	Toronto	81	5	6.2 %	45.8 %	37	-32	Toronto
Employment Equity Occupational Group	Windsor	11	0	0.0 %	10.1 %	1	-1	Windsor
Employment Equity Occupational Group	Winnipeg	11	0	0.0 %	15.9 %	2	-2	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		6	0	0.0 %	0.0 %	0	0	
7305 : Supervisors, motor transport and other ground transit operators	Nova Scotia	6	0	0.0 %	0.0 %	0	0	Nova Scotia
<b>07 : Administrative and Senior Clerical Personnel</b>		116	23	19.8 %	8.8 %	10	13	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	16.5 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	13.4 %	0	0	Edmonton
Employment Equity Occupational Group	Guelph	1	0	0.0 %	6.6 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	2	0	0.0 %	5.8 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	8.2 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	1	0	0.0 %	9.5 %	0	0	Kitchener - Cambridge
Employment Equity Occupational Group	London	1	0	0.0 %	7.3 %	0	0	London
Employment Equity Occupational Group	N.S. less CMA	12	0	0.0 %	1.2 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	1	0	0.0 %	0.4 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	63	16	25.4 %	1.6 %	1	15	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	12.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Que. less CMAs	1	0	0.0 %	0.6 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	19	4	21.1 %	37.3 %	7	-3	Toronto
Employment Equity Occupational Group	Windsor	5	0	0.0 %	9.9 %	0	0	Windsor
Employment Equity Occupational Group	Winnipeg	6	3	50.0 %	11.1 %	1	2	Winnipeg
<b>08 : Skilled Sales and Service Personnel</b>		3	0	0.0 %	20.8 %	1	-1	



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### 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
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	Ontario	3	0	0.0 %	20.8 %	1	-1	Ontario
<b>10 : Clerical Personnel</b>		59	8	13.6 %	8.9 %	5	3	
Employment Equity Occupational Group	Barrie	1	0	0.0 %	5.1 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	3	2	66.7 %	24.3 %	1	1	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	17.5 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	2	0	0.0 %	7.3 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	1	1	100.0 %	10.1 %	0	1	Hamilton
Employment Equity Occupational Group	N.S. less CMA	6	0	0.0 %	1.9 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	27	4	14.8 %	1.7 %	0	4	Ont. less CMAs
Employment Equity Occupational Group	Que. less CMAs	7	0	0.0 %	0.6 %	0	0	Que. less CMAs
Employment Equity Occupational Group	Toronto	5	0	0.0 %	48.1 %	2	-2	Toronto
Employment Equity Occupational Group	Winnipeg	6	1	16.7 %	17.0 %	1	0	Winnipeg
<b>11 : Intermediate Sales and Service Personnel</b>		6693	964	14.4 %	13.7 %	917	47	
6411 : Sales and account representatives - wholesale trade (non-technical)	Barrie	1	0	0.0 %	0.0 %	0	0	Barrie
6411 : Sales and account representatives - wholesale trade (non-technical)	Ont. less CMAs	7	0	0.0 %	2.3 %	0	0	Ont. less CMAs
6411 : Sales and account representatives - wholesale trade (non-technical)	Oshawa	1	0	0.0 %	7.6 %	0	0	Oshawa
6411 : Sales and account representatives - wholesale trade (non-technical)	Toronto	5	0	0.0 %	31.1 %	2	-2	Toronto
6541 : Security guards and related security service occupations	Abbotsford - Mission	3	2	66.7 %	43.7 %	1	1	Abbotsford - Mission
6541 : Security guards and related security service occupations	Alta. less CMAs	227	11	4.8 %	6.7 %	15	-4	Alta. less CMAs
6541 : Security guards and related security service occupations	B.C. less CMAs	162	64	39.5 %	5.3 %	9	55	B.C. less CMAs
6541 : Security guards and related security service occupations	Barrie	19	2	10.5 %	3.1 %	1	1	Barrie
6541 : Security guards and related security service occupations	Brantford	20	2	10.0 %	0.0 %	0	2	Brantford
6541 : Security guards and related security service occupations	Calgary	519	126	24.3 %	37.7 %	196	-70	Calgary
6541 : Security guards and related security service occupations	Edmonton	315	31	9.8 %	23.8 %	75	-44	Edmonton



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### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
6541 : Security guards and related security service occupations	Guelph	32	0	0.0 %	10.2 %	3	-3	Guelph
6541 : Security guards and related security service occupations	Halifax	30	0	0.0 %	6.2 %	2	-2	Halifax
6541 : Security guards and related security service occupations	Hamilton	131	45	34.4 %	15.9 %	21	24	Hamilton
6541 : Security guards and related security service occupations	Kelowna	1	0	0.0 %	6.7 %	0	0	Kelowna
6541 : Security guards and related security service occupations	Kingston	89	1	1.1 %	0.0 %	0	1	Kingston
6541 : Security guards and related security service occupations	Kitchener - Cambridge - Waterloo	47	1	2.1 %	12.0 %	6	-5	Kitchener - Cambridge
6541 : Security guards and related security service occupations	London	148	6	4.1 %	8.8 %	13	-7	London
6541 : Security guards and related security service occupations	Man. less CMA	6	0	0.0 %	2.7 %	0	0	Man. less CMA
6541 : Security guards and related security service occupations	N.S. less CMA	98	0	0.0 %	2.4 %	2	-2	N.S. less CMA
6541 : Security guards and related security service occupations	Nfld.Lab. less CMA	4	0	0.0 %	0.8 %	0	0	Nfld.Lab. less CMA
6541 : Security guards and related security service occupations	Ont. less CMAs	2684	409	15.2 %	2.3 %	62	347	Ont. less CMAs
6541 : Security guards and related security service occupations	Oshawa	89	3	3.4 %	11.2 %	10	-7	Oshawa
6541 : Security guards and related security service occupations	Ottawa - Gatineau	202	22	10.9 %	20.1 %	41	-19	Ottawa - Gatineau
6541 : Security guards and related security service occupations	Peterborough	15	2	13.3 %	0.0 %	0	2	Peterborough
6541 : Security guards and related security service occupations	Que. less CMAs	804	35	4.4 %	0.9 %	7	28	Que. less CMAs
6541 : Security guards and related security service occupations	Regina	12	3	25.0 %	8.0 %	1	2	Regina
6541 : Security guards and related security service occupations	Saguenay	2	0	0.0 %	0.0 %	0	0	Saguenay
6541 : Security guards and related security service occupations	Sask. less CMA	5	1	20.0 %	2.7 %	0	1	Sask. less CMA
6541 : Security guards and related security service occupations	Sherbrooke	2	0	0.0 %	5.3 %	0	0	Sherbrooke
6541 : Security guards and related security service occupations	Toronto	669	128	19.1 %	56.1 %	375	-247	Toronto
6541 : Security guards and related security service occupations	Trois-Rivières	1	0	0.0 %	0.0 %	0	0	Trois-Rivières
6541 : Security guards and related security service occupations	Vancouver	42	10	23.8 %	56.4 %	24	-14	Vancouver
6541 : Security guards and related security service occupations	Windsor	149	0	0.0 %	11.3 %	17	-17	Windsor
6541 : Security guards and related security service occupations	Winnipeg	152	60	39.5 %	24.3 %	37	23	Winnipeg



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#### 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
			#	%	%	#		
<b>12 : Semi-Skilled Manual Workers</b>		9	0	0.0 %	3.1 %	0	0	
Employment Equity Occupational Group	Barrie	1	0	0.0 %	8.3 %	0	0	Barrie
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	1.4 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	5	0	0.0 %	1.6 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	8.5 %	0	0	Oshawa
<b>13 : Other Sales and Service Personnel</b>		8	0	0.0 %	3.7 %	0	0	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	10.6 %	0	0	Halifax
Employment Equity Occupational Group	N.S. less CMA	7	0	0.0 %	2.7 %	0	0	N.S. less CMA
<b>Total</b>		7563	1041	13.8 %	13.5 %	1024	17	

Total may not equal sum of components due to rounding.

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



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#### 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	169	0	0.0 %	4.3 %	7	-7	National
03 : Professionals	National	41	0	0.0 %	3.8 %	2	-2	National
05 : Supervisors	National	459	1	0.2 %	13.9 %	64	-63	National
06 : Supervisors: Crafts and Trades	National	6	0	0.0 %	7.8 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	116	0	0.0 %	3.4 %	4	-4	National
08 : Skilled Sales and Service Personnel	National	3	0	0.0 %	3.5 %	0	0	National
10 : Clerical Personnel	National	59	0	0.0 %	7.0 %	4	-4	National
11 : Intermediate Sales and Service Personnel	National	6693	26	0.4 %	5.6 %	375	-349	National
12 : Semi-Skilled Manual Workers	National	9	0	0.0 %	4.8 %	0	0	National
13 : Other Sales and Service Personnel	National	8	0	0.0 %	6.3 %	1	-1	National
<b>Total</b>		<b>7563</b>	<b>27</b>	<b>0.4 %</b>	<b>6.0 %</b>	<b>457</b>	<b>-430</b>	

Total may not equal sum of components due to rounding.

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



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

The reason for NOC for EEOG11 is due the majority of the employees in this category are under code 6541 (Security guards and related security services). This will provide a more realistic view using data on which to identify gaps to which to base goals.

### 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
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	NOC (default EEOG)	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA





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### 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
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



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### Women

Employment Equity Occupational Group	Women					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	5	0	0.0 %	27.4 %	1	-1
02 : Middle and Other Managers	164	57	34.8 %	38.9 %	64	-7
03 : Professionals	41	13	31.7 %	44.4 %	18	-5
05 : Supervisors	459	84	18.3 %	59.2 %	272	-188
06 : Supervisors: Crafts and Trades	6	3	50.0 %	12.9 %	1	2
07 : Administrative and Senior Clerical Personnel	116	31	26.7 %	85.0 %	99	-68
08 : Skilled Sales and Service Personnel	3	2	66.7 %	28.7 %	1	1
10 : Clerical Personnel	59	33	55.9 %	70.1 %	41	-8
11 : Intermediate Sales and Service Personnel	6693	1133	16.9 %	69.4 %	4645	-3512
12 : Semi-Skilled Manual Workers	9	1	11.1 %	18.9 %	2	-1
13 : Other Sales and Service Personnel	8	1	12.5 %	65.3 %	5	-4
<b>Total</b>	<b>7563</b>	<b>1358</b>	<b>17.9 %</b>	<b>68.1 %</b>	<b>5149</b>	<b>-3791</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2017-07-10

### Aboriginal Peoples

003641

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	5	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	164	1	0.6 %	2.2 %	4	-3
03 : Professionals	41	0	0.0 %	1.7 %	1	-1
05 : Supervisors	459	1	0.2 %	3.8 %	17	-16
06 : Supervisors: Crafts and Trades	6	0	0.0 %	0.0 %	0	0
07 : Administrative and Senior Clerical Personnel	116	0	0.0 %	3.5 %	4	-4
08 : Skilled Sales and Service Personnel	3	0	0.0 %	1.0 %	0	0
10 : Clerical Personnel	59	0	0.0 %	4.3 %	3	-3
11 : Intermediate Sales and Service Personnel	6693	40	0.6 %	4.0 %	268	-228
12 : Semi-Skilled Manual Workers	9	0	0.0 %	3.8 %	0	0
13 : Other Sales and Service Personnel	8	0	0.0 %	4.7 %	0	0
<b>Total</b>	<b>7563</b>	<b>42</b>	<b>0.6 %</b>	<b>3.9 %</b>	<b>297</b>	<b>-255</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2017-07-10

#### Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	5	0	0.0 %	10.1 %	1	-1
02 : Middle and Other Managers	164	17	10.4 %	15.0 %	25	-8
03 : Professionals	41	1	2.4 %	21.3 %	9	-8
05 : Supervisors	459	28	6.1 %	12.2 %	56	-28
06 : Supervisors: Crafts and Trades	6	0	0.0 %	0.0 %	0	0
07 : Administrative and Senior Clerical Personnel	116	23	19.8 %	8.8 %	10	13
08 : Skilled Sales and Service Personnel	3	0	0.0 %	20.8 %	1	-1
10 : Clerical Personnel	59	8	13.6 %	8.9 %	5	3
11 : Intermediate Sales and Service Personnel	6693	964	14.4 %	12.8 %	857	107
12 : Semi-Skilled Manual Workers	9	0	0.0 %	3.1 %	0	0
13 : Other Sales and Service Personnel	8	0	0.0 %	3.7 %	0	0
<b>Total</b>	<b>7563</b>	<b>1041</b>	<b>13.8 %</b>	<b>12.7 %</b>	<b>964</b>	<b>77</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2017-07-10

#### Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	169	0	0.0 %	4.3 %	7	-7
03 : Professionals	41	0	0.0 %	3.8 %	2	-2
05 : Supervisors	459	1	0.2 %	13.9 %	64	-63
06 : Supervisors: Crafts and Trades	6	0	0.0 %	7.8 %	0	0
07 : Administrative and Senior Clerical Personnel	116	0	0.0 %	3.4 %	4	-4
08 : Skilled Sales and Service Personnel	3	0	0.0 %	3.5 %	0	0
10 : Clerical Personnel	59	0	0.0 %	7.0 %	4	-4
11 : Intermediate Sales and Service Personnel	6693	26	0.4 %	5.6 %	375	-349
12 : Semi-Skilled Manual Workers	9	0	0.0 %	4.8 %	0	0
13 : Other Sales and Service Personnel	8	0	0.0 %	6.3 %	1	-1
<b>Total</b>	<b>7563</b>	<b>27</b>	<b>0.4 %</b>	<b>6.0 %</b>	<b>457</b>	<b>-430</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2017-07-10

#### 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
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



### Workforce Analysis - Summary Report

Date: 2017-07-10

#### 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
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National

<b>Federal Contractors Program Achievement Report</b>
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<b>G4S Secure Solutions (Canada) Ltd</b>
<b>[Date: 2018-02-06]</b>

<b>Data from First/Previous Workforce Analysis</b>
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<b>Data from First/Previous Workforce Analysis</b>		
<b>YYYY</b>	<b>MM</b>	<b>DD</b>
2014	12	01

<b>Data from Subsequent/Current Workforce Analysis</b>
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<b>Data from Subsequent/Current Workforce Analysis</b>		
<b>YYYY</b>	<b>MM</b>	<b>DD</b>
2017	07	10

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 1: Women</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
01	Senior Managers	4	0	27.40
02	Middle & Other Managers	66	15	38.90
03	Professionals	39	19	57.00
04	Semi-Professionals & Technicians	5	3	25.50
05	Supervisors	192	53	56.10
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	29	23	81.70
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	38	30	68.50
11	Intermediate Sales & Service Personnel	7,343	1,615	65.80
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>7,716</b>	<b>1,758</b>	<b>65.3</b>

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 5: Women</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
01	Senior Managers	5	0	27.40
02	Middle & Other Managers	164	57	38.90
03	Professionals	41	13	44.40
04	Semi-Professionals & Technicians	0	0	0.00
05	Supervisors	459	84	59.20
06	Supervisors: Crafts & Trades	6	3	12.90
07	Administrative & Senior Clerical Personnel	116	31	85.00
08	Skilled Sales & Service Personnel	3	2	28.70
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	59	33	70.10
11	Intermediate Sales & Service Personnel	6,693	1,133	52.20
12	Semi-Skilled Manual Workers	9	1	18.90
13	Other Sales & Service Personnel	8	1	65.30
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>7,563</b>	<b>1,358</b>	<b>52.9</b>

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

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



<b>Federal Contractors Program Achievement Report</b>
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<b>G4S Secure Solutions (Canada) Ltd</b>
<b>[Date: 2018-02-06]</b>

<b>Data from First/Previous Workforce Analysis</b>
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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	12	01

<b>Data from Subsequent/Current Workforce Analysis</b>
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Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	07	10

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
01	Senior Managers	4	0	2.90
02	Middle & Other Managers	66	0	2.20
03	Professionals	39	0	2.20
04	Semi-Professionals & Technicians	5	0	3.30
05	Supervisors	192	6	3.80
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	29	0	1.80
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	38	3	2.60
11	Intermediate Sales & Service Personnel	7,343	133	2.60
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>7,716</b>	<b>142</b>	<b>2.6</b>

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

Employment Equity Occupational Group (EEOG)		Table 6: Aboriginal Peoples		
		Subsequent/Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
	5	0	2.90	
	164	1	2.20	
	41	0	1.70	
	0	0	0.00	
	459	1	3.80	
	6	0	0.00	
	116	0	3.50	
	3	0	1.00	
	0	0	4.30	
	59	0	4.00	
	6,693	40	4.00	
	9	0	3.80	
	8	0	4.70	
	0	0	0.00	
<b>Total</b>		<b>7,563</b>	<b>42</b>	<b>3.9</b>

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

<b>Federal Contractors Program Achievement Report</b>
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<b>G4S Secure Solutions (Canada) Ltd</b>
<b>[Date: 2018-02-06]</b>

<b>Data from First/Previous Workforce Analysis</b>
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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	12	01

<b>Data from Subsequent/Current Workforce Analysis</b>
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Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	07	10

Employment Equity Occupational Group (EEOG)		Table 3: Members of Visible Minorities		
		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
01	Senior Managers	4	0	10.10
02	Middle & Other Managers	66	3	15.00
03	Professionals	39	9	18.60
04	Semi-Professionals & Technicians	5	1	13.90
05	Supervisors	192	36	28.80
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	29	4	23.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	38	6	33.10
11	Intermediate Sales & Service Personnel	7,343	1,901	30.80
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>7,716</b>	<b>1,960</b>	<b>30.5</b>

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

Employment Equity Occupational Group (EEOG)		Table 7: Members of Visible Minorities		
		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
	5	0	10.10	
	164	17	15.00	
	41	1	21.30	
	459	0	0.00	
	0	28	12.20	
	6	0	0.00	
	116	23	8.80	
	3	0	20.80	
	0	0	0.00	
	59	8	8.90	
	6,693	964	13.70	
	9	0	3.10	
	8	0	3.70	
	0	0	0.00	
	<b>7,563</b>	<b>1,041</b>	<b>13.5</b>	

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

<b>Federal Contractors Program Achievement Report</b>
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<b>G4S Secure Solutions (Canada) Ltd</b>
<b>[Date: 2018-02-06]</b>

<b>Data from First/Previous Workforce Analysis</b>
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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	12	01

<b>Data from Subsequent/Current Workforce Analysis</b>
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Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	07	10

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
01/02	Managers	70	1	4.30
03	Professionals	39	0	3.80
04	Semi-Professionals & Technicians	5	0	4.60
05	Supervisors	192	4	13.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	29	0	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	38	3	7.00
11	Intermediate Sales & Service Personnel	7,343	128	5.60
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
<b>Total</b>		<b>7,716</b>	<b>136</b>	<b>5.8</b>

		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
	169	0	4.30	
	41	0	3.80	
	0	0	0.00	
	459	1	13.90	
	6	0	7.80	
	116	0	3.40	
	3	0	3.50	
	0	0	0.00	
	59	0	7.00	
	6,693	26	5.60	
	9	0	4.80	
	8	0	6.30	
	0	0	0.00	
	<b>7,563</b>	<b>27</b>	<b>6.0</b>	

<b>* Source:</b>
2012 Canadian Survey on Disability

<b>* Source:</b>
2012 Canadian Survey on Disability

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>G4S Secure Solutions (Canada) Ltd</b>
<b>[Date: 2018-02-06]</b>

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2014	12	01	2017	07	10

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	55	22	1	0	0	0	0	0	51	18	1	0
03 Professionals	21	5	11	4	0	0	0	0	29	14	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	5	2	0	0
05 Supervisors	59	16	6	2	0	0	0	0	203	53	7	1
06 Supervisors: Crafts & Trades	6	3	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	41	10	4	0	0	0	0	0	41	20	2	1
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	19	5	2	1	0	0	0	0	33	25	3	2
11 Intermediate Sales & Service Personnel	1,191	243	1,334	229	0	0	0	0	4,061	1,006	1,842	386
12 Semi-Skilled Manual Workers	5	1	0	0	0	0	0	0	2	0	0	0
13 Other Sales & Service Personnel	13	2	0	0	0	0	0	0	5	1	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,410</b>	<b>307</b>	<b>1,358</b>	<b>236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,430</b>	<b>1,139</b>	<b>1,855</b>	<b>390</b>

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>G4S Secure Solutions (Canada) Ltd</b>
<b>[Date: 2018-02-06]</b>

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2014	12	01	2017	07	10

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	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	55	0	1	0	0	0	0	0	51	0	1	0
03 Professionals	21	0	11	0	0	0	0	0	29	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	5	0	0	0
05 Supervisors	59	0	6	0	0	0	0	0	203	5	7	0
06 Supervisors: Crafts & Trades	6	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	41	1	4	0	0	0	0	0	41	1	2	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	19	0	2	0	0	0	0	0	33	2	3	0
11 Intermediate Sales & Service Personnel	1,191	11	1,334	8	0	0	0	0	4,061	65	1,842	28
12 Semi-Skilled Manual Workers	5	0	0	0	0	0	0	0	2	0	0	0
13 Other Sales & Service Personnel	13	0	0	0	0	0	0	0	5	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,410</b>	<b>12</b>	<b>1,358</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,430</b>	<b>73</b>	<b>1,855</b>	<b>28</b>

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>G4S Secure Solutions (Canada) Ltd</b>
<b>[Date: 2018-02-06]</b>

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2014	12	01	2017	07	10

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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	55	0	1	0	0	0	0	0	51	1	1	0
03 Professionals	21	0	11	0	0	0	0	0	29	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	5	0	0	0
05 Supervisors	59	1	6	0	0	0	0	0	203	4	7	0
06 Supervisors: Crafts & Trades	6	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	41	0	0	0	0	0	0	0	41	0	2	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	19	0	2	0	0	0	0	0	33	2	3	0
11 Intermediate Sales & Service Personnel	1,191	5	1,334	4	0	0	0	0	4,061	61	1,842	20
12 Semi-Skilled Manual Workers	5	0	0	0	0	0	0	0	2	0	0	0
13 Other Sales & Service Personnel	13	0	0	0	0	0	0	0	5	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,410</b>	<b>6</b>	<b>1,354</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,430</b>	<b>68</b>	<b>1,855</b>	<b>20</b>

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>G4S Secure Solutions (Canada) Ltd</b>
<b>[Date: 2018-02-06]</b>

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2014	12	01	2017	07	10

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EOG)	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	55	10	1	0	0	0	0	0	51	5	1	0
03 Professionals	21	0	11	0	0	0	0	0	29	7	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	5	1	0	0
05 Supervisors	59	9	6	1	0	0	0	0	203	34	7	0
06 Supervisors: Crafts & Trades	6	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	41	11	4	0	0	0	0	0	41	6	2	2
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	19	2	2	1	0	0	0	0	33	8	3	2
11 Intermediate Sales & Service Personnel	1,191	167	1,334	357	0	0	0	0	4,061	950	1,842	495
12 Semi-Skilled Manual Workers	5	0	0	0	0	0	0	0	2	0	0	0
13 Other Sales & Service Personnel	13	0	0	0	0	0	0	0	5	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,410</b>	<b>199</b>	<b>1,358</b>	<b>359</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,430</b>	<b>1,011</b>	<b>1,855</b>	<b>499</b>



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**G4S Secure Solutions (Canada) Ltd**

[Date: 2018-02-06]

**Data for First/Previous Goals**

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

**Table 1: Women**

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		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2014-12-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2014-12-01	Annually	Over 3 Years	Annually	Over 3 Years	2017	2020							
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01	Senior Managers	4	7.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	0.0%	27.4%	-1	-1	0.0%	0.0%		
02	Middle & Other Managers	66	35.4%	2.0%	4	45.2%	3.0%	6	10	15	3.0%	1	13	10	34.3%	38.9%	-11	-3	22.7%	34.3%		
03	Professionals	39	1.7%	0.0%	0	72.5%	2.0%	2	2	19	2.0%	1	4	1	46.2%	57.0%	-3	-3	48.7%	48.7%		
04	Semi-Professionals & Tech	5	0.0%	10.0%	2	200.0%	30.0%	5	7	3	30.0%	3	2	0	0.0%	25.5%	2	-2	60.0%	0.0%		
05	Supervisors	192	33.7%	0.0%	0	64.5%	2.0%	12	12	53	2.0%	3	58	3	26.0%	56.1%	-55	-55	27.6%	27.6%		
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
07	Administrative & Sr Clerical	29	58.7%	0.0%	0	59.3%	5.0%	4	4	23	5.0%	3	4	3	69.0%	81.7%	-1	-1	79.3%	79.3%		
08	Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
10	Clerical Personnel	38	15.8%	0.0%	0	74.2%	5.0%	6	6	30	5.0%	5	1	4	62.5%	68.5%	4	3	78.9%	76.3%		
11	Intermediate Sales & Service	7,343	-3.0%	2.0%	441	84.1%	32.0%	7,049	7,490	1,615	32.0%	1,550	5,057	1,000	13.7%	65.8%	-3,217	-4,057	22.0%	13.7%		
12	Semi-Skilled Manual	0	0.0%	2.0%	0	44.4%	30.0%	0	0	0	30.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
13	Other Sales & Service	0	0.0%	0.0%	0	125.0%	2.0%	0	0	0	2.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%		
<b>Total</b>		<b>7,716</b>	<b>-0.7%</b>	<b>0.6%</b>	<b>132</b>	<b>82.3%</b>	<b>7.9%</b>	<b>7,084</b>	<b>7,531</b>	<b>1,758</b>	<b>7.9%</b>	<b>1,566</b>	<b>4,933</b>	<b>1,021</b>		<b>65.3%</b>	<b>-3,281</b>	<b>-3,912</b>	<b>22.8%</b>	<b>15.5%</b>		

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

<sup>‡</sup> 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	Serious efforts will be made to alter this result - however it is not anticipated through the hiring process that this will be the point of major impact as the Company is not anticipating growth it is unli
02	Middle & Other Managers	6	0.0	5	0.0	It was identified throughout this process better communications on the purpose of collecting this information and having it accurately reflect our
03	Professionals	2	0.0	1	0.0	demographics. A review of our payroll system shows an automatic default to male should the field not be marked. This has since been corrected.
04	Semi-Professionals & Tech	0	0.0	0	0.0	G4S has plans to reissue the Equity Questionnaire to ensure accuracy of the information within the data base.
05	Supervisors	33	0.0	22	0.0	Please note that as a Security Provider that we are subject to the Building Services Act in Ontario. This limits our ability to hire as the
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	Company must assume the employees from the previous provider or transfer current employees to the new provider. Approx. 52% of the
07	Administrative & Sr Clerical	1	0.0	1	0.0	employee population for the Company resides in Ontario. This has a major impact on our ability to influence the recruitment. As a result the
08	Skilled Sales & Service	0	0.0	0	0.0	Turnover Rate is really not reflective of that to which we have influence over. It is also estimated that the Company will be reduced in size due to supply and demand.
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	Anticipate further reductions / Freeze on hiring for next two years
11	Intermediate Sales & Service	1,930	0.0	1,287	0.0	See above comments
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	This is a new vertical for the Company. It is anticipated to have growth. Strong focus will placed in this area
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>1,972</b>		<b>1,316</b>		



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**G4S Secure Solutions (Canada) Ltd**

[Date: 2018-02-06]

003655

**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				
		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										
		2014-12-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2014-12-01	Annually	Over 3 Years	2017	2020										
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%				
01	Senior Managers	4	7.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	2.9%	2.9%	0	0	0.0%	0.0%			
02	Middle & Other Managers	66	35.4%	2.0%	4	45.2%	3.0%	6	10	0	3.0%	0	2	1	2.2%	2.2%	-1	-1	0.0%	1.4%			
03	Professionals	39	1.7%	0.0%	0	72.5%	2.0%	2	2	0	2.0%	0	1	0	2.2%	2.2%	-1	-1	0.0%	0.0%			
04	Semi-Professionals & Tech	5	0.0%	10.0%	2	200.0%	30.0%	5	7	0	30.0%	0	0	0	3.3%	3.3%	0	0	0.0%	0.0%			
05	Supervisors	192	33.7%	0.0%	0	64.5%	2.0%	12	12	6	2.0%	0	1	0	3.8%	3.8%	-1	-1	3.1%	3.1%			
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%			
07	Administrative & Sr Clerical	29	58.7%	0.0%	0	59.3%	5.0%	4	4	0	5.0%	0	1	0	1.8%	1.8%	-1	-1	0.0%	0.0%			
08	Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%			
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%			
10	Clerical Personnel	38	15.8%	0.0%	0	74.2%	5.0%	6	6	3	5.0%	0	-2	0	2.6%	2.6%	2	2	7.9%	7.9%			
11	Intermediate Sales & Service	7,343	-3.0%	2.0%	441	84.1%	32.0%	7,049	7,490	133	32.0%	128	197	195	2.6%	2.6%	-58	-2	1.8%	2.6%			
12	Semi-Skilled Manual	0	0.0%	2.0%	0	44.4%	30.0%	0	0	0	30.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%			
13	Other Sales & Service	0	0.0%	0.0%	0	125.0%	2.0%	0	0	0	2.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%			
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	#DIV/0!			
<b>Total</b>		<b>7,716</b>	<b>-0.7%</b>	<b>0.6%</b>	<b>132</b>	<b>82.3%</b>	<b>7.9%</b>	<b>1,836</b>	<b>1,968</b>	<b>142</b>	<b>7.9%</b>	<b>34</b>	<b>96</b>	<b>51</b>	<b>2.6%</b>	<b>2.6%</b>	<b>-59</b>	<b>-45</b>	<b>1.8%</b>	<b>2.0%</b>			

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	Serious efforts will be made to alter this result - however it is not anticipated through the hiring process that this will be the point of major impact as the Company is not anticipating growth it is unli
02	Middle & Other Managers	0	0.0	0	0.0	It was identified throughout this process better communications on the purpose of collecting this information and having it accurately reflect our
03	Professionals	0	0.0	0	0.0	demographics. A review of our payroll system shows an automatic default to male should the field not be marked. This has since been corrected.
04	Semi-Professionals & Tech	0	0.0	0	0.0	G4S has plans to reissue the Equity Questionnaire to ensure accuracy of the information within the data base.
05	Supervisors	1	0.0	1	0.0	Please note that as a Security Provider that we are subject to the Building Services Act in Ontario. This limits our ability to hire as the
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	Company must assume the employees from the previous provider or transfer current employees to the new provider. Approx. 52% of the
07	Administrative & Sr Clerical	0	0.0	0	0.0	employee population for the Company resides in Ontario. This has a major impact on our ability to influence the recruitment. As a result the
08	Skilled Sales & Service	0	0.0	0	0.0	Turnover Rate is really not reflective of that to which we have influence over. It is also estimated that the Company will be reduced in size due to supply and demand.
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	Anticipate further reductions / Freeze on hiring for next two years
11	Intermediate Sales & Service	35	0.0	23	0.0	See above comments
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	This is a new vertical for the Company. It is anticipated to have growth. Strong focus will placed in this area
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>36</b>		<b>24</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**G4S Secure Solutions (Canada) Ltd**

[Date: 2018-02-06]

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	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	YYYY - YYYY						2017
	2014-12-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2014-12-01	Annually	Over 3 Years		2017	2020							
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%	
01/02 Managers	70	21.6%	0.0%	0	22.6%	3.0%	6	6	1	3.0%	0	2	0	4.3%	4.3%	-2	-2	1.4%	1.4%	
03 Professionals	39	1.7%	2.0%	2	72.5%	2.0%	2	4	0	2.0%	0	2	0	3.8%	3.8%	-1	-2	0.0%	0.0%	
04 Semi-Professionals & Tech	5	0.0%	0.0%	0	200.0%	30.0%	5	5	0	30.0%	0	0	0	4.6%	4.6%	0	0	0.0%	0.0%	
05 Supervisors	192	33.7%	10.0%	58	64.5%	2.0%	12	70	4	2.0%	0	31	10	13.9%	13.9%	-23	-21	2.1%	5.6%	
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	29	58.7%	0.0%	0	59.3%	5.0%	4	4	0	5.0%	0	1	0	3.4%	3.4%	-1	-1	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	38	15.8%	0.0%	0	74.2%	5.0%	6	6	3	5.0%	0	0	0	7.0%	7.0%	0	0	7.9%	7.9%	
11 Intermediate Sales & Service	7,343	-3.0%	2.0%	441	84.1%	32.0%	7,049	7,490	128	32.0%	123	431	419	5.6%	5.6%	-283	-12	1.7%	5.4%	
12 Semi-Skilled Manual	0	0.0%	2.0%	0	44.4%	30.0%	0	0	0	30.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	125.0%	2.0%	0	0	0	2.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
<b>Total</b>	<b>7,716</b>	<b>-0.7%</b>	<b>6.0%</b>	<b>1,389</b>	<b>82.3%</b>	<b>7.9%</b>	<b>1,829</b>	<b>3,218</b>	<b>136</b>	<b>7.9%</b>	<b>32</b>	<b>424</b>	<b>187</b>	<b>5.8%</b>	<b>5.8%</b>	<b>-312</b>	<b>-237</b>	<b>1.8%</b>	<b>3.2%</b>	

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

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	0	4.3%	0	4.3%	Serious efforts will be made to alter this result - however it is not anticipated through the hiring process that this will be the point of major impact. as the Company is not anticipating growth it is un
03 Professionals	0	3.8%	0	3.8%	It was identified throughout this process better communications on the purpose of collecting this information and having it accurately reflect our
04 Semi-Professionals & Tech	0	4.6%	0	4.6%	demographics. A review of our payroll system shows an automatic default to male should the field not be marked. This has since been corrected.
05 Supervisors	12	13.9%	11	13.9%	G4S has plans to reissue the Equity Questionnaire to ensure accuracy of the information within the data base.
06 Supervisors: Crafts & Trades	0	0.0%	0	0.0%	Please note that as a Security Provider that we are subject to the Building Services Act in Ontario. This limits our ability to hire as the
07 Administrative & Sr Clerical	0	3.4%	0	3.4%	Company must assume the employees from the previous provider or transfer current employees to the new provider. Approx. 52% of the
08 Skilled Sales & Service	0	0.0%	0	0.0%	employee population for the Company resides in Ontario. This has a major impact on our ability to influence the recruitment. As a result the
09 Skilled Crafts & Trades	0	0.0%	0	0.0%	Turnover Rate is really not reflective of that to which we have influence over. It is also estimated that the Company will be reduced in size due to supply and demand.
10 Clerical Personnel	0	7.0%	0	7.0%	
11 Intermediate Sales & Service	169	5.6%	114	5.6%	Anticipate further reductions / Freeze on hiring for next two years
12 Semi-Skilled Manual	0	0.0%	0	0.0%	See above comments
13 Other Sales & Service	0	0.0%	0	0.0%	
14 Other Manual Workers	0	0.0%	0	0.0%	This is a new vertical for the Company. It is anticipated to have growth. Strong focus will placed in this area
<b>Total</b>	<b>181</b>	<b>5.8%</b>	<b>125</b>	<b>5.8%</b>	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**G4S Secure Solutions (Canada) Ltd**

[Date: 2018-02-06]

**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																		
	All Employees								Members of Visible Minorities											3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years												
	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	From - To																									
	YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years		YYYY - YYYY																									
	2014-12-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2014-12-01	Annually	Over 3 Years	2017	2020																										
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%																				
01	Senior Managers	4	7.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	10.1%	10.1%	0	0	0.0%	0.0%																		
02	Middle & Other Managers	66	35.4%	2.0%	4	45.2%	3.0%	6	10	3	3.0%	0	8	2	15.0%	15.0%	-7	-6	4.5%	7.1%																		
03	Professionals	39	1.7%	0.0%	0	72.5%	2.0%	2	2	9	2.0%	1	-1	0	18.6%	18.6%	2	1	23.1%	20.5%																		
04	Semi-Professionals & Tech	5	0.0%	10.0%	2	200.0%	30.0%	5	7	1	30.0%	1	1	1	13.9%	13.9%	0	0	20.0%	14.3%																		
05	Supervisors	192	33.7%	0.0%	0	64.5%	2.0%	12	12	36	2.0%	2	21	3	28.8%	28.8%	-19	-18	18.8%	19.3%																		
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%																		
07	Administrative & Sr Clerical	29	58.7%	0.0%	0	59.3%	5.0%	4	4	4	5.0%	1	4	1	23.0%	23.0%	-3	-3	13.8%	13.8%																		
08	Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%																		
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%																		
10	Clerical Personnel	38	15.8%	0.0%	0	74.2%	5.0%	6	6	6	5.0%	1	8	2	33.1%	33.1%	-7	-6	15.8%	18.4%																		
11	Intermediate Sales & Service	7,343	-3.0%	2.0%	441	84.1%	32.0%	7,049	7,490	1,901	32.0%	1,825	2,321	2,307	30.8%	30.8%	-361	-14	25.9%	30.6%																		
12	Semi-Skilled Manual	0	0.0%	2.0%	0	44.4%	30.0%	0	0	0	30.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%																		
13	Other Sales & Service	0	0.0%	0.0%	0	125.0%	2.0%	0	0	0	2.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%																		
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%																		
Total		7,716	-0.7%	6.0%	1,389	82.3%	7.9%	1,829	3,218	1,960	7.9%	465	1,282	981	30.5%	30.5%	-393	-301	25.4%	27.2%																		

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments	
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01	Senior Managers	0	10.1%	0	10.1%	Serious efforts will be made to alter this result - however it is not anticipated through the hiring process that this will be the point of major impact as the Company is not anticipating growth it is unli
02	Middle & Other Managers	0	15.0%	0	15.0%	It was identified throughout this process better communications on the purpose of collecting this information and having it accurately reflect our
03	Professionals	0	18.6%	0	18.6%	demographics. A review of our payroll system shows an automatic default to male should the field not be marked. This has since been corrected.
04	Semi-Professionals & Tech	0	13.9%	0	13.9%	G4S has plans to reissue the Equity Questionnaire to ensure accuracy of the information within the data base.
05	Supervisors	11	28.8%	8	28.8%	Please note that as a Security Provider that we are subject to the Building Services Act in Ontario. This limits our ability to hire as the
06	Supervisors: Crafts & Trades	0	0.0%	0	0.0%	Company must assume the employees from the previous provider or transfer current employees to the new provider. Approx. 52% of the
07	Administrative & Sr Clerical	2	23.0%	1	23.0%	employee population for the Company resides in Ontario. This has a major impact on our ability to influence the recruitment. As a result the
08	Skilled Sales & Service	0	0.0%	0	0.0%	Turnover Rate is really not reflective of that to which we have influence over. It is also estimated that the Company will be reduced in size due to supply and demand.
09	Skilled Crafts & Trades	0	0.0%	0	0.0%	
10	Clerical Personnel	4	33.1%	3	33.1%	Anticipate further reductions / Freeze on hiring for next two years
11	Intermediate Sales & Service	216	30.8%	145	30.8%	See above comments
12	Semi-Skilled Manual	0	0.0%	0	0.0%	
13	Other Sales & Service	0	0.0%	0	0.0%	This is a new vertical for the Company. It is anticipated to have growth. Strong focus will placed in this area
14	Other Manual Workers	0	0.0%	0	0.0%	
Total		233	30.5%	157	30.5%	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**G4S Secure Solutions (Canada) Ltd**

[Date: 2018-02-06]

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																		
		All Employees								Women										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	YYYY - YYYY					
		2017-07-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-07-10	Annually	Over 3 Years	2017	2020							
#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%			
01	Senior Managers	5	7.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	27.4%	27.4%	-1	-1	0.0%	0.0%
02	Middle & Other Managers	164	35.4%	0.0%	0	45.2%	12.0%	59	59	57	12.0%	21	28	23	38.9%	38.9%	-7	-5	34.8%	36.0%
03	Professionals	41	1.7%	0.0%	0	72.5%	8.0%	10	10	13	8.0%	3	8	4	44.0%	44.4%	-5	-4	31.7%	34.1%
04	Semi-Professionals & Tech	0	0.0%	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
05	Supervisors	459	33.7%	0.0%	0	64.5%	32.0%	441	441	84	32.0%	81	269	221	50.0%	59.2%	-188	-48	18.3%	48.8%
06	Supervisors: Crafts & Trades	6	0.0%	0.0%	0	0.0%	0.0%	0	0	3	0.0%	0	-2	0	12.9%	2	2	50.0%	50.0%	
07	Administrative & Sr Clerical	116	58.7%	0.0%	0	59.3%	32.0%	111	111	31	32.0%	30	98	56	50.0%	85.0%	-68	-42	26.7%	49.1%
08	Skilled Sales & Service	3	0.0%	0.0%	0	0.0%	44.0%	4	4	2	44.0%	3	2	0	28.7%	1	-2	66.7%	-33.3%	
09	Skilled Crafts & Trades	0	0.0%	2.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
10	Clerical Personnel	59	15.8%	0.0%	0	74.2%	33.0%	58	58	33	33.0%	33	41	0	70.1%	-8	-41	55.9%	0.0%	
11	Intermediate Sales & Service	6,693	-3.0%	2.0%	402	84.1%	47.0%	9,437	9,839	1,133	47.0%	1,598	4,169	4,920	50.0%	52.2%	-2,361	751	16.9%	62.8%
12	Semi-Skilled Manual	9	0.0%	0.0%	0	44.4%	44.0%	12	12	1	44.0%	1	2	2	18.9%	18.9%	-1	0	11.1%	22.2%
13	Other Sales & Service	8	0.0%	0.0%	0	125.0%	100.0%	24	24	1	100.0%	3	7	12	50.0%	65.3%	-4	5	12.5%	125.0%
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
<b>Total</b>		<b>7,563</b>	<b>-0.7%</b>	<b>2.0%</b>	<b>454</b>	<b>82.3%</b>	<b>16.6%</b>	<b>3,760</b>	<b>4,214</b>	<b>1,358</b>	<b>16.6%</b>	<b>675</b>	<b>3,558</b>	<b>2,229</b>	<b>52.9%</b>	<b>52.9%</b>	<b>-2,643</b>	<b>-1,329</b>	<b>18.0%</b>	<b>36.3%</b>

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

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

**Table 10: Women**

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	27.4%	27.4%	Serious efforts will be made to alter this result - however it is not anticipated through the hiring process that this will be the point of major impact as the Company is not anticipating growth it is un
02 Middle & Other Managers	38.9%	38.9%	It was identified throughout this process better communications on the purpose of collecting this information and having it accurately reflect our
03 Professionals	44.0%	44.0%	demographics. A review of our payroll system shows an automatic default to male should the field not be marked. This has since been corrected.
04 Semi-Professionals & Tech			G4S has plans to reissue the Equity Questionnaire to ensure accuracy of the information within the data base.
05 Supervisors	50.0%	50.0%	Please note that as a Security Provider that we are subject to the Building Services Act in Ontario. This limits our ability to hire as the
06 Supervisors: Crafts & Trades			Company must assume the employees from the previous provider or transfer current employees to the new provider. Approx. 52% of the
07 Administrative & Sr Clerical	50.0%	50.0%	employee population for the Company resides in Ontario. This has a major impact on our ability to influence the recruitment. As a result the
08 Skilled Sales & Service			Turnover Rate is really not reflective of that to which we have influence over. It is also estimated that the Company will be reduced in size due to supply and demand.
09 Skilled Crafts & Trades			
10 Clerical Personnel			Anticipate further reductions / Freeze on hiring for next two years
11 Intermediate Sales & Service	50.0%	50.0%	See above comments
12 Semi-Skilled Manual	18.9%	18.9%	
13 Other Sales & Service	50.0%	50.0%	This is a new vertical for the Company. It is anticipated to have growth. Strong focus will placed in this area
14 Other Manual Workers			
<b>Total</b>	<b>52.9%</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**G4S Secure Solutions (Canada) Ltd**

[Date: 2018-02-06]

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						
	2017-07-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-07-10	Annually	Over 3 Years	2017	2020								
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01 Senior Managers	5	7.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	164	35.4%	0.0%	0	45.2%	12.0%	59	59	1	12.0%	0	3	1	2.2%	2.2%	-3	-2	0.6%	1.2%	
03 Professionals	41	1.7%	0.0%	0	72.5%	8.0%	10	10	0	8.0%	0	1	0	1.7%	1.7%	-1	-1	0.0%	0.0%	
04 Semi-Professionals & Tech	0	0.0%	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
05 Supervisors	459	33.7%	0.0%	0	64.5%	32.0%	441	441	1	32.0%	1	17	17	3.8%	3.8%	-16	0	0.2%	3.7%	
06 Supervisors: Crafts & Trades	6	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	116	58.7%	0.0%	0	59.3%	32.0%	111	111	0	32.0%	0	4	4	3.5%	3.5%	-4	0	0.0%	3.4%	
08 Skilled Sales & Service	3	0.0%	0.0%	0	0.0%	44.0%	4	4	0	44.0%	0	0	0	1.0%	0	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%	2.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	4.3%	0	0	0	0.0%	0.0%	
10 Clerical Personnel	59	15.8%	0.0%	0	74.2%	33.0%	58	58	0	33.0%	0	0	0	4.0%	0	-2	0	0.0%	0.0%	
11 Intermediate Sales & Service	6,693	-3.0%	0.0%	0	84.1%	47.0%	9,437	9,437	40	47.0%	56	284	406	4.3%	4.0%	-228	122	0.6%	5.8%	
12 Semi-Skilled Manual	9	0.0%	0.0%	0	44.4%	44.0%	12	12	0	44.0%	0	0	0	3.8%	0	0	0	0.0%	0.0%	
13 Other Sales & Service	8	0.0%	0.0%	0	125.0%	100.0%	24	24	0	100.0%	0	0	0	4.7%	0	0	0	0.0%	0.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	
<b>Total</b>	<b>7,563</b>	<b>-0.7%</b>	<b>2.0%</b>	<b>454</b>	<b>82.3%</b>	<b>16.6%</b>	<b>3,766</b>	<b>4,220</b>	<b>42</b>	<b>16.6%</b>	<b>21</b>	<b>292</b>	<b>177</b>	<b>4.2%</b>	<b>3.9%</b>	<b>-253</b>	<b>-115</b>	<b>0.6%</b>	<b>2.5%</b>	

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers			Serious efforts will be made to alter this result - however it is not anticipated through the hiring process that this will be the point of major impact as the Company is not anticipating growth it is un... It was identified throughout this process better communications on the purpose of collecting this information and having it accurately reflect our demographics. A review of our payroll system shows an automatic default to male should the field not be marked. This has since been corrected. G4S has plans to reissue the Equity Questionnaire to ensure accuracy of the information within the data base. Please note that as a Security Provider that we are subject to the Building Services Act in Ontario. This limits our ability to hire as the Company must assume the employees from the previous provider or transfer current employees to the new provider. Approx. 52% of the employee population for the Company resides in Ontario. This has a major impact on our ability to influence the recruitment. As a result the Turnover Rate is really not reflective of that to which we have influence over. It is also estimated that the Company will be reduced in size due to supply and demand. Anticipate further reductions / Freeze on hiring for next two years See above comments
02 Middle & Other Managers	2.2%	2.2%	
03 Professionals	1.7%	1.7%	
04 Semi-Professionals & Tech			
05 Supervisors	3.8%	3.8%	
06 Supervisors: Crafts & Trades			
07 Administrative & Sr Clerical	3.5%	3.5%	
08 Skilled Sales & Service			
09 Skilled Crafts & Trades			
10 Clerical Personnel			
11 Intermediate Sales & Service	4.3%	4.3%	
12 Semi-Skilled Manual			
13 Other Sales & Service			
14 Other Manual Workers			
<b>Total</b>	<b>4.2%</b>		



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**G4S Secure Solutions (Canada) Ltd**

[Date: 2018-02-06]

003690

**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 (EEOG)	All Employees										Subsequent/Current Short-term Goals									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	YYYY - YYYY						2017
	2017-07-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-07-10	Annually	Over 3 Years	2017	2020	%	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	169	21.6%	0.0%	0	22.6%	12.0%	61	61	0	12.0%	0	7	3	4.3%	4.3%	-7	-4	0.0%	1.8%	
03 Professionals	41	1.7%	0.0%	0	72.5%	8.0%	10	10	0	8.0%	0	2	0	3.8%	3.8%	-2	-2	0.0%	0.0%	
04 Semi-Professionals & Tech	0	0.0%	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
05 Supervisors	459	33.7%	0.0%	0	64.5%	32.0%	441	441	1	32.0%	1	64	61	13.9%	13.9%	-63	-3	0.2%	13.3%	
06 Supervisors: Crafts & Trades	6	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	7.8%	7.8%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	116	58.7%	0.0%	0	59.3%	32.0%	111	111	0	32.0%	0	4	4	3.4%	3.4%	-4	0	0.0%	3.4%	
08 Skilled Sales & Service	3	0.0%	0.0%	0	0.0%	44.0%	4	4	0	44.0%	0	0	0	3.5%	3.5%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%	2.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
10 Clerical Personnel	59	15.8%	0.0%	0	74.2%	33.0%	58	58	0	33.0%	0	4	4	7.0%	7.0%	-4	0	0.0%	6.8%	
11 Intermediate Sales & Service	6,693	-3.0%	0.0%	0	84.1%	47.0%	9,437	9,437	26	47.0%	37	386	528	5.6%	5.6%	-349	142	0.4%	7.7%	
12 Semi-Skilled Manual	9	0.0%	0.0%	0	44.4%	44.0%	12	12	0	44.0%	0	0	0	4.8%	4.8%	0	0	0.0%	0.0%	
13 Other Sales & Service	8	0.0%	0.0%	0	125.0%	100.0%	24	24	0	100.0%	0	1	2	6.3%	6.3%	-1	1	0.0%	25.0%	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
<b>Total</b>	<b>7,563</b>	<b>-0.7%</b>	<b>2.0%</b>	<b>454</b>	<b>82.3%</b>	<b>16.6%</b>	<b>3,766</b>	<b>4,220</b>	<b>27</b>	<b>16.6%</b>	<b>13</b>	<b>467</b>	<b>253</b>	<b>6.0%</b>	<b>6.0%</b>	<b>-427</b>	<b>-214</b>	<b>0.4%</b>	<b>3.3%</b>	

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		4.3%		4.3%	Serious efforts will be made to alter this result - however it is not anticipated through the hiring process that this will be the point of major impact. as the Company is not anticipating growth it is un
03 Professionals		3.8%		3.8%	It was identified throughout this process better communications on the purpose of collecting this information and having it accurately reflect our
04 Semi-Professionals & Tech					demographics. A review of our payroll system shows an automatic default to male should the field not be marked. This has since been corrected.
05 Supervisors		13.9%		13.9%	G4S has plans to reissue the Equity Questionnaire to ensure accuracy of the information within the data base.
06 Supervisors: Crafts & Trades					Please note that as a Security Provider that we are subject to the Building Services Act in Ontario. This limits our ability to hire as the
07 Administrative & Sr Clerical		3.4%		3.4%	Company must assume the employees from the previous provider or transfer current employees to the new provider. Approx. 52% of the
08 Skilled Sales & Service					employee population for the Company resides in Ontario. This has a major impact on our ability to influence the recruitment. As a result the
09 Skilled Crafts & Trades					Turnover Rate is really not reflective of that to which we have influence over. It is also estimated that the Company will be reduced in size due to supply and demand.
10 Clerical Personnel		7.0%		7.0%	G4S has been recognized under the AODA for the support and removal of barriers. We have partnered with organizations to promote persons with disabilities.
11 Intermediate Sales & Service		5.6%		5.6%	However, we need to work internally to ensure individuals are comfortable "declaring" the disability in support of the "Equity Program"
12 Semi-Skilled Manual					See above comments
13 Other Sales & Service		6.3%		6.3%	
14 Other Manual Workers					
<b>Total</b>		<b>6.0%</b>			

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**G4S Secure Solutions (Canada) Ltd**

[Date: 2018-02-06]

**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)	Subsequent/Current Short-term Goals																		
	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2017-07-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-07-10	Annually	Over 3 Years	2017	2020	%	%	%	%	%	%	
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	5	7.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	164	35.4%	0.0%	0	45.2%	12.0%	59	59	17	12.0%	6	14	9	15.0%	15.0%	-8	-5	10.4%	12.2%
03 Professionals	41	1.7%	0.0%	0	72.5%	8.0%	10	10	1	8.0%	0	8	2	21.3%	21.3%	-8	-6	2.4%	7.3%
04 Semi-Professionals & Tech	0	0.0%	0.0%	0	200.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
05 Supervisors	459	33.7%	0.0%	0	64.5%	32.0%	441	441	28	32.0%	27	55	54	12.2%	12.2%	-28	-1	6.1%	12.0%
06 Supervisors: Crafts & Trades	6	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	116	58.7%	0.0%	0	59.3%	32.0%	111	111	23	32.0%	22	9	0	8.8%	8.8%	13	-9	19.8%	0.9%
08 Skilled Sales & Service	3	0.0%	0.0%	0	0.0%	44.0%	4	4	0	44.0%	0	1	1	20.8%	20.8%	-1	0	0.0%	33.3%
09 Skilled Crafts & Trades	0	0.0%	2.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
10 Clerical Personnel	59	15.8%	0.0%	0	74.2%	33.0%	58	58	8	33.0%	8	5	0	8.9%	8.9%	3	-5	13.6%	0.0%
11 Intermediate Sales & Service	6,693	-3.0%	0.0%	0	84.1%	47.0%	9,437	9,437	964	47.0%	1,359	1,312	0	13.7%	13.7%	47	-1,312	14.4%	-5.9%
12 Semi-Skilled Manual	9	0.0%	0.0%	0	44.4%	44.0%	12	12	0	44.0%	0	0	0	3.1%	3.1%	0	0	0.0%	0.0%
13 Other Sales & Service	8	0.0%	0.0%	0	125.0%	100.0%	24	24	0	100.0%	0	0	0	3.7%	3.7%	0	0	0.0%	0.0%
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
<b>Total</b>	<b>7,563</b>	<b>-0.7%</b>	<b>2.0%</b>	<b>454</b>	<b>82.3%</b>	<b>16.6%</b>	<b>3,766</b>	<b>4,220</b>	<b>1,041</b>	<b>16.6%</b>	<b>518</b>	<b>559</b>	<b>570</b>	<b>13.5%</b>	<b>13.5%</b>	<b>20</b>	<b>11</b>	<b>13.8%</b>	<b>13.6%</b>

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

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		10.1%		10.1%	Serious efforts will be made to alter this result - however it is not anticipated through the hiring process that this will be the point of major impact as the Company is not anticipating growth it is un... It was identified throughout this process better communications on the purpose of collecting this information and having it accurately reflect our demographics. A review of our payroll system shows an automatic default to male should the field not be marked. This has since been corrected. G4S has plans to reissue the Equity Questionnaire to ensure accuracy of the information within the data base. Please note that as a Security Provider that we are subject to the Building Services Act in Ontario. This limits our ability to hire as the Company must assume the employees from the previous provider or transfer current employees to the new provider. Approx. 52% of the employee population for the Company resides in Ontario. This has a major impact on our ability to influence the recruitment. As a result the Turnover Rate is really not reflective of that to which we have influence over. It is also estimated that the Company will be reduced in size due to supply and demand. G4S has been recognized under the AODA for the support and removal of barriers. We have partnered with organizations to promote persons with disabilities. However, we need to work internally to ensure individuals are comfortable "declaring" the disability in support of the "Equity Program" See above comments ** G4S has a high portion of "Visible Minorities" results currently shown are do to system default and lack of individual understanding. Due to "culture" misunderstanding - individuals are checking male vs. minority. This has been confirmed through a review of picture on permit and what has been indicated on their Equity Questionnaire. Further education is required
02 Middle & Other Managers		15.0%		15.0%	
03 Professionals		21.3%		21.3%	
04 Semi-Professionals & Tech					
05 Supervisors		12.2%		12.2%	
06 Supervisors: Crafts & Trades					
07 Administrative & Sr Clerical					
08 Skilled Sales & Service		20.8%		20.8%	
09 Skilled Crafts & Trades					
10 Clerical Personnel					
11 Intermediate Sales & Service					
12 Semi-Skilled Manual					
13 Other Sales & Service					
14 Other Manual Workers					
<b>Total</b>		<b>13.5%</b>		<b>0.0%</b>	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women										
			Representation	Availability	Gap		EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected	Difference							
#	#	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2014	4	0	0.0	27.4	1	-1	0.0																	
	2017	5	0	0.0	27.4	1	-1	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	2014	66	15	22.7	38.9	26	-11	58.4																	
	2017	164	57	34.8	38.9	64	-7	89.3	56	22	39.3	22	0	0	0	0.0	0	0	0	52	18	34.6	12	6	
03 Professionals	2014	39	19	48.7	57.0	22	-3	85.5																	
	2017	41	13	31.7	44.4	18	-5	71.4	32	9	28.1	14	-5	0	0	0.0	0	0	0	29	14	48.3	14	0	
04 Semi-Professionals & Technicians	2014	5	3	60.0	25.5	1	2	235.3																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	5	2	40.0	3	-1	
05 Supervisors	2014	192	53	27.6	56.1	108	-55	49.2																	
	2017	459	84	18.3	59.2	272	-188	30.9	65	18	27.7	38	-20	0	0	0.0	0	0	0	210	54	25.7	58	-4	
06 Supervisors: Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	6	3	50.0	12.9	1	2	387.6	6	3	50.0	1	2	0	0	0.0	0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			All Employees	Women			All Employees	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	2017	0	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			27.4%	0.0			0.3	0.0		
02 Middle & Other Managers	2017	4	4	100.0	6	66.7	0.0%	0.0	5	80.0	0.0	0.0		
	2020	4	4	100.0			38.9%	257.1			0.4	25706.9		
03 Professionals	2017	3	-5	-166.7	2	-250.0	0.0%	0.0	1	-500.0	0.0	0.0		
	2020	3	-5	-166.7			44.0%	0.0			0.4	-37878.8		
04 Semi-Professionals & Technicians	2017	-5	-2	40.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	-5	-2	40.0			0.0%	0.0			0.0	0.0		
05 Supervisors	2017	-145	-36	24.8	33	-109.1	0.0%	0.0	22	-163.6	0.0	0.0		
	2020	-145	-36	24.8			50.0%	49.7			0.5	4965.5		
06 Supervisors: Crafts & Trades	2017	6	3	50.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	6	3	50.0			0.0%	0.0			0.0	0.0		



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap		EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected	Difference		
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2014	29	23	79.3	81.7	24	-1	97.1																
	2017	116	31	26.7	85.0	99	-68	31.4	45	10	22.2	38	-28	0	0	0.0	0	0	0	43	21	48.8	34	-13
08 Skilled Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0																
	2017	3	2	66.7	28.7	1	1	232.3	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2014	38	30	78.9	68.5	26	4	115.3																
	2017	59	33	55.9	70.1	41	-8	79.8	21	6	28.6	15	-9	0	0	0.0	0	0	0	36	27	75.0	28	-1
11 Intermediate Sales & Service Personnel	2014	7,343	1,615	22.0	65.8	4,832	-3,217	33.4																
	2017	6,693	1,133	16.9	52.2	3,494	-2,361	32.4	2,525	472	18.7	1,318	-846	0	0	0.0	0	0	0	5,903	1,392	23.6	1,298	94
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																
	2017	9	1	11.1	18.9	2	-1	58.8	5	1	20.0	1	0	0	0	0.0	0	0	0	2	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Women			All Employees	Women			All Employees	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	2017	2	-11	-550.0	1	-1100.0	0.0%	0.0			1	-1100.0	0.0	0.0	
	2020	2	-11	-550.0			50.0%	-1100.0					0.5	#####	
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0%	0.0			0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0%	0.0					0.0	0.0	
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0%	0.0			0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0%	0.0					0.0	0.0	
10 Clerical Personnel	2017	-15	-21	140.0	0	0.0	0.0%	0.0			0	0.0	0.0	0.0	
	2020	-15	-21	140.0			0.0%	0.0					0.0	0.0	
11 Intermediate Sales & Service Personnel	2017	-3,378	-920	27.2	1,930	-47.7	0.0%	0.0	1,287	-71.5	0.0	0.0	0.0	0.0	
	2020	-3,378	-920	27.2			50.0%	54.5					0.5	5447.0	
12 Semi-Skilled Manual Workers	2017	3	1	33.3	0	0.0	0.0%	0.0			0	0.0	0.0	0.0	
	2020	3	1	33.3			18.9%	176.4					0.2	17636.7	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

003664

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0																
	2017	8	1	12.5	65.3	5	-4	19.1	13	2	15.4	8	-6	0	0	0.0	0	0	0	5	1	20.0	0	1
14 Other Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2014	7,716	1,758	22.8	65.3	5,039	-3,281	34.9																
	2017	7,563	1,358	18.0	52.9	4,001	-2,643	33.9	2,768	543	19.6	1,464	-921	0	0	0.0	0	0	0	6,285	1,529	24.3	1,432	97

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2017	8	1	12.5	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	8	1	12.5			50.0%	25.0			0.5	2500.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0%	0.0			0.0	0.0		
Total	2017	-3,517	-986	28.0	1,972	-50.0	0.0%	0.0	1,316	-74.9	0.0	0.0		
	2020	-3,517	-986	28.0			52.9%	53.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

003665

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D × 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	
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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			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2014	4	0	0.0	2.9	0	0	0.0																
	2017	5	0	0.0	2.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2014	66	0	0.0	2.2	1	-1	0.0																
	2017	164	1	0.6	2.2	4	-3	27.7	56	0	0.0	1	-1	0	0	0.0	0	0	0	52	0	0.0	0	0
03 Professionals	2014	39	0	0.0	2.2	1	-1	0.0																
	2017	41	0	0.0	1.7	1	-1	0.0	32	0	0.0	1	-1	0	0	0.0	0	0	0	29	0	0.0	0	0
04 Semi-Professionals & Technicians	2014	5	0	0.0	3.3	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0
05 Supervisors	2014	192	6	3.1	3.8	7	-1	82.2																
	2017	459	1	0.2	3.8	17	-16	5.7	65	0	0.0	2	-2	0	0	0.0	0	0	0	210	5	2.4	7	-2
06 Supervisors: Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0																
	2017	6	0	0.0	0.0	0	0	0.0	6	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
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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	
#	#	#	%	#	%	%	#	%	%	#	%			
01 Senior Managers	2017	0	0	0.0	0	0.0	0.0%	0.0	0.0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0%	0.0		0.0	0.0	0.0		
02 Middle & Other Managers	2017	4	0	0.0	0	0.0	0.0%	0.0	0.0	0.0	0.0	0.0		
	2020	4	0	0.0			2.2%	0.0		0.0	0.0	0.0		
03 Professionals	2017	3	0	0.0	0	0.0	0.0%	0.0	0.0	0.0	0.0	0.0		
	2020	3	0	0.0			1.7%	0.0		0.0	0.0	0.0		
04 Semi-Professionals & Technicians	2017	-5	0	0.0	0	0.0	0.0%	0.0	0.0	0.0	0.0	0.0		
	2020	-5	0	0.0			0.0%	0.0		0.0	0.0	0.0		
05 Supervisors	2017	-145	-5	3.4	1	-500.0	0.0%	0.0	1	-500.0	0.0	0.0		
	2020	-145	-5	3.4			3.8%	90.7			0.0	9074.4		
06 Supervisors: Crafts & Trades	2017	6	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	6	0	0.0			0.0%	0.0		0.0	0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

003690

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2014	29	0	0.0	1.8	1	-1	0.0																
	2017	116	0	0.0	3.5	4	-4	0.0	45	1	2.2	2	-1	0	0	0.0	0	0	0	43	1	2.3	0	1
08 Skilled Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0																
	2017	3	0	0.0	1.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	4.3	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2014	38	3	7.9	2.6	1	2	303.6																
	2017	59	0	0.0	4.0	2	-2	0.0	21	0	0.0	1	-1	0	0	0.0	0	0	0	36	2	5.6	3	-1
11 Intermediate Sales & Service Personnel	2014	7,343	133	1.8	2.6	191	-58	69.7																
	2017	6,693	40	0.6	4.0	268	-228	14.9	2,525	19	0.8	101	-82	0	0	0.0	0	0	0	5,903	93	1.6	107	-14
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																
	2017	9	0	0.0	3.8	0	0	0.0	5	0	0.0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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	2017	2	0	0.0	0	0.0	0.0%	0.0	0.0	0.0	0.0	0.0		
	2020	2	0	0.0			3.5%	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0%	0.0	0.0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0%	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0%	0.0	0.0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0%	0.0			0.0	0.0		
10 Clerical Personnel	2017	-15	-2	13.3	0	0.0	0.0%	0.0	0.0	0.0	0.0	0.0		
	2020	-15	-2	13.3			0.0%	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	-3,378	-74	2.2	35	-211.4	0.0%	0.0	23	-321.7	0.0	0.0		
	2020	-3,378	-74	2.2			4.3%	50.9			0.0	5094.5		
12 Semi-Skilled Manual Workers	2017	3	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	3	0	0.0			0.0%	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

003667

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis							Flow Data Analysis																
		Workforce							Hires				Promotions				Terminations								
		All Employees	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	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	8	0	0.0	4.7	0	0	0.0	13	0	0.0	1	-1	0	0	0.0	0	0	0	5	0	0.0	0	0	
14 Other Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
Total	2014	7,716	142	1.8	2.6	201	-59	70.8																	
	2017	7,563	42	0.6	3.9	295	-253	14.2	2,768	20	0.7	108	-88	0	0	0.0	0	0	0	6,285	101	1.6	116	-15	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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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		
#	#	#	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	2017	8	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0	
	2020	8	0	0.0			0.0%	0.0			0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0%	0.0			0.0	0.0	
Total	2017	-3,517	-81	2.3	36	-225.0	0.0%	0.0	24	-337.5	0.0	0.0	
	2020	-3,517	-81	2.3			4.2%	54.8			0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

803690

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 & 02 Managers	2014	70	1	1.4	4.5	3	-2	33.2																
	2017	169	0	0.0	4.3	7	-7	0.0	56	0	0.0	2	-2	0	0	0.0	0	0	0	52	1	1.9	1	0
03 Professionals	2014	39	0	0.0	3.8	1	-1	0.0																
	2017	41	0	0.0	3.8	2	-2	0.0	32	0	0.0	1	-1	0	0	0.0	0	0	0	29	0	0.0	0	0
04 Semi-Professionals & Technicians	2014	5	0	0.0	4.6	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0
05 Supervisors	2014	192	4	2.1	13.9	27	-23	15.0																
	2017	459	1	0.2	13.9	64	-63	1.6	65	1	1.5	9	-8	0	0	0.0	0	0	0	210	4	1.9	4	0
06 Supervisors: Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0																
	2017	6	0	0.0	7.8	0	0	0.0	6	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2017	4	-1	-25.0	0	0.0	4.3%	-581.4	0	0.0	0.04	-58,139.5		
	2020	4	-1	-25.0			4.3%	-581.4			0.04	-58,139.5		
03 Professionals	2017	3	0	0.0	0	0.0	3.8%	0.0	0	0.0	0.04	0.0		
	2020	3	0	0.0			3.8%	0.0			0.04	0.0		
04 Semi-Professionals & Technicians	2017	-5	0	0.0	0	0.0	4.6%	0.0	0	0.0	0.05	0.0		
	2020	-5	0	0.0			0.0%	0.0			0.00	0.0		
05 Supervisors	2017	-145	-3	2.1	12	-25.0	13.9%	14.9	11	-27.3	0.14	1488.5		
	2020	-145	-3	2.1			13.9%	14.9			0.14	1488.5		
06 Supervisors: Crafts & Trades	2017	6	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.00	0.0		
	2020	6	0	0.0			0.0%	0.0			0.00	0.0		



**Federal Contractors Program Achievement Report**

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

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

6936300

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2014	29	0	0.0	3.4	1	-1	0.0															
	2017	116	0	0.0	3.4	4	-4	0.0	45	0	0.0	2	-2	0	0	0.0	0	0	0	43	0	0.0	0	0
08	Skilled Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0															
	2017	3	0	0.0	3.5	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	2014	0	0	0.0	0.0	0	0	0.0															
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2014	38	3	7.9	7.0	3	0	112.8															
	2017	59	0	0.0	7.0	4	-4	0.0	21	0	0.0	1	-1	0	0	0.0	0	0	0	36	2	5.6	3	-1
11	Intermediate Sales & Service Personnel	2014	7,343	128	1.7	5.6	411	-283	31.1															
	2017	6,693	26	0.4	5.6	375	-349	6.9	2,525	9	0.4	141	-132	0	0	0.0	0	0	0	5,903	81	1.4	103	-22
12	Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0															
	2017	9	0	0.0	4.8	0	0	0.0	5	0	0.0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	2017	2	0	0.0	0	0.0	3.4%	0.0	0	0.0	0.0	0.0	
	2020	2	0	0.0			3.4%	0.0			0.0	0.0		
08	Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0%	0.0			0.0	0.0		
09	Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0%	0.0			0.0	0.0		
10	Clerical Personnel	2017	-15	-2	13.3	0	0.0	7.0%	190.5	0	0.0	0.1	19047.6	
	2020	-15	-2	13.3			7.0%	190.5			0.1	19047.6		
11	Intermediate Sales & Service Personnel	2017	-3,378	-72	2.1	169	-42.6	5.6%	38.1	114	-63.2	0.1	3806.1	
	2020	-3,378	-72	2.1			5.6%	38.1			0.1	3806.1		
12	Semi-Skilled Manual Workers	2017	3	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0	
	2020	3	0	0.0			0.0%	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

003670

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

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	2014	0	0	0.0	0.0	0	0	0.0																
	2017	8	0	0.0	6.3	1	-1	0.0	13	0	0.0	1	-1	0	0	0.0	0	0	0	5	0	0.0	0	0
14 Other Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2014	7,716	136	1.8	5.8	448	-312	30.4																
	2017	7,563	27	0.4	6.0	454	-427	6.0	2,768	10	0.4	166	-156	0	0	0.0	0	0	0	6,285	88	1.4	111	-23

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div 1 \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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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	2017	8	0	0.0	0	0.0	0.0%	0.0	0.0	0.0	0.0	0.0		
	2020	8	0	0.0			6.3%	0.0			0.1	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0%	0.0	0.0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0%	0.0			0.0	0.0		
Total	2017	-3,517	-78	2.2	181	-43.1	5.8%	3823.8	125	-62.4	0.1	3823.8		
	2020	-3,517	-78	2.2			6.0%	3696.3			0.0	0.0		



**Federal Contractors Program Achievement Report**

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

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

003671

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		All Employees	Workforce							Hires			Promotions				Terminations							
			Visible Minorities							Visible Minorities			Visible Minorities				Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#		
01 Senior Managers	2014	4	0	0.0	10.1	0	0	0.0																
	2017	5	0	0.0	10.1	1	-1	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	2014	66	3	4.5	15.0	10	-7	30.3																
	2017	164	17	10.4	15.0	25	-8	69.1	56	10	17.9	8	2	0	0	0.0	0	0	0	52	5	9.6	2	3
03 Professionals	2014	39	9	23.1	18.6	7	2	124.1																
	2017	41	1	2.4	21.3	9	-8	11.5	32	0	0.0	7	-7	0	0	0.0	0	0	0	29	7	24.1	7	0
04 Semi-Professionals & Technicians	2014	5	1	20.0	13.9	1	0	143.9																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	5	1	20.0	1	0
05 Supervisors	2014	192	36	18.8	28.8	55	-19	65.1																
	2017	459	28	6.1	12.2	56	-28	50.0	65	10	15.4	8	2	0	0	0.0	0	0	0	210	34	16.2	39	-5
06 Supervisors: Crafts & Trades	2014	0	0	0.0	0.0	0	0	0.0																
	2017	6	0	0.0	0.0	0	0	0.0	6	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		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	2017	0	0	0.0	0	0.0	10.1%	0	0.0	0	0.0	0.1	0.0	
	2020	0	0	0.0			10.1%	0	0.0			0.1	0.0	
02 Middle & Other Managers	2017	4	5	125.0	0	0.0	15.0%	833.3	0	0.0	0.2	83,333.3		
	2020	4	5	125.0			15.0%	833.3			0.2	83333.3		
03 Professionals	2017	3	-7	-233.3	0	0.0	18.6%	-1,254.5	0	0.0	0.2	-125,448.0		
	2020	3	-7	-233.3			21.3%	-1095.5			0.2	-109546.2		
04 Semi-Professionals & Technicians	2017	-5	-1	20.0	0	0.0	13.9%	143.9	0	0.0	0.1	14388.5		
	2020	-5	-1	20.0			0.0%	0.0			0.0	0.0		
05 Supervisors	2017	-145	-24	16.6	11	-218.2	28.8%	57.5	8	-300.0	0.3	5747.1		
	2020	-145	-24	16.6			12.2%	135.7			0.1	13567.0		
06 Supervisors: Crafts & Trades	2017	6	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	6	0	0.0			0.0%	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#					
07 Administrative & Senior Clerical	2014	29	4	13.8	23.0	7	-3	60.0																	
	2017	116	23	19.8	8.8	10	13	225.3	45	11	24.4	4	7	0	0	0.0	0	0	0	43	8	18.6	6	2	
08 Skilled Sales & Service Personnel	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	3	0	0.0	20.8	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	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2014	38	6	15.8	33.1	13	-7	47.7																	
	2017	59	8	13.6	8.9	5	3	152.4	21	3	14.3	2	1	0	0	0.0	0	0	0	36	10	27.8	6	4	
11 Intermediate Sales & Service Personnel	2014	7,343	1,901	25.9	30.8	2,262	-361	84.1																	
	2017	6,693	964	14.4	13.7	917	47	105.1	2,525	524	20.8	346	178	0	0	0.0	0	0	0	5,903	1,445	24.5	1,528	-83	
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	9	0	0.0	3.1	0	0	0.0	5	0	0.0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Goal	Visible Minorities			Goal	Visible Minorities			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	#	%	%		
07 Administrative & Senior Clerical	2017	2	3	150.0	2	150.0	23.0%	652.2	1	300.0	0.2	65217.4		
	2020	2	3	150.0			0.0%	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			20.8%	0.0			0.2	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0%	0.0			0.0	0.0		
10 Clerical Personnel	2017	-15	-7	46.7	4	-175.0	33.1%	141.0	3	-233.3	0.3	14098.7		
	2020	-15	-7	46.7			0.0%	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2017	-3,378	-921	27.3	216	-426.4	30.8%	88.5	145	-635.2	0.3	8852.2		
	2020	-3,378	-921	27.3			0.0%	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2017	3	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	3	0	0.0			0.0%	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**G4S Secure Solutions (Canada) Ltd**

**[Date: 2018-02-06]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	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	2014	0	0	0.0	0.0	0	0	0.0																
	2017	8	0	0.0	3.7	0	0	0.0	13	0	0.0	0	0	0	0	0	0.0	0	0	5	0	0.0	0	0
14 Other Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2014	7,716	1,960	25.4	30.5	2,353	-393	83.3																
	2017	7,563	1,041	13.8	13.5	1,021	20	102.0	2,768	558	20.2	374	184	0	0	0.0	0	0	6,285	1,510	24.0	1,597	-87	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2017	8	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	8	0	0.0			0.0%	0.0			0.0	0.0		
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0%	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0%	0.0			0.0	0.0		
Total	2017	-3,517	-952	27.1	233	-408.6	30.5%	88.7	157	-606.4	0.3	8874.9		
	2020	-3,517	-952	27.1			13.5%	200.5			0.0	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>G4S Secure Solutions (Canada) Ltd</b>
<b>[Date: 2018-02-06]</b>

## Efforts

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

### Required measures:

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

### Other measures:

- Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
- Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- Communicated the goals to relevant managers as well as monitored and recorded the results.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
- Consulted employee/union representatives on communication and implementation of employment equity.
- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

Once every two years we also conduct an Employee Engagement Survey that includes focus on this. We have also incorporated into our induction program - several courses on Equity and Diversity in the Workplace - these are available on the University U - owned by G4S.

## 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.

Man Guarding continues to be a "high turnover" sector. The Building Services Act disallows providers the opportunity to conclude their own hiring. They must maintain the workforce and transfer all employees. New legislation under Bill 148 section 69.1 has expanded this requirement. Since G4S has over 53% of business in Ontario this is impactful. In addition due to Min. Wage increases - the industry is struggling to maintain hours with clients - we expect to be faced with having to make significant reductions - due to client withdrawing.

- Any reorganization or other corporate structural changes.

Restructuring of Non-Union group - started in 2015 and ended 2017 - a complete revamp of the organizational structure. Loss of positions - positions were not replaced - 107 positions not replaced. With the Building Services Act we have had limited ability to hire and had to transfer employees to new provider.

- Acquisitions, mergers or transfers of employees.

Building Services Act - Bill 148 - Section 69.1 - Ontario - 52% of employee population is assigned to Ontario.

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

NOC 11 has and will be effected by layoffs - due to client cancelling services in reaction to Bill 148 - Min. Wage Increase - will take time to stabilize. The Company restructured across Canada - reduced workforce significantly - mostly Non-Union Positions.

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

None

- Other.

New payroll system implemented in 2017. Ceridan was expired and moved to ADP. This report was concluded in the midst of the change over. Data was limited - errors were discovered. There are no means for the Company to provide a better data base - due to the expiry of the prior system. This was a significant undertaking by the Company.

## Additional Details

Please provide any additional information (optional):

Identified that there is a lack of understanding of the need to be accurate on the Questionnaire. Also with new system defaults have been set that would be incorrect. G4S will be re-issuing the Questionnaire with education to ensure that we are accurately reflecting the diversity of our workforce

Human Resources and Skills Development – Federal Contractors Program - Employment Equity Project Plan 2015-2018

	<b>Purpose: Compliance with FCP 2015-2017 Employment Equity Mandatory Steps</b>	<b>Supporting Elements - Process</b>	<b>Lead Owner</b>	<b>Deadline</b>	<b>Comments - Weekly Progress</b>
1	<b>Employment Equity Policy which includes all mandatory elements of the Act and Regulation. Communicate and publish policy.</b>	Completed, published on iQ	<b>Bev</b>	Jan/15 Completed	Mandatory element Shared On iQ
2	<b>Consult and collaborate with bargaining agents and employee representatives (non-union groups). This must be done by inviting them to give their views about:</b> <ul style="list-style-type: none"> <li>• <b>Ways they could aid the implementation of Employment Equity.</b></li> <li>• <b>Ways they could aid in communicating to employees regarding Employment equity.</b></li> <li>• <b>The preparation, implementation and revision of the Employment Equity Plan.</b> <ol style="list-style-type: none"> <li>I. List of unions – agents</li> <li>II. List of non-union groups and supervisors</li> <li>III. Letters of agreement- company/union</li> <li>IV. Union-management communication to employees</li> </ol> </li> </ul> <p>*The employer must consult and collaborate with unions and their delegates. Legislative Reference: EEA, Sec. 15, Sec 17</p>	Labour - Management Meetings  Produce a template letter for the Business Agents to revise. Distribute. Share this message in the National G4S newsletter  Have meetings with RVPs/VPs and GMs to share Employment Equity findings and get their perspectives for implementation of corrective actions to meet short-term and long-term goals.	<b>Tina</b>	Feb 27/15 June 30/15	Mandatory element. Discussions with union business agents are in progress.
3	<b>Establish an Employment Equity (EE) Committee</b> to share responsibility of delivering the communication, collecting the information and compiling the results. EE Committee will have responsibility to engage employees and staff to comply with the requirements of the EE plan - ensure the program is dynamic. The Committee should have representatives from designated groups and participation is voluntary.	Committee Representatives: <ul style="list-style-type: none"> <li>• Union/non-union</li> <li>• Volunteers</li> <li>• Human Resources</li> <li>• Operations Management</li> <li>• Aviation</li> <li>• Employees from different occupational groups and locations</li> </ul>	<b>Tina</b> Gord Bev Ludmila Kaurobi	Feb 27/15	Have had some volunteers through HR Branch meetings. Some discussion, no decision.
4	<b>2015 Continue to collect completed questionnaires from all new employees.</b> Input into employee roster - per branch using text file data spreadsheet with proper codes and headings.		<b>Lindsay</b> Bev	Monthly (on-going) May 30	Lindsay collects information from branches monthly. Data is stored in spreadsheet. Review master spreadsheet and prepare to submit to WEIMS in July or August. (Bev submits into Government WEIMS system)
5	<b>Determine gaps in representation:</b> <ol style="list-style-type: none"> <li>I. In WEIMS – Workplace Equity Information</li> </ol>	Compare - then look for barriers to designated groups.	<b>Bev</b>	Completed Jan 1/15	Done



## Human Resources and Skills Development – Federal Contractors Program - Employment Equity Project Plan 2015-2018

	<b>Purpose: Compliance with FCP 2015-2017 Employment Equity Mandatory Steps</b>	<b>Supporting Elements - Process</b>	<b>Lead Owner</b>	<b>Deadline</b>	<b>Comments - Weekly Progress</b>
	Management System – compare G4S' internal workforce data to external availability				
	II. Identify gaps in the representation of designated group members in specific occupational groups	Review current practices for posting vacancies	<b>Bev</b>	Jan 1/15 Completed	We have identified gaps in representation vs. availability in all designated groups. Gaps are identified by metropolitan area and by occupation. (Availability estimates are based on Census and Participation and Activities Limitation Survey. Canada Labour)
	III. Analyze the identified gaps using the three filter test to determine if they are significant enough to require further investigation in employment systems review.	Review G4S policies and procedures looking for any barriers to any of the designated groups.	<b>Bev Gord Tina</b>	Jun 30/15	Policy review in process. (Gord: Talent Management, Recruiting, Best People)
6	<b>Complete clustering analysis</b> that provides information on the concentration of designate group member in our workforce. (This is required for the end of 2015 with <b>annualized salaries for both hourly and salaried personnel</b> ).	Stacey to manage any data requirements pertaining to salaried employees. Hourly data from HRIS system	<b>Stacey</b>	Dec 31/15*	*date to be confirmed with Labour Canada
7	Complete a <b>flow data analysis</b> that provides information on the shares of hires, promotions, salary increases and terminations among designated group members.	Track new hires Track promotions (designated groups)	<b>Gord Stacey</b>	Dec 31/15*	*date to be confirmed with Labour Canada
8	<b>Report on the analysis of gaps</b> in representation of designated groups Legislative Reference: EEA, Sec 9 (1) (a)	Executive Summary	<b>Bev</b>	Feb 13/15 Completed	Distributed gap analysis February 2015 Workforce Analysis Summary Report to Senior Executive/RVPS/VPs, GMs/DMs. Executive Summary addressing predominant areas that unique to a particular branch/region which require proactive measures, (survey participation, recruiting from designated groups, promotions).
9	<b>Complete Employment Systems Review</b> using information from the workforce analysis. Determine what steps are necessary for any corrective actions that may be required. Review all formal and informal (written/unwritten) policies and practices related to: <ul style="list-style-type: none"> <li>• Recruitment, selection, hiring</li> <li>• Training and development</li> <li>• Promotions</li> <li>• Retention and termination</li> </ul>	This step if required is a corrective action to close any identified gaps in employment equity. Long range plan.  Review whether or not attitudes or corporate culture have a negative impact on designated group members.	<b>Bev Tina Gord  Bev</b>	Feb 27/15  April 30/15  June 2015	Completed in draft – 9 pages- requires review and input from local HR  Employment Equity Self-Survey (SurveyMonkey) feedback about employment practices G4S Canada. – Completed in June - BP

## Human Resources and Skills Development – Federal Contractors Program - Employment Equity Project Plan 2015-2018

	<b>Purpose: Compliance with FCP 2015-2017 Employment Equity Mandatory Steps</b>	<b>Supporting Elements - Process</b>	<b>Lead Owner</b>	<b>Deadline</b>	<b>Comments - Weekly Progress</b>
	<ul style="list-style-type: none"> <li>Reasonable Accommodation</li> </ul> Legislative Reference: EEA, P9(1) (b)				
10	<b>Establish Short and Long Term Goals</b> Numerical – must cover period over 12 months (but less than 3 years) Short Term Goals – Mandatory for G4S Establish goals by percentage using availability estimates. Consider: <ul style="list-style-type: none"> <li>degree of under-representation</li> <li>availability of qualified designated group members</li> <li>expected growth or reduction of G4S' workforce</li> <li>expected turnover of employees during the 3 year period.</li> </ul> Long Term Goals – over 3 years <b>Legislative Reference: EEA 10(1)(d) and (e)</b>	Create special policies and measures to be implemented in the short term to reach the representation goals.  Establish an Accommodation Policy. (We have anti-harassment, employment equity policies in place.)	<b>Bev</b>          Tina Gord	Feb 27/15  June 8/15	Accommodation Policy has been drafted.  June 8 2015 – Contacted by <b>Daniel Thibeault, GoC</b> who emailed requesting information. Spoke with Daniel Thibeault (Government of Canada).  June 8/15: Provided (DT) all of the documentation (again) that was previously sent in February. – return rate 80.7%; response rate 74%; distribution rate 6758. Provided G4S' short term and long term goals on the federal government's spreadsheets. – BP completed (Daniel Thibeault wrote back "he must have misplaced the February information". He wrote; 'thank you, Beverley this is great and right now nothing else is needed from you.' – June 8/15)
11	<b>Identify Barriers in the employment system which may contribute to under-representation of members each designated group.</b> <b>Initiate measures to remove barriers</b>		<b>Gord</b> Bev Tina	Mar 31/15	(Bev has completed, requires input from others...)
12	<b>Create corrective action plans addressing predominant areas that unique to a particular branch/region. Action plans will outline proactive measures and be unique to a particular branch/region which corresponds to the gaps in representation for the branch/region (survey participation, recruiting from designated groups, promotions)</b>	Use the <b>Workforce Analysis Detailed Report</b> to determine which proactive measures need to be implemented for each G4S Branch.	<b>RVP</b> <b>GM</b> <b>HR</b>	<b>Mar 31/15</b>	Workforce Analysis Detailed Report is shared on iQ
13	<b>October 31, 2015 - Lists required for 'terminations' and 'promotions' for all employees on the required GoC official spreadsheet.</b>	Salaried and hourly payroll administrators will have this information. Must be in Excel txt file format for Bev to upload into WEIMS system.	<b>Stacey</b>	<b>Oct 31/15</b>	



Human Resources and Skills Development – Federal Contractors Program - Employment Equity Project Plan 2015-2018

	<b>Purpose: Compliance with FCP 2015-2017 Employment Equity Mandatory Steps</b>	<b>Supporting Elements - Process</b>	<b>Lead Owner</b>	<b>Deadline</b>	<b>Comments - Weekly Progress</b>
14	<b>Evaluate compliance to legislation.</b> <ul style="list-style-type: none"> <li>• <b>Monitor Progress to close gaps in representation vs. availability.</b></li> <li>• <b>Demonstrate reasonable efforts and achieve reasonable progress.</b></li> <li>• <b>Close the gap within 1-3 years</b></li> <li>• <b>Revise the Employment Equity Plan if at least 80% of the goals set out in the plan are not met.</b></li> </ul>	<b>Evaluate data from 2015</b>	<b>Bev Gord Tina</b>	<b>Jan 31/16</b>	<b>Timeline extends beyond the 3 year short-term goals. (+2018)</b>

\*Names in bold are the lead owners responsible for completion of the task with assistance from others.



## EMPLOYMENT EQUITY QUESTIONNAIRE

On the following page is a questionnaire prepared by G4S Secure Solutions (Canada) Ltd. "(G4S)" in accordance with the Employment Equity Act set forth by the Federal government.

**Your participation is essential to ensure that our records are accurate. It is important to keep in mind:**

1. Self-identifying is **voluntary**.
2. You may chose to **self-identify / elect the "yes" option with more than one category** of the designated groups.
3. **The return of the survey is mandatory**, even if you chose to decline to self-identify.
4. **Employees must ensure that their name is clearly printed, and the questionnaire is signed.** This is necessary in order to distinguish between employees with similar or identical names and/or initials.
5. **You can elect to change your information identified on this survey at any time.** Please contact the Human Resources Department or your Branch Management to obtain an additional Questionnaire to submit updated information.

It is of great importance that our numbers be as accurate as possible for government required reporting purposes, and to help identify barriers that may exist and to develop the required initiatives to rectify the situation.

If you have any questions about the Employment Equity Act and regulations please feel free to contact your supervisor who will forward to the Human Resources Department.

Please return your questionnaire to your Branch Manager in the envelope provided, to be forwarded to the G4S Human Resources Department.

Thank you for your prompt attention to this questionnaire.  
Human Resources, G4S



## Employment Equity Questionnaire

Please complete the following questionnaire based on your opinions of yourself. The information requested here is “**CONFIDENTIAL**” and shall be used only for the purpose of implementing G4S’s obligations under the Employment Equity Act.

Name: \_\_\_\_\_  
(Last Name) (First Name)

Employee # : \_\_\_\_\_

Sex: Male / Female (circle one)

Branch Location: \_\_\_\_\_

	Yes	No
I am an <b>aboriginal person</b>	<input type="checkbox"/>	<input type="checkbox"/>
I am a <b>visible minority</b>	<input type="checkbox"/>	<input type="checkbox"/>
I am a person with <b>disabilities</b>	<input type="checkbox"/>	<input type="checkbox"/>

The following definitions, as per the Employment Equity Act, may assist you in answering the above questions:

**Aboriginal Peoples:** persons who are Native Indians, Inuit or Métis

**Members of Visible Minorities:** persons, other than aboriginal peoples, who are non-Caucasian in race or non-white in color

**Persons with Disabilities:** persons who have long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who  
**a)** consider themselves to be disadvantaged in employment by reason of that impairment, or  
**b)** believe that a employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace

This document can be made available upon request in electronic copy, in both French & English and alternative formats if required.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Return your questionnaire in the attached envelope, to your Branch Manager.  
Please ensure your envelope is sealed.

## Federal Contractors Program Report of the First Compliance Assessment

**Employer Name:** G4S Secure Solutions (Canada) Ltd.

**Primary Location:** Toronto, Ontario.

**Number of Employees:** 7185 employees.

- Ontario - 4622
- Alberta – 1072
- Quebec – 871
- Nova Scotia – 209
- Manitoba -182
- British Columbia - 198
- Saskatchewan – 25
- Newfoundland and Labrador – 5
- New Brunswick - 1

**Organization Overview:** NAICS 5616 (Investigation and Security Services )

G4S provides security solutions such as security products, software systems integration and security personnel.

### Key Dates – First Year Assessment

Initiated: 2017-07-10  
 Received: 2017-12-21  
 WFA 2017-05-30

### COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of Surveys Handed Out:	7185	100
Number of Surveys Returned:	6578	87.0
Number of Completed Surveys Returned:	6148	81.2

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained

from payroll or personnel records.

- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

#### Observations:

The survey data is information collected from the previous first year assessment initiated in 2014 and the self-identification questionnaire used to survey the workforce was missing two requirements:

- To inform employees that the workforce survey can be made in alternate format and;
- That a person can self-identify as a member of more than one designated group.

Given that an updated questionnaire is available after the survey was completed, we recommend that the organization do a follow up with employees that did not responded to the survey.

Given that all the NOCS were reviewed to better represent the roles and responsibilities of the employees, it has been decided to do a first year compliance assessment analysis according to the WFA dated May 30, 2017.

The forms 4 to 6 were not generated at a national level.

#### **WORKFORCE ANALYSIS & GOAL SETTING**

- The workforce analysis was done using WEIMS.
- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at

minimum, equal to availability.

**Observations:**

Considering that a large number of the employees are under the NOC code 6541 (Security guards and related security services) and given that the Labour Market Availability in this category is male dominated, it is acceptable to have selected the analysis scope by NOC level.

All gaps have short term and long term goals set by percentage.

### SUMMARY OF GOALS

#### Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	27.4	27.4	0.0	27.4
02	Middle & Other Managers	-7	38.9	38.9	34.8	38.9
03	Professionals	-5	44	44	31.7	44.4
05	Supervisors	-188	50.0	50.0	18.3	59.2
07	Admin & Senior Clerical Personnel	-68	50.0	50.0	26.7	85
10	Clerical Personnel	-8	NR	NR	55.9	70.1
11	Inter. Sales & Service Personnel	-2361	50.0	50.0	16.9	52.2
12	Semi-Skilled Manual Workers	-1	18.9	18.9	11.1	18.9
13	Other Sales & Service Personnel	-4	50.0	50.0	12.5	65.3

**Observations:**

- EEOG 10: contractor has a gap of -8, however no goal needs to be set given the representation is more than 50%.

#### 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	#	%	%	%	%
2	Middle & Other Managers	-3	2.2	2.2	0.6	2.2

3	Professionals	-1	1.7	1.7	0.0	1.7
5	Supervisors	-16	3.8	3.8	0.2	3.8
7	Administrative & Senior Clerical Personnel	-4	3.5	3.5	0.0	3.5
11	Intermediate Sales & Service Personnel	-228	4.3	4.3	0.6	4.3

Observations:

### **Persons with Disabilities**

Workforce Analysis Results		Goals			Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
1&2	Senior Managers/ Middle & Other Managers	-7	4.3	4.3	0.0	4.3
3	Professionals	-2	3.8	3.8	0.0	3.8
5	Supervisors	-63	13.9	13.9	0.2	13.9
7	Administrative & Senior Clerical Personnel	-4	3.4	3.4	0.0	3.4
10	Clerical Personnel	-4	7.0	7.0	0.0	7.0
11	Intermediate Sales & Service Personnel	-349	5.6	5.6	0.4	5.6
13	Other Sales & Service Personnel	-1	6.3	6.3	0.0	6.3

Observations:

### **Members of Visible Minorities**

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

1	Senior Managers	-1	10.1	10.1	0.0	10.1
2	Middle & Other Managers	-8	15	15	10.4	15.0
3	Professionals	-8	21.3	21.3	2.4	21.3
5	Supervisors	-28	12.2	12.2	6.1	12.2
8	Skilled Sales & Service Personnel	-1	20.8	20.8	0.0	20.8

Observations:

### 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:

- Given that an updated questionnaire is available after the survey was completed, we recommend that the organization do a follow up with employees that did not responded to the survey.
- Given that G4S has some minor 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 group in order to reduce / eliminate the gaps.
- G4S also has some large gaps in all four designated groups in different EEOG's such as EEOG 05, EEOG 07 & EEOG 11, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals in these EEOG's for all four designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**Name of Analyst:** Neena Sharan

**Date:** December 04, 2018



## Nyirasafari, Ange AN [NC]

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**From:** Sharan, Neena N [NC] on behalf of EE-EME  
**Sent:** December 11, 2018 12:53 PM  
**To:** 'cedric.mackellar@ca.g4s.com'; 'debby.taylor@ca.g4s.com'  
**Subject:** Government of Canada Agreement Number: 061448 – Notification of Compliance with the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Dear Cedric Mackellar:

I am writing to inform you that the subsequent compliance assessment initiated on July 10, 2017 has been completed. As a result of the assessment, G4S Secure Solutions (Canada) Ltd. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of the G4S Secure Solutions (Canada) Ltd. employment equity program.

- Given that an updated questionnaire was made available after the survey was completed, we recommend that the organization do a follow up with employees who did not respond to the survey.
- Given that G4S has some minor 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 group in order to reduce / eliminate the gaps.
- G4S also has some large gaps in all four designated groups in different EEOG's such as EEOG 05, EEOG 07 & EEOG 11, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals in these EEOG's for all four designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on July 10, 2020. 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, G4S Secure Solutions (Canada) Ltd. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are 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.

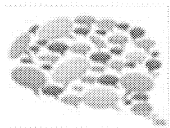
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish G4S Secure Solutions (Canada) Ltd. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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