Labour Program Federal Contractors Program

Ressources humaines et Skills Development Canada Développement des compétences Canada

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# **Agreement to Implement Employment Equity**

✓ New Agreement  ☐ Revised Agreement							
	ORGANIZATION			× ×			
Legal Name of Organization	<u> </u>	Parent company	is located outsic	le Canada			
Hemmera Envirochem Inc.							
			Yes	√ No			
Operating Name (if different from Legal Name of Organization)		Procurement Bi	usiness Numbe	r			
Hemmera							
		Total number of employees in Canada (Full-Time/Part-Time/Temporary)					
Organization's North American Industry Classification System (NAIC)	SV Code Nº		······································	<u>ÇX∷  \</u> S Code Number piease			
541-620	.,		.statcan.gc.ca/si	ubjects-sujets/standard-			
Official use only (if information above is incorrect)							
•	nber of employees in Cana	ıda	Organization'	s NAICS Code No			
	HEAD OFFICE						
Address (building number, street, suite, etc.)	City		Province	Postal Code			
Suite 250-1380 Burrard Street	Vancouver		BC	V62 2H3			
	Telephone Numb		Fax Numbe	r			
	(604) 669-0	424					
EMPLOY	MENT EQUITY CON	TACT					
Name (print)	Title	-					
Jami Powers-Haldane	HR General:	ist					
Telephone Number	E-mail Address						
(604) 669-0424, x154	[]powershale	iane@hemmera	.com				
	CERTIFICATION	•					
The above-named organization:  • having a combined workforce of 100 or more permanent 12 weeks or more in Canada, AND	full-time, permanent pa	rt-tim <b>e and</b> tempo	rary employee	s having worked			
intending to bid on, or being in receipt of, a federal goven Supply Arrangement, valued at \$1,000,000 or more (included).		s contract, standir	ng offer or con	tract issued under a			
Hereby certifies its commitment to implement or maintain emplement, in keeping with the Federal Contractors Program please refer to: http://www.hrsdc.gc.ca/eng/labour/equality/fcr	requirements. For mor						
Important note: If an audit of the Agreement to Implement E the procurement instrument(s) with the Government of Canada		vers misrepresen	tation on the p	art of the organizatio			
	SIGNATORY						
NOTE: The signatory must be the Chief Executive Officer O contract on behalf of the organization.	R an authorized person	in an executive p	osition with leg	gal authority to sign a			
Name (print)	Title						
Terry VanQuickenborne	Director,	HR					
Telephone Number	E-mail Address	nhavnaakamma	ers man				
Sign	Date	nborne@hemme	LG. COM				
	Decen	n. <i>ber</i> 5	2013				
RET	URN INSTRUCTION						
			······································	<del></del>			
The original copy of the signed Agreement to Implem at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhc		ity form must be	sent to the L	abour Program fax			



## FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2016-06-08 to 2019-07-16

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

**GEOGRAPHICAL AREAS** 

		Province				Cens	sus Metropolitan	Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees		Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	31	2	0	33	Calgary	31	2	0	33
British Columbia	301	15	0	316	Toronto	31	2	0	33
Alberta	31	2	0	33	Vancouver	276	12	0	288
Yukon	14	2	0	16	Victoria	25	3	0	28
Total Employees in 0	Canada			398	Y.T.	14	2	0	16
					Total Emplo	yees in Canada	<b>&gt;</b>		398



## FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

#### Full-Time / National

Occupational Group		P	All Employees	3	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	17	16	1							1		1
	Total	17	16	1							1		
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	141	79	62	2	1	1				11	2	9
	Total	141	79	62	2	1	1				11	2	Ę
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	162	73	89	3	1	2	3	2	1	35	11	24
	Total	162	73	89	3	1	2	3	2	1	35	11	24
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	34	26	8	1		1				7	5	2
	Total	34	26	8	1		1				7	5	2

### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Occupational Group		Α	II Employees	;	Ab	original Peo <sub>l</sub>	ples	Perso	ons with Disa	bilities	Member	s of Visible M	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	13	2	11				1		1	2		2
	Total	13	2	11				1		1	2		2
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	10	2	8							5		5
	Total	10	2	8							5		5
Total Number of Employees		377	198	179	6	2	. 4	4	2	2	61	18	43



## FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

Hemmera Envirochem Inc. (certificate # 100251)

Occupational Group		A	All Employee	s	Ak	ooriginal Peor	ples	Perso	ons with Disa	bilities	Member	s of Visible N	Vinorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5		5									
	Total	5		5									
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	11	3	8							1		1
	Total	11	3	8							1		,
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3		3									
	Total	3		3									

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## FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

Occupational Group		,	All Employee	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		21	4	17							1		1

## FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

#### **Full-Time / National**

		All Employees		Al	ooriginal People	es	Pers	ons with Disabi	lities	Membe	rs of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	377	198	179	6	2	4	4	2	2	61	18	43
Total Number of Employees	377	198	179	6	2	4	4	2	2	61	18	43

## FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / National

		All Employees		Α	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	21	4	17							1		1
Total Number of Employees	21	4	17							1		1

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

		All Employees		Al	original Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	33	19	14	1	1					4	1	3
Professionals	74	32	42	3		3	3	2	1	15	9	6
Semi-Professionals and Technicians	17	11	6	1		1				7	5	2
Administrative and Senior Clerical Personnel	3		3				1		1			
Clerical Personnel	1		1									
Total Number of Employees Hired	129	63	66	5	1	4	4	2	2	26	15	11

## Hemmera Envirochem Inc. (certificate # 100251) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

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

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

**Full-Time / National** 

			1 111	sporting i cir	04 <b>2</b> 0 10 00 00	10 20 13-07-10						
	Employe	ees promoted (	Employees pro	moted during	the year are to	be reported on	ly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
O a sum attaurat Omanus		All Employees		Α	boriginal Peop	les	Pers	sons with Disal	oilities	Membe	ers of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	4	4										
Middle and Other Managers	25	14	11							1		1
Professionals	22	9	13							5	1	4
Semi-Professionals and Technicians	3	2	1									
Total Number of Employees Promoted	54	29	25							6	1	5
Total Number of Promotions	65	38	27							7	1	6

### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Part-Time / National

	Employ	ees promoted (	(Employees pro	moted during	the year are to	be reported on	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Group	All Employees		Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities			
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	2		2									
Professionals	3		3									
Total Number of Employees Promoted	5		5									
Total Number of Promotions	6		6									

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

				. ,		10 20 10 01 10						
		All Employees		Al	ooriginal Peop	les	Pers	sons with Disal	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	15	11	4							2	1	1
Professionals	23	9	14	2		2				4	2	2
Semi-Professionals and Technicians	2	2										
Administrative and Senior Clerical Personnel	2		2									
Clerical Personnel	3		3							2		2
Total Number of Employees Terminated	45	22	23	2		2				8	3	ŧ

## Hemmera Envirochem Inc. (certificate # 100251) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

		All Employees		А	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	2		2									
Total Number of Employees Terminated	2		2									

## **Workforce Analysis - Detailed Report**

Date: 2019-07-16

#### Women

Employment Equity Occupational Group	Internal Location	All Employees #	Repres	sentation %	Avail %	lability #	Gap #	Recruitment Area
D1 : Senior Managers	National	17	1	5.9 %	27.6 %	5	-4	National
02 : Middle and Other Managers	National	146	67	45.9 %	39.4 %	58	9	National
03 : Professionals		173	97	56.1 %	39.6 %	69	28	
1111 : Financial auditors and accountants	National	1	1	100.0 %	56.0 %	1	0	National
121 : Human resources professionals	National	1	1	100.0 %	73.2 %	1	0	National
123 : Professional occupations in advertising, marketing and public relations	National	2	1	50.0 %	66.6 %	1	0	National
2113 : Geoscientists and oceanographers	National	8	2	25.0 %	24.0 %	2	0	National
2114 : Meteorologists and climatologists	National	1	1	100.0 %	27.4 %	0	1	National
2115 : Other professional occupations in physical sciences	National	46	29	63.0 %	23.5 %	11	18	National
121 : Biologists and related scientists	National	56	28	50.0 %	52.8 %	30	-2	National
131 : Civil engineers	National	20	11	55.0 %	17.7 %	4	7	National
171 : Information systems analysts and consultants	National	4	0	0.0 %	27.7 %	1	-1	National
174 : Computer programmers and interactive media developers	National	1	0	0.0 %	16.6 %	0	0	National
161 : Natural and applied science policy researchers, consultants and program officers	National	5	0	0.0 %	45.4 %	2	-2	National
163 : Business development officers and marketing researchers and consultants	National	1	1	100.0 %	51.3 %	1	0	National
169: Other professional occupations in social science, n.e.c.	National	22	17	77.3 %	58.7 %	13	4	National
i121 : Authors and writers	National	5	5	100.0 %	56.1 %	3	2	National
4 : Semi-Professionals and Technicians		35	8	22.9 %	27.2 %	10	-2	
212 : Geological and mineral technologists and technicians	British Columbia	1	0	0.0 %	24.2 %	0	0	British Columbia
231 : Civil engineering technologists and technicians	Alberta	2	0	0.0 %	18.1 %	0	0	Alberta
231 : Civil engineering technologists and technicians	British Columbia	10	3	30.0 %	21.8 %	2	1	British Columbia
231 : Civil engineering technologists and technicians	Ontario	3	0	0.0 %	14.9 %	0	0	Ontario
255 : Technical occupations in geomatics and meteorology	Alberta	1	0	0.0 %	32.9 %	0	0	Alberta
2255 : Technical occupations in geomatics and meteorology	British Columbia	11	3	27.3 %	35.9 %	4	-1	British Columbia



# **Workforce Analysis - Detailed Report**

Date: 2019-07-16

#### Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repre	sentation	Ava	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
2255 : Technical occupations in geomatics and meteorology	Ontario	2	2	100.0 %	35.8 %	1	1	Ontario
2263: Inspectors in public and environmental health and occupational health and safety	British Columbia	1	0	0.0 %	36.3 %	0	0	British Columbia
2281 : Computer network technicians	British Columbia	2	0	0.0 %	21.6 %	0	0	British Columbia
2282 : User support technicians	British Columbia	2	0	0.0 %	24.5 %	0	0	British Columbia
07 : Administrative and Senior Clerical Personnel		16	14	87.5 %	79.8 %	13	1	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	81.2 %	1	0	Calgary
Employment Equity Occupational Group	Vancouver	13	11	84.6 %	78.9 %	10	1	Vancouver
Employment Equity Occupational Group	Victoria	1	1	100.0 %	82.5 %	1	0	Victoria
Employment Equity Occupational Group	Y.T.	1	1	100.0 %	86.7 %	1	0	Y.T.
10 : Clerical Personnel		11	9	81.8 %	70.7 %	8	1	
Employment Equity Occupational Group	Vancouver	10	8	80.0 %	70.6 %	7	1	Vancouver
Employment Equity Occupational Group	Victoria	1	1	100.0 %	71.7 %	1	0	Victoria
Total		398	196	49.3 %	40.4 %	163	33	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

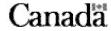


## **Workforce Analysis - Detailed Report**

Date: 2019-07-16

#### **Aboriginal Peoples**

	Aboriginal Peoples								
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Availa	bility	Gap	Recruitment Area	
		#	#	%	%	#	#		
01 : Senior Managers	National	17	0	0.0 %	3.2 %	1	-1	National	
02 : Middle and Other Managers	National	146	2	1.4 %	2.7 %	4	-2	National	
03 : Professionals		173	3	1.7 %	2.3 %	4	-1		
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.4 %	0	0	National	
1121 : Human resources professionals	National	1	0	0.0 %	3.1 %	0	0	National	
1123 : Professional occupations in advertising, marketing and public relations	National	2	0	0.0 %	2.1 %	0	0	National	
2113 : Geoscientists and oceanographers	National	8	0	0.0 %	2.0 %	0	0	National	
2114 : Meteorologists and climatologists	National	1	0	0.0 %	0.8 %	0	0	National	
2115 : Other professional occupations in physical sciences	National	46	1	2.2 %	1.4 %	1	0	National	
2121 : Biologists and related scientists	National	56	0	0.0 %	1.8 %	1	-1	National	
2131 : Civil engineers	National	20	0	0.0 %	1.4 %	0	0	National	
2171 : Information systems analysts and consultants	National	4	1	25.0 %	1.3 %	0	1	National	
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	1.1 %	0	0	National	
4161 : Natural and applied science policy researchers, consultants and program officers	National	5	0	0.0 %	2.9 %	0	0	National	
4163: Business development officers and marketing researchers and consultants	National	1	0	0.0 %	2.0 %	0	0	National	
4169 : Other professional occupations in social science, n.e.c.	National	22	1	4.5 %	6.3 %	1	0	National	
5121 : Authors and writers	National	5	0	0.0 %	2.3 %	0	0	National	
04 : Semi-Professionals and Technicians		35	1	2.9 %	3.3 %	1	0		
2212 : Geological and mineral technologists and technicians	British Columbia	1	0	0.0 %	4.0 %	0	0	British Columbia	
2231 : Civil engineering technologists and technicians	Alberta	2	0	0.0 %	2.8 %	0	0	Alberta	
2231 : Civil engineering technologists and technicians	British Columbia	10	1	10.0 %	3.9 %	0	1	British Columbia	
2231 : Civil engineering technologists and technicians	Ontario	3	0	0.0 %	1.9 %	0	0	Ontario	
2255 : Technical occupations in geomatics and meteorology	Alberta	1	0	0.0 %	3.0 %	0	0	Alberta	
2255 : Technical occupations in geomatics and meteorology	British Columbia	11	0	0.0 %	3.1 %	0	0	British Columbia	



## **Workforce Analysis - Detailed Report**

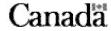
Date: 2019-07-16

#### **Aboriginal Peoples**

	Aboriginal Peoples							
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
2255 : Technical occupations in geomatics and meteorology	Ontario	2	0	0.0 %	2.3 %	0	0	Ontario
2263: Inspectors in public and environmental health and occupational health and safety	British Columbia	1	0	0.0 %	6.8 %	0	0	British Columbia
2281 : Computer network technicians	British Columbia	2	0	0.0 %	3.0 %	0	0	British Columbia
2282 : User support technicians	British Columbia	2	0	0.0 %	2.8 %	0	0	British Columbia
07 : Administrative and Senior Clerical Personnel		16	0	0.0 %	3.5 %	1	-1	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	2.9 %	0	0	Calgary
Employment Equity Occupational Group	Vancouver	13	0	0.0 %	2.1 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	3.5 %	0	0	Victoria
Employment Equity Occupational Group	Y.T.	1	0	0.0 %	21.7 %	0	0	Y.T.
10 : Clerical Personnel		11	0	0.0 %	2.9 %	0	0	
Employment Equity Occupational Group	Vancouver	10	0	0.0 %	2.7 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	4.8 %	0	0	Victoria
Total		202		1 5 0/	2.6.0/	11		
Total		398	6	1.5 %	2.6 %	11	-5	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

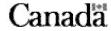


## **Workforce Analysis - Detailed Report**

Date: 2019-07-16

#### **Members of Visible Minorities**

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		-	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	17	1	5.9 %	11.5 %	2	-1	National
02 : Middle and Other Managers	National	146	11	7.5 %	17.6 %	26	-15	National
03 : Professionals		173	36	20.8 %	23.1 %	40	-4	
1111 : Financial auditors and accountants	National	1	0	0.0 %	32.3 %	0	0	National
1121 : Human resources professionals	National	1	0	0.0 %	16.7 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	2	100.0 %	18.8 %	0	2	National
2113 : Geoscientists and oceanographers	National	8	2	25.0 %	13.3 %	1	1	National
2114 : Meteorologists and climatologists	National	1	1	100.0 %	13.9 %	0	1	National
2115 : Other professional occupations in physical sciences	National	46	12	26.1 %	31.3 %	14	-2	National
2121 : Biologists and related scientists	National	56	9	16.1 %	20.7 %	12	-3	National
2131 : Civil engineers	National	20	5	25.0 %	30.0 %	6	-1	National
2171 : Information systems analysts and consultants	National	4	1	25.0 %	38.6 %	2	-1	National
2174 : Computer programmers and interactive media developers	National	1	0	0.0 %	34.2 %	0	0	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	5	1	20.0 %	15.0 %	1	0	National
1163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	25.7 %	0	0	National
1169 : Other professional occupations in social science, n.e.c.	National	22	2	9.1 %	10.9 %	2	0	National
5121 : Authors and writers	National	5	1	20.0 %	12.8 %	1	0	National
04 : Semi-Professionals and Technicians		35	7	20.0 %	20.9 %	7	0	
2212 : Geological and mineral technologists and technicians	British Columbia	1	0	0.0 %	22.9 %	0	0	British Columbia
2231 : Civil engineering technologists and technicians	Alberta	2	0	0.0 %	28.3 %	1	-1	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	10	1	10.0 %	20.2 %	2	-1	British Columbia
2231 : Civil engineering technologists and technicians	Ontario	3	0	0.0 %	23.7 %	1	-1	Ontario
2255 : Technical occupations in geomatics and meteorology	Alberta	1	0	0.0 %	22.9 %	0	0	Alberta
2255 : Technical occupations in geomatics and meteorology	British Columbia	11	4	36.4 %	14.3 %	2	2	British Columbia



## **Workforce Analysis - Detailed Report**

Date: 2019-07-16

#### **Members of Visible Minorities**

Members of Visible Minorities								
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
2255 : Technical occupations in geomatics and meteorology	Ontario	2	1	50.0 %	19.1 %	0	1	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	1	0	0.0 %	15.7 %	0	0	British Columbia
2281 : Computer network technicians	British Columbia	2	1	50.0 %	35.2 %	1	0	British Columbia
2282 : User support technicians	British Columbia	2	0	0.0 %	37.8 %	1	-1	British Columbia
07 : Administrative and Senior Clerical Personnel		16	2	12.5 %	34.5 %	6	-4	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	20.6 %	0	0	Calgary
Employment Equity Occupational Group	Vancouver	13	2	15.4 %	39.9 %	5	-3	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	9.7 %	0	0	Victoria
Employment Equity Occupational Group	Y.T.	1	0	0.0 %	4.3 %	0	0	Y.T.
10 : Clerical Personnel		11	5	45.5 %	43.3 %	5	0	
Employment Equity Occupational Group	Vancouver	10	5	50.0 %	46.7 %	5	0	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	9.8 %	0	0	Victoria
Total		398	62	15.6 %	21.4 %	86	-24	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## **Workforce Analysis - Detailed Report**

Date: 2019-07-16

#### Persons with Disabilities

				Persons	with Disabil	ities		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	163	0	0.0 %	5.0 %	8	-8	National
03 : Professionals	National	173	3	1.7 %	8.9 %	15	-12	National
04 : Semi-Professionals and Technicians	National	35	0	0.0 %	7.6 %	3	-3	National
07 : Administrative and Senior Clerical Personnel	National	16	1	6.3 %	10.0 %	2	-1	National
10 : Clerical Personnel	National	11	0	0.0 %	9.3 %	1	-1	National
Total		398	4	1.0 %	7.2 %	29	-25	

Total may not equal sum of components due to rounding.

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



#### **Workforce Analysis - Detailed Report**

Date: 2019-07-16

#### 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
07 : Administrative and Senior Clerical Personnel	EEOG	СМА
10 : Clerical Personnel	EEOG	CMA



## **Workforce Analysis - Detailed Report**

Date: 2019-07-16

#### 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National



## **Workforce Analysis - Summary Report**

Date: 2019-07-16

#### Women

	Women					
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	ilability	Gap
	#	#	%	%	#	#
01 : Senior Managers	17	1	5.9 %	27.6 %	5	-4
02 : Middle and Other Managers	146	67	45.9 %	39.4 %	58	9
03 : Professionals	173	97	56.1 %	39.6 %	69	28
04 : Semi-Professionals and Technicians	35	8	22.9 %	27.2 %	10	-2
07 : Administrative and Senior Clerical Personnel	16	14	87.5 %	79.8 %	13	1
10 : Clerical Personnel	11	9	81.8 %	70.7 %	8	1
Total	398	196	49.3 %	40.4 %	163	33



## **Workforce Analysis - Summary Report**

Date: 2019-07-16

#### **Aboriginal Peoples**

	Aboriginal Peoples					
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability Gap	
	#	#	%	%	# #	
01 : Senior Managers	17	0	0.0 %	3.2 %	1 -1	
02 : Middle and Other Managers	146	2	1.4 %	2.7 %	4 -2	
03 : Professionals	173	3	1.7 %	2.3 %	4 -1	
04 : Semi-Professionals and Technicians	35	1	2.9 %	3.3 %	1 0	
07 : Administrative and Senior Clerical Personnel	16	0	0.0 %	3.5 %	1 <b>-1</b>	
10 : Clerical Personnel	11	0	0.0 %	2.9 %	0 0	
Total	398	6	1.5 %	2.6 %	11 -5	



## **Workforce Analysis - Summary Report**

Date: 2019-07-16

#### **Members of Visible Minorities**

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	17	1	5.9 %	11.5 %	2	-1	
02 : Middle and Other Managers	146	11	7.5 %	17.6 %	26	-15	
03 : Professionals	173	36	20.8 %	23.1 %	40	-4	
04 : Semi-Professionals and Technicians	35	7	20.0 %	20.9 %	7	0	
07 : Administrative and Senior Clerical Personnel	16	2	12.5 %	34.5 %	6	-4	
10 : Clerical Personnel	11	5	45.5 %	43.3 %	5	0	
Total	398	62	15.6 %	21.4 %	86	-24	



## **Workforce Analysis - Summary Report**

Date: 2019-07-16

#### **Persons with Disabilities**

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	163	0	0.0 %	5.0 %	8	-8	
03 : Professionals	173	3	1.7 %	8.9 %	15	-12	
04 : Semi-Professionals and Technicians	35	0	0.0 %	7.6 %	3	-3	
07 : Administrative and Senior Clerical Personnel	16	1	6.3 %	10.0 %	2	-1	
10 : Clerical Personnel	11	0	0.0 %	9.3 %	1	-1	
Total	398	4	1.0 %	7.2 %	29	-25	



## **Workforce Analysis - Summary Report**

Date: 2019-07-16

#### 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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA



## **Workforce Analysis - Summary Report**

Date: 2019-07-16

#### 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National



Part 1: Workforce Analysis

Hemmera Envirochem Inc.

[Date: 2019-07-16]

# Data from First/Previous Workforce Analysis

**1** 

Data from Su	bsequent/Curro Analysis	ent Workforce
$\downarrow$	$\downarrow$	$\downarrow$

Data from Fir	st/Previous Workf	orce Analysis
YYYY	MM	DD
2016	08	19

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	07	16

		Table 1: Women				
		First/Pr	evious Workforce A	Analysis		
Empl	extract Faulty Occupational Crown (FFOC)	All Employees	Wor	Women		
Employment Equity Occupational Group (EEOG)			Representation	Availability*		
		#	#	%		
01	Senior Managers	9	1	27.40		
02	Middle & Other Managers	65	28	38.90		
03	Professionals	60	35	35.70		
04	Semi-Professionals & Technicians	15	3	24.20		
05	Supervisors	0	0	0.00		
06	Supervisors: Crafts & Trades	0	0	0.00		
07	Administrative & Senior Clerical Personnel	8	6	79.00		
08	Skilled Sales & Service Personnel	0	0	0.00		
09	Skilled Crafts & Trades Workers	0	0	0.00		
10	Clerical Personnel	9	7	70.40		
11	Intermediate Sales & Service Personnel	0	0	0.00		
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		
Total	•	166	80	39.4		

Table 5: Women					
Subsequent/Current Workforce Analysis					
All Employees	Women				
	Representation	Availability*			
#	#	%			
17	1	27.60			
146	67	39.40			
173	97	39.60			
35	8	27.20			
0	0	0.00			
0	0	0.00			
16	14	79.80			
0	0	0.00			
0	0	0.00			
11	9	70.70			
0	0	0.00			
0	0	0.00			
0	0	0.00			
0	0	0.00			
398	196	0.0			

* Source:			
2011 Natio	nal Household	Survey	

* Source:			
2011 National	Household Surve	У	

Federal Contractors Program Achievement Report	
Part 1: Workforce Analysis	
Hemmera Envirochem Inc.	
[Date: 2019-07-16]	

Part 1: Workforce Analysis

Hemmera Envirochem Inc.

[Date: 2019-07-16]

## Data from First/Previous Workforce Analysis

Data from Su	ıbsequent/Curre Analysis	nt Workforce
<b>↓</b>	<b>\</b>	<b>\</b>

Data from Fi	rst/Previous Workf	force Analysis
YYYY	MM	DD
2016	08	19

Data from Subse	equent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	07	16

		Table 2: Aboriginal Peoples							
		First/Previous Workforce Analysis							
Empl	nyment Fauity Occupational Croup (FFOC)	All Employees	Aboriginal Peoples						
շաբռ	oyment Equity Occupational Group (EEOG)		Representation	Availability*					
		#	#	%					
01	Senior Managers	9	0	2.90					
02	Middle & Other Managers	65	1	2.20					
03	Professionals	60	1	1.80					
04	Semi-Professionals & Technicians	15	0	3.30					
05	Supervisors	0	0	0.00					
06	Supervisors: Crafts & Trades	0	0	0.00					
07	Administrative & Senior Clerical Personnel	8	0	2.10					
08	Skilled Sales & Service Personnel	0	0	0.00					
09	Skilled Crafts & Trades Workers	0	0	0.00					
10	Clerical Personnel	9	0	2.70					
11	Intermediate Sales & Service Personnel	0	0	0.00					
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					
Total		166	2	2.2					

Table 6: Aboriginal Peoples								
Subsequent/Current Workforce Analysis								
All Employees	Aboriginal Peoples							
	Representation	Availability*						
#	#	%						
17	0	3.20						
146	2	2.70						
173	3	2.30						
35	1	3.30						
0	0	0.00						
0	0	0.00						
16	0	3.50						
0	0	0.00						
0	0	0.00						
11	0	2.90						
0	0	0.00						
0	0	0.00						
0	0	0.00						
0	0	0.00						
398	6	0.0						

* Source:
2011 National Household Survey

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Part 1: Workforce Analysis

Hemmera Envirochem Inc.

[Date: 2019-07-16]

# Data from First/Previous Workforce Analysis

Data from Su	bsequent/Curro Analysis	ent Workforce
<b>\</b>	1	$\downarrow$

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	08	19

2019	07	16
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 3: Me	mbers of Visible	e Minorities		
		First/Pro	evious Workforce A	Analysis		
Emple	sympat Fauity Ossunational Crown (FFOC)	All Employees	Members of Visible Minorities			
Empr	oyment Equity Occupational Group (EEOG)		Representation	Availability*		
		#	#	%		
01	Senior Managers	9	1	10.10		
02	Middle & Other Managers	65	5	15.00		
03	Professionals	60	11	18.10		
04	Semi-Professionals & Technicians	15	2	23.40		
05	Supervisors	0	0	0.00		
06	Supervisors: Crafts & Trades	0	0	0.00		
07	Administrative & Senior Clerical Personnel	8	1	35.30		
08	Skilled Sales & Service Personnel	0	0	0.00		
09	Skilled Crafts & Trades Workers	0	0	0.00		
10	Clerical Personnel	9	4	38.60		
11	Intermediate Sales & Service Personnel	0	0	0.00		
12	Semi-Skilled Manual Workers	0	0	0.00		
13	Other Sales & Service Personnel	0	o	0.00		
14	Other Manual Workers	0	0	0.00		
Total		166	24	18.9		

Table 7: Me	mbers of Visible	Minorities
Subsequent	/Current Workfore	e Analysis
All Employees	Members of Visi	ible Minorities
	Representation	Availability*
#	#	%
17	1	11.50
146	11	17.60
173	36	23.10
35	7	20.90
0	0	0.00
0	0	0.00
16	2	34.50
0	0	0.00
0	0	0.00
11	5	43.30
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
398	62	0.0

* Source:
2011 National Household Survey

* Source:	
2011 National Household S	lurvey

Part 1: Workforce Analysis

Hemmera Envirochem Inc.

[Date: 2019-07-16]

# Data from First/Previous Workforce Analysis

Data from Sul	osequent/Curre Analysis	nt Workforce
<b>\</b>	<b>\</b>	<b>\</b>

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	08	19

2019	07	16
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 4:	Persons with Di	sabilities
		First/Pr	evious Workforce A	Analysis
Emplo	amont Equity Occupational Crown (EFOC)	All Employees	Persons with	Disabilities
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	74	0	4.30
03	Professionals	60	0	3.80
04	Semi-Professionals & Technicians	15	0	4.60
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	8	0	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	9	0	7.00
11	Intermediate Sales & Service Personnel	0	0	0.00
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
Total		166	0	4.2

Table 8: ]	Persons with Dis	abilities			
Subsequent	Current Workfore	e Analysis			
All Employees	Persons with Disabilities				
	Representation	Availability*			
#	#	%			
163	0	5.00			
173	3	8.90			
35	0	7.60			
0	0	0.00			
0	0	0.00			
16	1	10.00			
0	o	0.00			
0	0	0.00			
11	0	9.30			
0	o	0.00			
0	o	0.00			
0	0	0.00			
0	o	0.00			
398	4	0.0			

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* Source:				
2012 Canac	lian Survey	on Disabili	ty	

#### Part 2: Flow Data Analysis

#### Hemmera Envirochem Inc.

[Date: 2019-07-16]

Start	Date of Flov	v Data
YYYY	MM	DD
2016	06	10

End I	Date of Flow	Data
YYYY	MM	DD
2019	07	16

**Data from Form 4 - Employees** Hired

																																						Š			

**Data from Form 6 - Employees** Terminated

		Table 1:	Women	
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	33	14	2	2
03 Professionals	74	42	4	2
04 Semi-Professionals & Technicians	17	6	1	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	3	3	3
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	1	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	129	66	10	7

	Table 5:	Women	
Full-time /	National	Part-time	/ National
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
4		0	0
25	11	2	2
22	13	3	3
3	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
54	25	5	5

	Table 9:	Women	
Full-time	/ National	Part-time	/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
15	4	0	0
23	14	2	2
2	0	0	0
0	0	0	0
0	0	0	0
2	2	0	0
0	0	0	0
0	0	0	0
3	3	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
45	23	2	2

Part 2: Flow Data Analysis

Hemmera Envirochem Inc.

[Date: 2019-07-16]

Start	Date of Flow	Data
YYYY	MM	DD
2016	06	10

2019	07	16
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired

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Data from Form 5 - Employees Promoted Data from Form 6 - Employees
Terminated

				•	I	•	2	l	ł	)	l		e		2		•		١	ŀ		L		į	X	0	Ì	ľ	۰	ĺ	£	į		l	Ì	í	l	L	l	ŀ		(	ì	ſ	þ	Ì	0	l	e		S	i		
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	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	33	1	2	0
03 Professionals	74	3	4	0
04 Semi-Professionals & Technicians	17	1	1	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	0	3	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	129	5	10	0

Tab	le 6: Abor	iginal Peo	ples
Full-time	/ National	Part-time	/ National
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
4	0	0	0
25	0	2	0
22	0	3	0
3	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
54	0	5	0

Tabl	e 10: Aboi	riginal Peo	ples
Full-time	/ National	Part-time	/ National
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
15	0	0	0
23	2	2	0
2	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
3	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
45	2	2	0

# Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Hemmera Envirochem Inc.

[Date: 2019-07-16]

Start	Date of Flow	Data
YYYY	MM	DD
2016	06	10

End I	Date of Flow	Data
YYYY	MM	DD
2019	07	16

Data from Form 4 - Employees Hired

**Table 3: Persons with Disabilities** 

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓ ↓

Table 7: Persons with Disabilities

)a	H	1	T	r	01	m		ľ	0	П	'n	n		b			К		n	ı	D	Ш	0	٦	æ	ŧ		
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							88	e	200	80	99	20	77		88		201											
							888	88	88	88	88	18	8 8	-	88	w	83											
							m					777	m	ш		m												
		***										**		**		88		***			33	888	88	***		***		90
																												_

Full-time / National Part-time / National **Employment Equity Occupational Group** All Persons with All Persons with Employees Disabilities Employees Disabilities (EEOG) Hired Hired Hired Hired # # # # 01 Senior Managers 02 Middle & Other Managers 33 03 Professionals 74 04 Semi-Professionals & Technicians 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers 10 Clerical Personnel 11 Intermediate Sales & Service Personnel 12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel 14 Other Manual Workers 129 10 Total

Full-time	/ National	Part-time	/ National
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
4	0	0	0
25	0	2	0
22	0	3	0
3	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
54	0	5	0

Table 1	1: Persons	s with Disa	abilities
Full-time	/ National	Part-time	/ National
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
15	0	0	0
23	0	2	0
2	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0
0	0	0	0
0	0	0	0
3	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
45	l ol	2	1 0

# Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Hemmera Envirochem Inc.

[Date: 2019-07-16]

Start	Date of Flow	Data
YYYY	MM	DD
2016	06	10

End I	Date of Flow	Data
YYYY	MM	DD
2019	07	16

Data from Form 4 - Employees Hired

Table 4: Members of Visible Minorities

																																										į			
																													l																

Table 8: Members of Visible Minorities

rabic o.	Wiembers (	or visible i	monues
Full-time	/ National	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#

| Minorities | Promoted | Minorities | M

54

# Data from Form 6 - Employees Terminated

**Table 12: Members of Visible Minorities** Full-time / National Part-time / National Members of Members of All All Visible Visible Employees **Employees** Minorities Minorities Terminated Terminated Terminated Terminated 23

45

	Table 4:	viembers o	i visible iv	imoriues
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	33	4	2	0
03 Professionals	74	15	4	0
04 Semi-Professionals & Technicians	17	7	1	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	0	3	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	129	26	10	0

									Data f	for First/I	Previous (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>		/ C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
!	,	ļ		<u> </u>	.i	,		<del>\</del>	<u> </u>	V	¥	. <del>,</del>	············	<del>\</del>	<del>\</del>	V		<b>1</b>	<b></b>
										Table 1:	Women								
									First/	Previous SI	oort-term G	Coole							
									* 1130			.vais							
				All Er	nployees				11132			10413		N	omen				
	Number	Con	eth (New Pori		nployees Turnover (R	eplacement o	f Terminated			1			3 Yea	W r Goals	omen				
Employment Equity Occupational	Number	Grov	vth (New Posi		i i	eplacement o Employees)	f Terminated	Anticipated	Number	Turnover (R	eplacement of	Hires							Projected
Employment Equity Occupational	Number YYYY-MM-DD	Grov			i i	Employees)	f Terminated jected	Hires Over 3		Turnover (R Terminated			Fron	r Goals	Present	Present Gap	Projected Gan	Present Representation	Representation in 3
Employment Equity Occupational Group (EEOG)				tions)	Turnover (Ri	Employees)			Number	Turnover (R Terminated	eplacement of	Hires Required	Fron	r Goals n - To	Present	Present Gap	Projected Gap	Present Representation	
	YYYY-MM-DD	Actual	Proj	cted Over 3	Turnover (R	Employees) Pro	jected Over 3	Hires Over 3	Number YYYY-MM-DD	Turnover (R Terminated	eplacement of I Employees) Over 3	Hires Required Over 3	Froi	r Goals m - To - YYYY	Present	Present Gap			Representation in 3
	YYYY-MM-DD 2016-08-19	Actual Annually	Proj Annually	cted Over 3	Turnover (Re	Employees) Pro Annually	jected Over 3	Hires Over 3 Years	Number YYYY-MM-DD	Turnover (R Terminated Annually	eplacement of l Employees) Over 3 Years #	Hires Required Over 3	Froi	r Goals m - To - YYYY 2019	Present Availability			Representation	Representation in 3 Years
Group (EEOG)	YYYY-MM-DD 2016-08-19	Actual Annually	Proj Annually	cted Over 3	Turnover (Re Actual Annually	Employees) Pro Annually %	jected Over 3	Hires Over 3 Years	Number YYYY-MM-DD	Turnover (R Terminated Annually % 0.0%	eplacement of t Employees)  Over 3 Years  #	Hires Required Over 3	Froi	r Goals m - To - YYYY 2019	Present Availability %			Representation %	Representation in 3 Years
Group (EEOG)  01 Senior Managers	YYYY-MM-DD 2016-08-19 #	Actual Annually % 23.6%	Proj Annually	cted Over 3	Actual Annually % 0.0%	Employees) Pro Annually %	jected Over 3	Hires Over 3 Years	Number  YYYY-MM-DD  2016-08-19  #	Turnover (R Terminated  Annually % 0.0% 0.0%	eplacement of 1 Employees)  Over 3 Years  #	Hires Required Over 3	Froi	r Goals m - To - YYYY 2019	Present Availability %			Representation % 11.1%	Representation in 3 Years % 11.1%
Group (EEOG)  01 Senior Managers 02 Middle & Other Managers	¥  9 65	Actual Annually %6 23.6% 31.0%	Proj Annually	cted Over 3	Actual Annually % 0.0% 14.2%	Employees) Pro Annually %	jected Over 3	Hires Over 3 Years	Number  YYYY-MM-DD  2016-08-19  #  1 28	Turnover (R Terminated  Annually % 0.0% 0.0%	eplacement of 1 Employees)  Over 3 Years  #	Hires Required Over 3 Years  #	Froi	r Goals m - To - YYYY 2019	Present Availability % 27.4% 38.9%			% 11.1% 43.1%	Representation in 3 Years

† 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.

0.0%

16.7%

0.0%

0.0%

30.0%

0.0%

0.0%

0.0%

0.0%

16.7%

0.0%

26.0%

0.0%

0.0%

6.9%

0.0%

0.0%

0.0%

0.0%

33.8%

166

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

0.0%

0.0%

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0.0%

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0.0%

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70.4%

0.0%

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39.4%

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48.2%

15

77.8%

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75.0% #DIV/0!

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77.8%

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48.2%

\* Workforce Analysis) ÷ 2) x 100.

Supervisors: Crafts & Trades

Administrative & Sr Clerical

Intermediate Sales & Service

08 Skilled Sales & Service

09 Skilled Crafts & Trades

10 Clerical Personnel

12 Semi-Skilled Manual

13 Other Sales & Service

14 Other Manual Workers

07

			Table 2: Women
Employment Equity Occupational	Won		
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
-	# %	# %	
01 Senior Managers	1 0.0	0 0.0	
02 Middle & Other Managers	0.0	0,0	
03 Professionals	0.0	0 0.0	
04 Semi-Professionals & Tech	0.0	2 0.0	
05 Supervisors	0.0	0 0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0 0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0 0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0,0	
12 Semi-Skilled Manual	0.0	0 0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0 0.0	
Total	1	2	5 10 20
		•	Page 10 of 32

									Data f	or First/P	revious (	Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<b>V</b>	<u> </u>	<b></b>	<b>J</b>		1	,	<b>.</b>	,	<b>.</b>		<b></b>	<b></b>	<u> </u>	·	- <del></del>		, <del>\</del>	,,
										e 3: Abori	<del></del>	<b></b>							
									First/	Previous Sh	ort-term G	oals							
				All En	nployees										nal Peoples				
	Number	Grov	vth (New Posi	tions)	Turnover (Re		Terminated		Number	Tuenovar (D.	eplacement of		3 Yea	r Goals					
Employment Equity Occupational						Employees)		Anticipated			Employees)	Hires Required		m - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
·	2016-08-19	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	rears	2016-08-19	Annually	Over 3 Years	Years	2016	2019					rears
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	9	23.6%		0	0.0%		0	0	0	0.0%	0	0	C	)	2.9%	6 0	0	0.0%	0.0%
02 Middle & Other Managers	65	31.0%		1 0	14.2%		٥.	۸	1 1	0.0%	۱ ۵	۱ ۸	۱ ،	N.	2.2%	ه اد	۱ ۸	1.5%	1.5%

0.0%

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1.7%

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1.2%

0.0%

0.0%

1.8%

3.3%

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0.0%

2.1%

0.0%

0.0%

2.7%

0.0%

0.0%

0.0%

0.0%

2.2%

† 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.

21.5%

8.0%

0.0%

0.0%

16.7%

0.0%

0.0%

30.0%

0.0%

0.0%

0.0%

0.0%

16.7%

42.3%

32.6%

0.0%

0.0%

26.0%

0.0%

0.0%

6.9%

0.0%

0.0%

0.0%

0.0%

33.8%

15

166

03

04

06

07

08

Total

Professionals

05 Supervisors

Semi-Professionals & Tech

Supervisors: Crafts & Trades

Administrative & Sr Clerical

Intermediate Sales & Service

Skilled Sales & Service

09 Skilled Crafts & Trades

10 Clerical Personnel

12 Semi-Skilled Manual

13 Other Sales & Service

14 Other Manual Workers

table 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	Aborigina		
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	# %	# %	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04   Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0,0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0	0	
			Page 11 of 32

									Data	for First/F	revious (	Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	↓	<b>↓</b>	1	<b>\</b>	<b>1</b>	Ţ	1	↓	<u> </u>	<b>\</b>	Ţ		1	1	↓	<b>1</b>	1	1	<b>1</b>
									Table 5	Persons	with Disa	bilities							
									First/	Previous Sh	ort-term G	oals							
				All Er	nployees									Persons wi	th Disabilities	Š			
	Number	Grow	wth (New Posi	tionsl		eplacement of	Terminated		Number				3 Yea	r Goals					
Employment Equity Occupational	runner	0.0	oran (inch a bar	ironis)		Employees)		Anticipated	ramet	Terminated	eplacement of Employees)	Hires Required	Froi	n - To					Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	jected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
S	2016-08-19	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-08-19	Annually	Over 3 Years	Years	2016	2019					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	74	27.3%	,	C	7.1%		0	0	C	0.0%	0	3	C		4.3%	-3	-3	0.0%	0.0%
03 Professionals	60	42.3%	,	(	21.5%		0	0	C	0.0%	0	2	C		3.8%	-2	-2	0.0%	0.0%
04 Semi-Professionals & Tech	15	32.6%	,	(	8.0%		0	0	C	0.0%	0	1	C		4.6%	-1	-1	0.0%	0.0%
05 Supervisors	0	0.0%	,	(	0.0%		0	0	C	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	C	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	8	26.0%		(	16.7%		0	0	C	0.0%	0	0	C		3.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	9	6.9%		(	30.0%		0	0	0	0.0%	0	1	C		7.0%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		1 0	0.0%		0	0	C	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%			0.0%		0	0	0	0.0%	0	0	(		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%			0.0%		0	0	0	0.0%	0	0	(		0.0%	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.

16.7%

166

Total

33.8%

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

0.0%

4.2%

						Table 6: Persons with Disabilities
r		Per	rsons with	Disabilities	1	
	loyment Equity Occupational p (EEOG)	Short-tern	a Goals	Long-te	rm Goals	Comments
		#	%	#	%	
01/02	Managers	0	0.0	1	0.0	
03	Professionals	0	0.0	- 1	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0,0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	1	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0,0	
14	Other Manual Workers	0	0,0	0	0.0	
Total		0		3		

0.0%

0.0%

									Data	or First/F	revious (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<b>↓</b>	Ţ	1	<b>\</b>	<b>↓</b>	Ţ	1	↓	Ţ	↓	Ţ	1	1	1	<b>\</b>	1	<b>\</b>	↓	
									Table 7: M				S						
									First	Previous Sh	iort-term G	oals							
		•		All En	nployees										Visible Minor	ities			
	Number	Grov	th (New Posi	tions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals	4				
<b>Employment Equity Occupational</b>				jected				Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Pro <sub>i</sub>	<u> </u>	Actual	Proj	ected	Years	YYYY-MM-DD			Over 3 Years	1111	- 1111	Availability	rresem Gap	Gap	Representation	Years
	2016-08-19	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-08-19	Annually	Over 3 Years	Icars	2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	9	23.6%		C	0.0%		0	0	) 1	0.0%	0	0	0		10.1%	0	0	11.1%	11.1%
02 Middle & Other Managers	65	31.0%		0	14.2%		0	0	5	0.0%	0	5	0		15.0%	-5	-5	7.7%	7.7%
03 Professionals	60			0	21.5%		0	0	11	0.0%	0	0	0		18.1%	0	0	18.3%	18.3%
04 Semi-Professionals & Tech	15	32.6%		C	8.0%		0	0	) 2	0.0%	0	2	0		23.4%	-2	-2	13.3%	13.3%
05 Supervisors	0	0.0%		C	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	8	26.0%		0	16.7%		0	0	) 1	0.0%	0	2	0		35.3%	-2	-2	12.5%	12.5%
08 Skilled Sales & Service	0	0.0%		C	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	#DIV/0!	#DIV/0!
10 Clerical Personnel	9	6.9%		0	30.0%		0	0	) 4	0.0%	0	-1	0		38.6%	1	1	44.4%	44.4%
11 Intermediate Sales & Service	0	0.0%			0.0%		0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		[ 0	0.0%		0	0	)  (	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.

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16.7%

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33.8%

166

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

24

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18.9%

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14.5%

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14.5%

13 Other Sales & Service

14 Other Manual Workers

			Table 8: Members of Visible Minorities
Employment Equity Occupationa	Members of Visi	ble Minorities	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	# %	# %	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	3 0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	2 0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0 0.0	
07 Administrative & Sr Clerical	1 0.0	1 0.0	
08 Skilled Sales & Service	0.0	0 0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0,0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	1	6	2.00
			Page 13 of 32

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	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	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) ÷ (C + F)
		<u> </u>	<b></b>	<b></b>	.i	1	1	·······	<b></b>	<b></b>	<b></b>	,	<b></b>	Ţ	<b>\</b>	. <del>,</del>	······································	<b>V</b>	<u> </u>
										Table 9:	Women								
									Subseque	ent/Current	Short-tern	n Goals							
				All En	nployees									W	omen				
Employment Equity Occupational	Number	Gree	oth (New Posit	ions)	Turnover (Ro	eplacement of Employees)	Terminated	Anticipated	Number		eplacement of I Employees)	Hires Required		r Goals m - To	P		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	ected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Present Availability	Present Gap	Gap	Representation	Representation in 3
, (80.00)	2019-07-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-07-16	Annually	Over 3 Years	Years	2019	2022	•				Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	17	23.6%		C	0.0%		0	0	1	0.0%	0	4	(	27.6%	27.6%	-4	-4	5.9%	5.9%
02 Middle & Other Managers	146	31.0%		C	14.2%		0	0	67	0.0%	0	-9	(	)	39.4%	9	9	45.9%	1
03 Professionals	173	42.3%		C	21.5%		0	0	97	0.0%	0	-28	(	)	39.6%	28	28	56.1%	56.1%
04 Semi-Professionals & Tech	35			C	8.0%		0	0	8	0.0%	0	2	(	27.2%	27.2%	-2	-2	22.9%	22.9%
05 Supervisors	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	1
06 Supervisors: Crafts & Trades		0.0%		C	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	16			(	16.7%		0	0	14	0.0%	1 0	-1	(	)	79.8%	1	1	87.5%	87.5%
08 Skilled Sales & Service	0	0.0%		(	0.0%		0	0	0	0.0%	1 0	0	(	2	0.0%	1 0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades 10 Clerical Personnel	11	0.0% 6.9%			0.0%		0	0	0	0.0% 0.0%	1 0		(		0.0% 70.7%	1 1	0	#DIV/0! 81.8%	#DIV/0! 81.8%
10 Clerical Personnel 11 Intermediate Sales & Service	"	0.0%			30.0%		0	"	9	0.0%	1 0	-1		(	0.0%	1 1	1	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual		0.0%			0.0%		0	١	"	0.0%	1 0			(	0.0%	1 %	ا	#DIV/0!	#DIV/0!
13 Other Sales & Service		0.0%			0.0%		0	ا ا	"	0.0%					0.0%			#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
14 Other Manual Workers		0.0%			0.0%		0	١ ٥	ه ا	0.0%	]	ه ا			0.0%	J ő	ا ا	#DIV/0!	#DIV/0!

† 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.

16.7%

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

196

0.0%

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196

196

49.2%

49.2%

398

33.8%

					Table 10: Women
Farm	loyment Equity Occupational	Wome	en		
00000000	ip (EEOG)	Short-term Goals	Long-term G	oals	Comments
		%		%	
01	Senior Managers	27.6		27.6	Our Senior Leadership team is dominated by men at this time. We are actively working on creating a more balanced senior team. We are consistently taking measures to provide leadership training, pt
02	Middle & Other Managers	0.0			
03	Professionals	0.0			
04	Semi-Professionals & Tech	27.2		30.0	Hemmera is committed to Women in STEM (Science, technology, engineering and mathematics). We support many of these organizations, and also attend lots of their career fairs.
05	Supervisors	0.0			
06	Supervisors: Crafts & Trades	0.0			
07	Administrative & Sr Clerical	0.0			
08	Skilled Sales & Service	0.0			
09	Skilled Crafts & Trades	0.0			
10	Clerical Personnel	0.0			
11	Intermediate Sales & Service	0.0			
12	Semi-Skilled Manual	0.0			
13	Other Sales & Service	0.0			
14	Other Manual Workers	0.0			
Tota		0.0			Dece 14 of 27

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<b>V</b>	<b>J</b>	<b>1</b>	<u> </u>	<b>V</b>	, <del>\</del>	,	V	<u>,                                     </u>	<b>.</b>	V	V	<b>.</b>	Ψ.	<b>.</b>	<b>.</b>	<b></b>	<b>.</b>	<b></b>
									Table	11: Abor	iginal Pe	oples							
									Subsequ	ent/Current	t Short-terr	n Goals							
				All Er	nployees									Aborigi	nal Peoples				
	Number	Gree	oth (New Posit		nployees Turnover (R		f Terminated		Number	F(B	and a second of		3 Yei	Aborigi ur Goals	nal Peoples				
Employment Equity Occupational	Number	Gree	oth (New Posi		T .	eplacement o Employees)	f Terminated	Anticipated	Number		eplacement of I Employees)	mucs					n		Projected
Employment Equity Occupational Group (EEOG)	Number YYYY-MM-DD	Grov Actual			T .	Employees)	f Terminated jected	Anticipated Hires Over 3	Number YYYY-MM-DD	Terminated		Hires Required Over 3	Fro	ır Goals	nal Peoples  Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Employment Equity Occupational Group (EEOG)				tions)	Turnover (Ri	Employees)		Anticipated		Terminated		Required	Fro	ır Goals m - To	Present	Present Gap			
	YYYY-MM-DD	Actual	Proj	ions) jected Over 3	Turnover (R	Employees)	jected Over 3	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Over 3	Required Over 3	Fro YYYY	m - To	Present	Present Gap			Representation in 3
	YYYY-MM-DD 2019-07-16	Actual Annually	Proj Annually	ions) jected Over 3	Turnover (Re	Employees) Pro Annually	jected Over 3	Anticipated Hires Over 3	YYYY-MM-DD	Terminated Annually	Over 3 Years #	Required Over 3	Fro YYYY 2019	ur Goals m - To - YYYY 2022	Present Availability	Present Gap # -1		Representation	Representation in 3 Years
Group (EEOG)	YYYY-MM-DD 2019-07-16 #	Actual Annually	Proj Annually %	ions) jected Over 3	Turnover (Re Actual  Annually	Employees) Pro Annually	jected Over 3	Anticipated Hires Over 3	YYYY-MM-DD	Annually	Over 3 Years #	Required Over 3	Fro YYYY 2019	rr Goals m - To '- YYYY 2022	Present Availability %	#		Representation	Representation in 3 Years % 0.0%
Group (EEOG)  01   Senior Managers	YYYY-MM-DD 2019-07-16 # 17	Actual Annually % 23.6%	Proj Annually	ions) jected Over 3	Actual Annually % 0.0%	Employees) Pro Annually %	jected Over 3	Anticipated Hires Over 3	YYYY-MM-DD	Annually % 0.0%	Over 3 Years #	Required Over 3	Fro YYYY 2019	rr Goals m - To 7 - YYYY 2022 % 9% 0) 3.2%	Present Availability % 3.2%	#		Representation % 0.0%	% 0.0% 1.4% 1.7%
Group (EEOG)  01 Senior Managers 02 Middle & Other Managers	2019-07-16 # 17 146	Actual Annually % 23.6% 31.0%	Proj Annually %	ions) jected Over 3	Turnover (R  Actual  Annually  % 0.0% 14.2%	Employees) Pro Annually %	jected Over 3	Anticipated Hires Over 3	YYYY-MM-DD	Annually % 0.0% 0.0%	Over 3 Years #	Required Over 3	Fro YYYY 2019	rr Goals m - To (- YYYY 2022 % 0) 3.2% 0) 2.7%	Present Availability  %  3.2% 2.7%	#		## Representation	Representation in 3 Years % 0.0% 1.4%

† 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.

0.0%

16.7%

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30.0%

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16.7%

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26.0%

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6.9%

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0.0%

33.8%

398

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

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Workforce Analysis) ÷ 2) x 100.

Supervisors: Crafts & Trades

Administrative & Sr Clerical

Intermediate Sales & Service

08 Skilled Sales & Service

09 Skilled Crafts & Trades

10 Clerical Personnel

12 Semi-Skilled Manual

13 Other Sales & Service

14 Other Manual Workers

07

Workforce Marysis) · 2) x 10				Table 12: Aboriginal Peoples
Employment Equity Occupational	Aboriginal	Peoples		
Group (EEOG)	Short-term Goals	Long-te	rm Goals	Comments
Group (EECG)	%		%	
01 Senior Managers	3.2		3.5	
02 Middle & Other Managers	2.7		3.0	
03 Professionals	2.3		2.5	
04 Semi-Professionals & Tech	0.0			
05 Supervisors	0.0			
06 Supervisors: Crafts & Trades	0.0			
07 Administrative & Sr Clerical	3.5		3.5	
08 Skilled Sales & Service	0.0			
09 Skilled Crafts & Trades	0.0			
10 Clerical Personnel	0.0			
11 Intermediate Sales & Service	0.0			
12 Semi-Skilled Manual	0.0			
13 Other Sales & Service	0.0			
14 Other Manual Workers	0.0			
Total	0.0			Hemmera is collaborating more and more with Indigenous people on projects. We are committed to working with them and building relationships. In the next couple of years, Hemmera will start to w
	and the second s	<b></b>	04	Page 15 of 32

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<b>↓</b>	Ţ	1	<b>\</b>	<b>1</b>	↓	Ţ	<b>\</b>	↓	Ţ	<b>↓</b>	<b>\</b>	Ţ	Ţ	↓	<b>\</b>	<b>V</b>	↓	<b>↓</b>
										: Persons									
				AH E.	nplovees				Subsequ	ent/Current	t Short-tern	1 Goals		Dorcons wi	th Disabilities				
				Anta	Turnover (Re		r			T			3 Ves	ir Goals	ui Disabilities	, 			
	Number	Grow	oth (New Posit	tions)		Employees)	rermmated	Anticipated	Number		eplacement of	Hires		m - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Hires Over 3	YYYY-MM-DD	Terminated	l Employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Group (EEOG)	2019-07-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-07-16	Annually	Over 3 Years	Years	2019	2022	A Canada and a Can		Cap	пертежниция	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	163	27.3%		(	7.1%		0	0	C	0.0%	0	8	(	5.0%	5.0%	-8	-8	0.0%	0.0%
03 Professionals	173	42.3%		(	21.5%		0	0	3	0.0%	0	12	(	8.9%	8.9%	-12	-12	1.7%	1.7%
04 Semi-Professionals & Tech	35	32.6%		(	8.0%		0	0	C	0.0%	0	3	(	7.6%	7.6%	-3	-3	0.0%	0.0%
05 Supervisors	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	16			(	16.7%		0	0	1	0.0%	0	1	(	10.0%	10.0%	-1	-1	6.3%	6.3%
08 Skilled Sales & Service	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	C	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	11	6.9%		(	30.0%		0	0	0	0.0%	0	1	(	9.3%	9.3%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		(	0.0%		0	0	C	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		(	0.0%		0	0	C	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	#DIV/0!	#DIV/0!
Total	398	33.8%		(	16.7%		0	0	4	0.0%	0	-4	(	)	0.0%	4	4	1.0%	1.0%

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

• / /			Table 14: Persons with Disabilities
Facility Constitution	Persons with	Disabilities	
Employment Equity Occupation Group (EEOG)	Short-term Goals	Long-term Goals	Comments
Group (EEOG)	%	%	
01/02 Managers	5.0	5.0	
03 Professionals	8.9	9.0	
04 Semi-Professionals & Tech	7.6	8.0	
05 Supervisors	0.0		
06 Supervisors: Crafts & Trad	es 0.0		
07 Administrative & Sr Cleric	al 10.0	10.0	
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	9.3	9.3	\$
11 Intermediate Sales & Servi	ce 0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	0.0		
Total	0.0		Hemmera is committed to providing accommodation for all disabilities. A lot of our work is difficult for those who have disabilities, due to the nature of our work (i.e. field work), but we have a very in

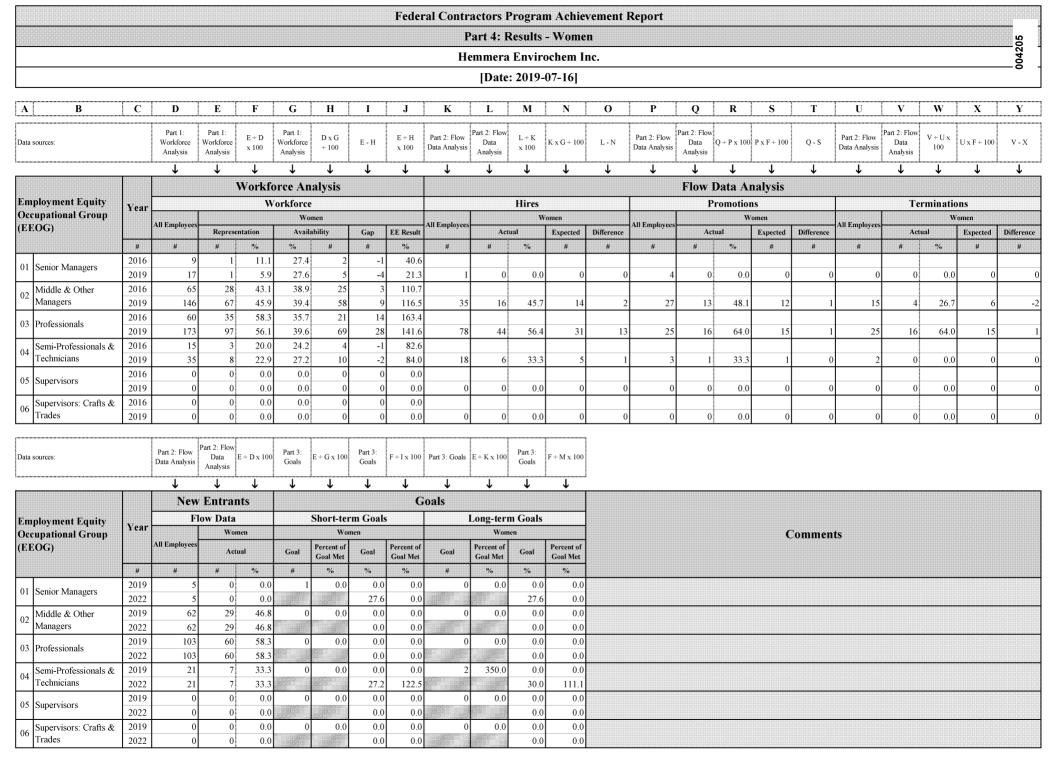
									Data for	Subseque	ent/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entr	уСхНхЗ	F + I	From Workforce Analysis	Equivalent to H	t KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		Ţ	1	↓	↓	Ţ	Ţ	↓	↓	<b>\</b>	1	Ţ	1	Ţ	↓	1	1	<b>\</b>	Į.
									Table 15: N				'S						
									Subsequ	ent/Curren	t Short-ter	n Goals							

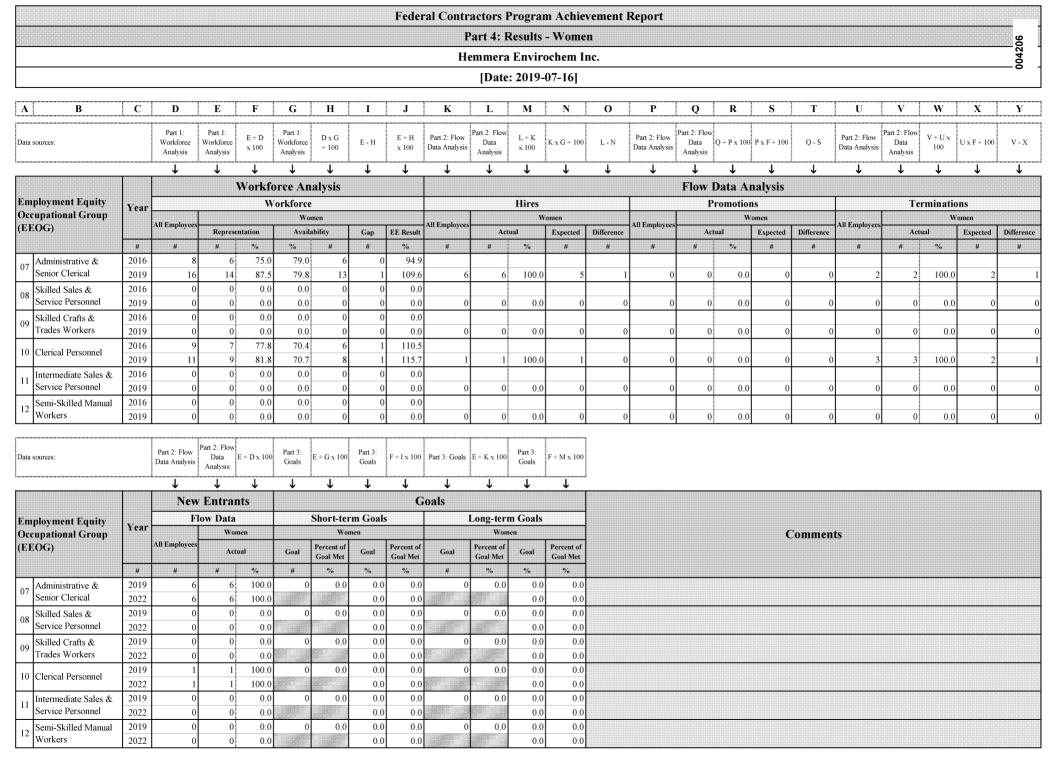
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	ployees								M	embers of <b>V</b>	/isible Minori	ities			
Employment Equity Occupational	Number	Grow	th (New Posi	tions)	Turnover (Re	placement of Employees)	Terminated	Anticipated	Number		eplacement of Employees)	mucs		r Goals n - To	_				Projected
Group (EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD			Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
3 <b></b> (2.2	2019-07-16	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-07-16	Annually	Over 3 Years	Years	2019	2022	•				Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	17	23.6%		0	0.0%		0	0	1	0.0%	0	1	0	11.5%	11.5%	-1	-1	5.9%	5.9%
02 Middle & Other Managers	146	31.0%		0	14.2%		0	0	11	0.0%	0	15	0	17.6%	17.6%	-15	-15	7.5%	7.5%
03 Professionals	173	42.3%		0	21.5%		0	0	36	0.0%	0	4	0	23.1%	23.1%	-4	-4	20.8%	20.8%
04 Semi-Professionals & Tech	35	32.6%		0	8.0%		0	0	7	0.0%	0	0	0		20.9%	0	0	20.0%	20.0%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	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	16	26.0%		0	16.7%		0	0	2	0.0%	0	4	0	34.5%	34.5%	-4	-4	12.5%	12.5%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	11	6.9%		0	30.0%		0	0	5	0.0%	0	0	0		43.3%	0	0	45.5%	45.5%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	398	33.8%		0	16.7%		0	0	62	0.0%	0	-62	0		0.0%	62	62	15.6%	15.6%

<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.

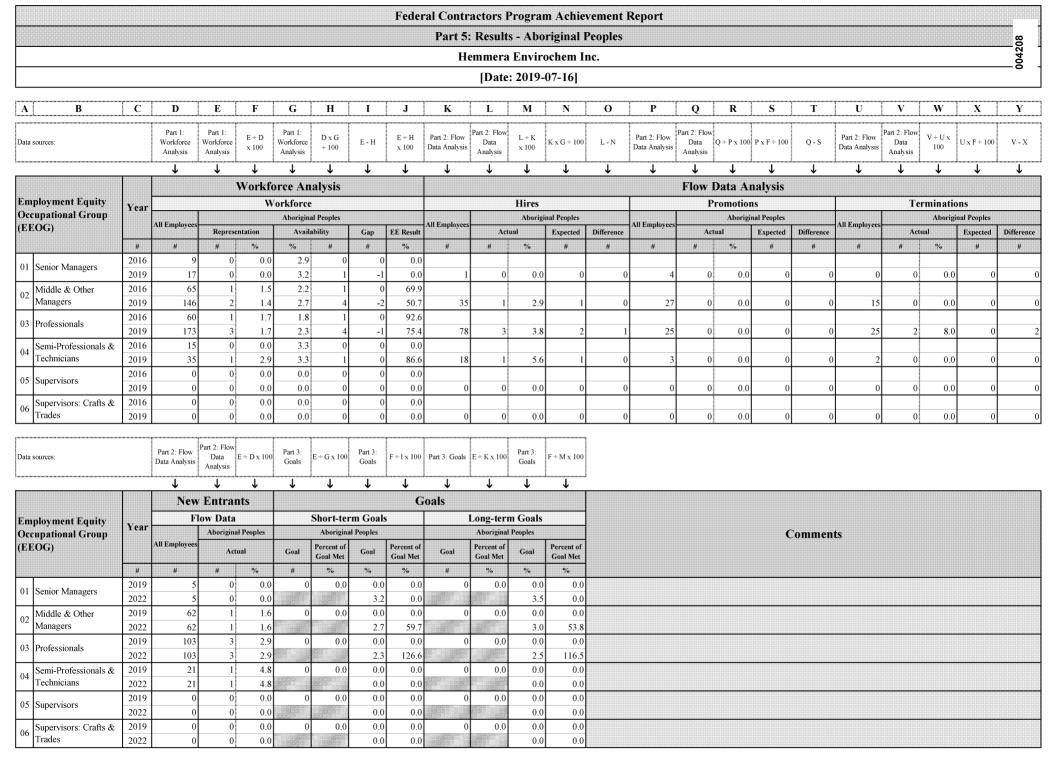
Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

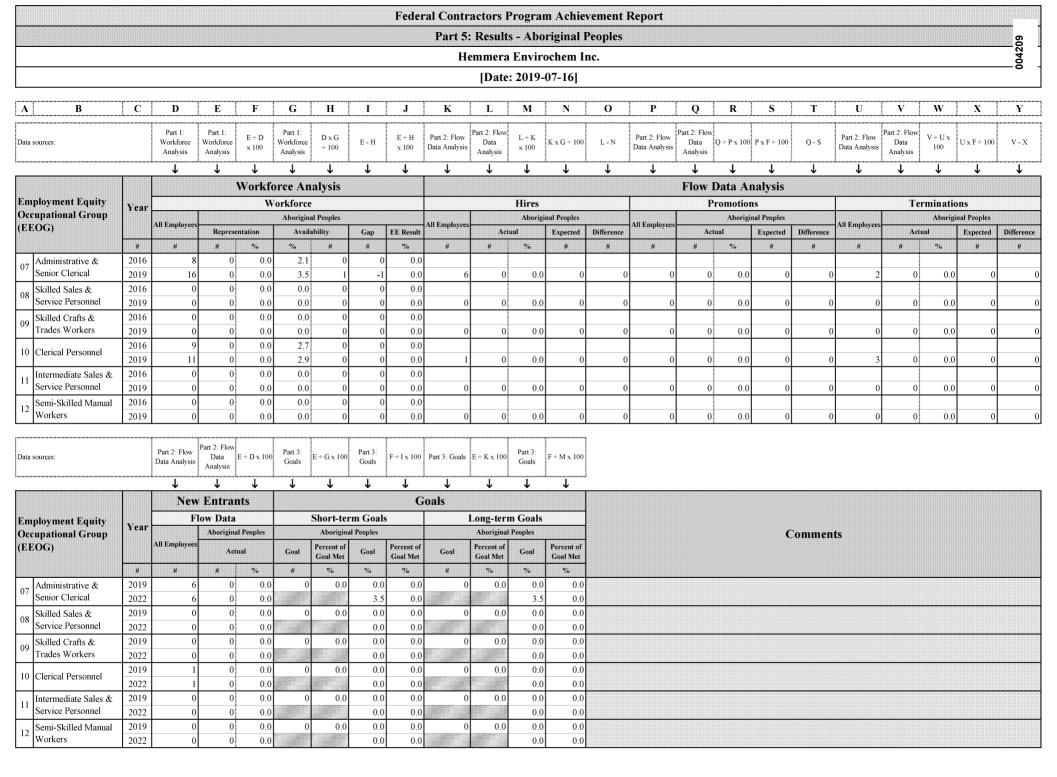
				Table 16: Members of Visible Minorities
Employment Equity Occupational	Members of Visi	ble Minori	ties	
Group (EEOG)	Short-term Goals	Long-te	rm Goals	Comments
	%		%	
01 Senior Managers	11.5		11.5	
02 Middle & Other Managers	17.6		17.6	
03 Professionals	23.1		23.1	
04 Semi-Professionals & Tech	0.0			
05 Supervisors	0.0			
06 Supervisors: Crafts & Trades	0.0			
07 Administrative & Sr Clerical	34.5		34.5	
08 Skilled Sales & Service	0.0			
09 Skilled Crafts & Trades	0.0			
10 Clerical Personnel	0.0		1	
11 Intermediate Sales & Service	0.0			
12 Semi-Skilled Manual	0.0			
13 Other Sales & Service	0.0			
14 Other Manual Workers	0.0			
Total	0.0			to partner with organizations like the Immigrant Employment Council of BC (federally funded program) to reach out to those of visible minority, and give recently landed immigrants opportunities to
				Page 17 of 32





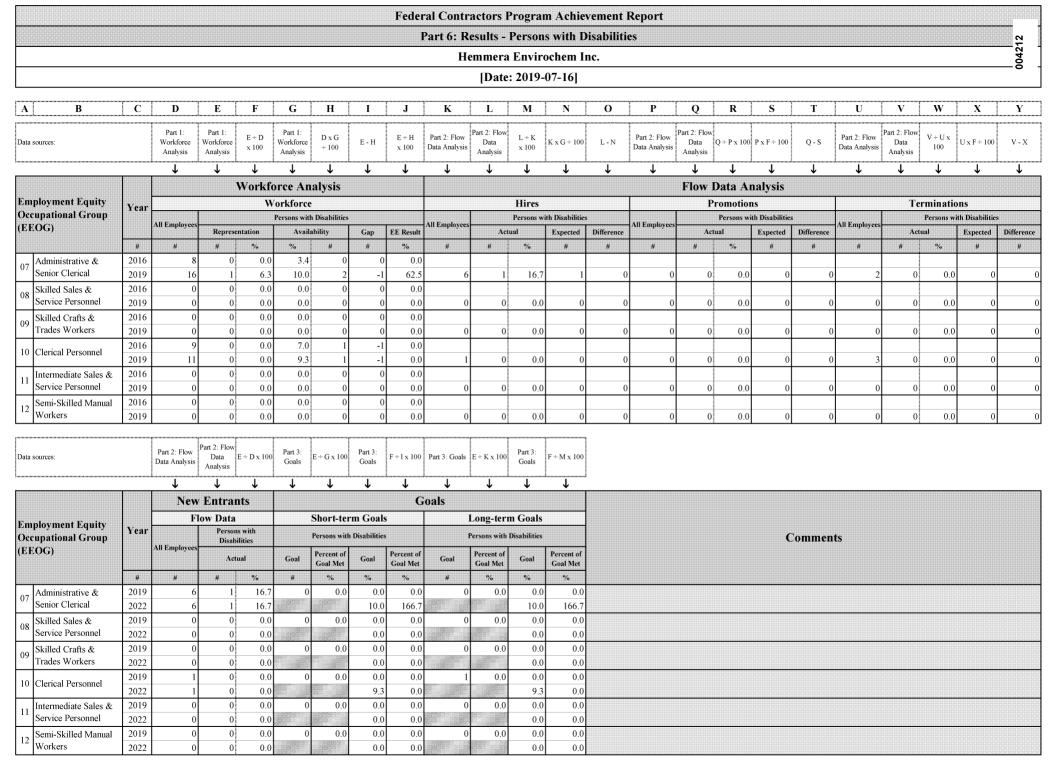
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A B	С	D	Е	F	G	Н	I	J	K	L	M	N	О	Р	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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			1		orce Ana	alysis										Data Aı	•		,				
Employment Equity Occupational Group	Year	ı		W	orkforce						Hires				P	romotion				Te	rminatio		
(EEOG)		All Employees	Represei	ntation	Won Availal		Gap	EE Result	All Employees	Act		omen Expected	Difference	All Employees	Act		omen Expected	Difference	All Employees	Act		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Other Sales & Service	2016	0	0	0.0	0.0	0	0	0.0															
Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016 2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2016	166	80	48.2	39.4	65	15	122.3															
Total	2019	398	196	49.2	0.0	0	196	0.0	139	73	52.5	0	73	59	30	50.8	28	2	47	25	53.2	23	2
Data sources:		Data Analysis	Analysis	E ÷ D x 100	Goals	E÷Gx 100	Goals		Part 3: Goals		Part 3: Goals	F÷M x 100											
		<u> </u>		<u> </u>	<u> </u>				↓														
			Entran	its		-			oals		_												
Employment Equity	Year	Fl	ow Data Won	nen	· ·	hort-tei Wo	rm Goals			Long-teri Wom								·	4				
Occupational Group (EEOG)		All Employees	Acti		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					C	ommen	ts				
T	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
14 Other Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
14 Other Manual Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											
Total	2019	198 198	103	52.0 52.0	1	10300.0	0.0	0.0	2	5150.0	0.0	0.0											
	2022	198	103	32.0			0.0	0.0			0.0	0.0											



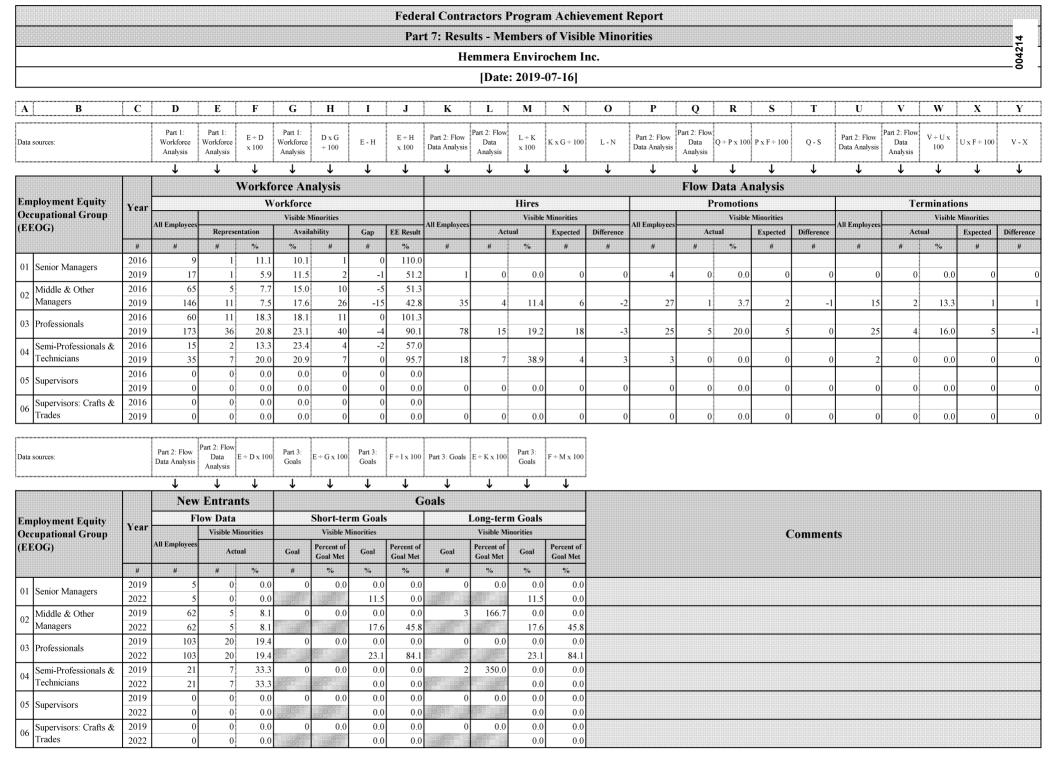


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	loyment Equity pational Group	Year			W	orkforce						Hires				P	romotio				Te	rminati		
(EEC			All Employees	Represe	atation	Aborigina Availa		Gap	EE Result	All Employees	Act		nal Peoples  Expected	Difference	All Employees	100	Aborigi tual	nal Peoples  Expected	Difference	All Employees	Act		nal Peoples  Expected	Difference
		#	#	#	%	%	#	- дар #	%	#	#	% %	#	#	#	#	%	#	#	#	#	uai %	#	#
13 C	Other Sales & Service	2016	0	0	0.0	0.0	0	0	0.0															
13 P	ersonnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 C	Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0			0.0				0	0.0	0			0	0.0		
		2019 2016	166	0	0.0	0.0 2.2	0	-2	0.0 54.8	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
Total		2019	398		1.5	0.0	0	6	0.0	139	5	3.6	0	5	59	0	0.0	1	-1	47	2	4.3	1	1
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Data so	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ <b>D</b> x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
5			Ψ.	<b>.</b>	<b>↓</b>	<b>J</b>	1	<b>.</b>	Ţ	Ţ	Ţ	Ţ	<b></b>											
			New	/ Entrai	its				G	oals														
Empl	loyment Equity	·	F	low Data			Short-te	rm Goals	i		Long-teri	m Goals												
	pational Group	Year		Aborigina	l Peoples			al Peoples			Aboriginal	Peoples						C	Commen	ts				
(EEC	OG)		All Employees	Acti	ıal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	9/0	%											
1 131	Other Sales & Service	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
$H^{P}$	Personnel	2022 2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
14 C	Other Manual Workers	2019	0	0	0.0	U	0.0	0.0	0.0	U	0.0	0.0	0.0											
Total		2019	198	5	2.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
1 otal		2022	198	5	2.5			0.0	0.0			0.0	0.0											

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									]	Part 6: R	esults -	Person	s with I	Disabiliti	es									
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			Part 1:	Part 1:		Part 1:					Part 2: Flow	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	i			Part 2: Flow					Part 2: Flow			
Data :	sources:		Workforce Analysis	Workforce Analysis	E ÷ D x 100	Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis		Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
ļ		***************************************	<b>J</b>	<b></b>	Ţ	Į	<b>.</b>	<b></b>	<u> </u>	<b></b>	<b>1</b>	<b></b>	<b></b>	<u> </u>	Į Į	Į į	Ţ	Ţ	Ţ	1 1	Ţ	Ţ	Ţ	<b>1</b>
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	ployment Equity upational Group	Year				orkforce	e th Disabilities					Hires	ith Disabilitie			P	romotion	IS th Disabilities				minatio	ns th Disabilitie	
	OG)		All Employees	Represent			lability	Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Actu		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01 &	Managers	2016	74	0	0.0	4.3	3	-3	0.0															
02	agere	2019	163	0	0.0	5.0	1	-8	***	36	0	0.0	2	-2	31	0	0.0	0	0	15	0	0.0	0	0
03	Professionals	2016 2019	60 173	0	0.0 1.7	3.8 8.9		-2 -12		78	3	3.8	7	. 4	25	0	0.0	0	0	25	0	0.0	0	
04	Semi-Professionals &	2016	15	0	0.0	4.6	<del></del>	-12		70	,	5.0	,	-4	23	· ·	0.0	U	U	23		0.0	0	U
04	Technicians	2019	35	0	0.0	7.6	:	-3	0.0	18	0	0.0	1	-1	. 3	0	0.0	0	0	2	0	0.0	0	0
05	Supervisors	2016 2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0 0	0	0.0	0	0	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2016	0	0	0.0	0.0		0	0.0			0.0					0.0					0.0		
	Trades	2019	<u> </u>	0	0.0	0.0	0	0	0.0	0		0.0		0	0 0	0	0.0	0	0	1 0	0	0.0	0	0
			Part 2: Flow	Part 2: Flow	. D. 100	Part 3:	F . C . 100	Part 3:	F. I. 100	D +2 C 1	F . 17 100	Part 3:	F . M 100											
Data	sources:		Data Analysis	Data E Analysis	÷ D x 100	Goals	E÷Gx100	Goals	F÷I x 100	Part 3: Goals	E + K X 100	Goals	F÷M x 100											
			<b>V</b>	_ <b>↓</b>	<b>1</b>	<b>↓</b>	1	<b>1</b>	1	<b>.</b>	1	Ţ	1											
				Entran	ts		G1			oals														
	ployment Equity	Year	FI	ow Data Persons			Short-ter				Long-ter Persons with							•	Commen	to.				
	upational Group OG)		All Employees	Disabili Actus		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					•	Junien	ıs				
		#	н	# I	%	Gom #	Goal Met	%	Goal Met	Gon #	Goal Met	%	Goal Met											
01		2019	67	0	0.0	0	0.0	0.0	0.0	1	0.0	0.00	0.0											
& 02	Managers	2022	67	0	0.0			5.0				5.00	0.0											
	Professionals	2019	103	3	2.9	0	0.0	0.0		1	300.0	0.00	0.0											
		2022 2019	103 21	0	2.9 0.0		0.0	8.9 0.0			0,0	9.00 0.00	32.4 0.0											
04	Semi-Professionals & Technicians	2019	21	0	0.0		0.0	7.6		L U	0.0	8.00	0.0											
05	Supervisors	2019	0	0	0.0	0	0.0	0.0		0	0.0	0.00												
$\vdash$	Supervisors: Crafts &	2022 2019	0	0	0.0	0	0.0	0.0		0	0.0	0.00	0.0											
06	Trades	2022	0	0	0.0			0.0				0.00												



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		#	#	#	%	%	#	# #	%	#	#	% %	#	#	#	#	%	#	#	#	#	%	#	#
12 0	ther Sales & Service	2016	0	0	0.0	0.0	0	0	0.0															
13 P	ersonnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	(	0	0	0.0	0	0
14 0	ther Manual Workers	2016	0	0	0.0	0.0	0	0	0.0															
		2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	(	0	0	0.0	0	0
Total		2016	166 398	0 4	1.0	4.2 0.0	7	-7	0.0	139	1	2.9	0	4	59	0	0.0			47	0	0.0	0	0
		2017	376	7	1.0	0.0			0.0	137		2.7	<u>_</u>		37		0.0			/ /		0.0	1 0	
Data sou	irces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ <b>D</b> x 100	Goals	E÷Gx 100	Part 3: Goals	<u></u>	Part 3: Goals		Goals	F ÷ M x 100											
		1	<u> </u>	↓	<b>1</b>	<u> </u>	<b>1</b>	1	<u> </u>	<u> </u>	↓	<b>1</b>	↓											
			New	Entrar	ıts				G	oals														
Empl	oyment Equity		F	ow Data			Short-te	rm Goals	S		Long-ter	m Goals												
Occu (EEC	pational Group	Year	All Employees	Person Disab				h Disabilities			Persons with	Disabilities	I					C	Commen	its				
(				Acti		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	ther Sales & Service	2019	# 0	# 0	0.0	#	0.0	0.0	0.0	#	0.0	% 0.0	0.0											
	ersonnel	2019		0	0.0		0.0	0.0	0.0	0	0.0	0.0	0.0											
14/0	ther Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
14 0	unei ivianuai workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											
Total		2019	198	4	2.0	0	0.0	0.0	0.0	3	133.3	0.0	0.0											
		2022	198	4	2.0			0.0	0.0			0.0	0.0											



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Data sou	urces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x 100	Part 1: Workforce Analysis		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: Flov Data Analysis		P x F ÷ 10	0 Q-S	Part 2: Flow Data Analysis		V ÷ U x 100	U x F ÷ 100	0 V - X
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14 Otl	her Manual Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total		2016	166		14.5	18.9	31		76.5															
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1 13 1	her Sales & Service rsonnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
		2022 2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
14 Otl	her Manual Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											
Total		2019	198		16.2	1	3200.0	0.0	0.0	6	533.3	0.0	0.0											
		2022	198	32	16.2			0.0	0.0			0.0	0.0											

# **Federal Contractors Program Achievement Report Part 8: Reasonable Efforts** Hemmera Envirochem Inc. [Date: 2019-07-16]

# **Efforts**

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

# Required measures:

7	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.
J	Adjusted survey results to reflect hires, promotions and terminations.
7	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.
<b>√</b>	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.
<b>V</b>	Ensured that any new gaps identified are addressed accordingly.
V	Maintained appropriate records in all required areas.
thar	magelivac•

# Ot

ther	measures:
<b>V</b>	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.
V	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
7	Ensured ongoing senior-level support for employment equity and its implementation.
7	Established accountability mechanisms to ensure that the short-term goals would be met.
V	Communicated the goals to relevant managers as well as monitored and recorded the results.
V	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.

	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.
7	Put in place a strategy to ensure a barrier-free workplace.
7	Undertook initiatives to increase representation where gaps in representation were found.
V	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance ment.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Any reorganization or other corporate structural changes.
	Any reorganization or other corporate structural changes.  Acquisitions, mergers or transfers of employees.

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

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

**Employer Name:** Hemmera Envirochem Inc.

Primary Location: Vancouver, British Columbia

**Number of Employees: 398** 

British Columbia 316 Ontario 33 Alberta 33 Yukon 16

**Organization Overview:** 

NAICS # 5416 (Management, Scientific and Technical Consulting Services)

Hemmera, a wholly owned subsidiary of Ausenco, is a Canadian environmental consultancy. They have created opportunities for sustainable growth and balanced development for their clients. Hemmera offers progressive environmental services in Site Assessment and Remediation, Environmental Planning and Ecology, Human Environment, and Geomatics.

# **Key Dates – First Year Assessment**

Initiated: 2016-07-28 Received: 2016-08-26 Closed: 2016-09-28

Workforce

2016-08-19 Analysis:

### **Key Dates – Subsequent Assessment**

Initiated: 2019-07-28 Received: 2019-07-18

Workforce

**Analysis:** 2019-07-16

#### **DATA VERIFICATION**

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

 $\boxtimes$  Yes  $\square$  No

Comments:

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

#### 

#### Comments:

• The period reported on the Achievement report is 2016-06-08 to 2019-07-16.

#### ASSESSMENT OF REASONABLE PROGRESS

• In the previous assessment, some goals were set in numbers. Progress has been assessed as per the goals set.

#### Women

01	Senior Managers	Goal not met (achieved 0%)
04	Semi-Professionals & Technicians	Goal not set.

### Assessment/Observations

- EEOG 01 Out of five new entrants, there were none from this designated group. The market availability is 27.4%. The company had set a goal of hiring / promoting one individual while they hired / promoted none. Thus achieved 0% of the goal set.
- EEOG 4 Out of twenty-one new entrants, seven were women. The market availability is 24.2%. No goal was set during the previous assessment and thus was not able to assess the progress.

#### **Aboriginal Peoples**

# Assessment/Observations

No gaps exist in any of the EEOG for this designated group.

#### Person with Disabilities

01/02	Managers	No Goal set
03	Professionals	No Goal set
04	Semi-Professionals & Technicians	No Goal set
10	Clerical Personnel	No Goal set

#### Assessment/Observations

• EEOG 1 & 2 - Out of sixty-seven new entrants, none were from this designated group. The market availability is 4.3%. No goal was set during the previous assessment and thus was not able to assess the progress.



- EEOG 3 Out of one hundred and three new entrants, three were from this designated group. The market availability is 3.8%. No goal was set during the previous assessment and thus was not able to assess the progress.
- EEOG 4 Out of twenty-one new entrants, none were from this designated group. The market availability is 4.6%. No goal was set during the previous assessment and thus was not able to assess the progress.
- EEOG 10 The Company had only one new entrant and that was not from this designated group. The market availability is 7.0%. No goal was set during the previous assessment and thus was not able to assess the progress.

# **Members of Visible Minorities**

02	Middle & Other Managers	Goal not set
04	Semi-Professionals & Technicians	Goal not set
07	Admin. & Senior Clerical Personnel	Goal not met (achieved 0%)

## Assessment/Observations

- EEOG 2 Out of sixty-two new entrants, five were from this designated group. The market availability is 15.0%. No goal was set during the previous assessment and thus was not able to assess the progress.
- EEOG 4 Out of twenty-one new entrants, seven were from this designated group. The market availability is 23.4%. No goal was set during the previous assessment and thus was not able to assess the progress.
- EEOG 7 Out of one hundred and three new entrants, three were from this designated group. The market availability is 3.8%. No goal was set during the previous assessment and thus was not able to assess the progress.

#### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
  - This assessment covers the data from 2016-06-08 to 2019-07-16. During their initial assessment, the organization had not set most of the goals and that was acceptable at that time. Only two goals were set and they both were not me.
  - The Company advised that Hemmera was acquired by Ausenco in November 2017. And since then it has grown quite a bit.

#### **ASSESSMENT OF GOALS**

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

#### Women

Workforce Analysis Results		Goals				
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-4	27.6	27.6	5.9	27.6
04	Semi-Professionals & Technicians	-2	27.2	30.0	22.9	27.2

# Observations:

• EEOG 4 - Long-term goal long is slightly higher than the short-term goal, which is set as per the Labour Market Availability.

# **Aboriginal Peoples**

Workforce Analysis Results		Goals				
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3 +		
			years)	years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	3.2	3.5	0.0	3.2
02	Middle & Other Managers	-2	2.7	3.0	1.4	2.7
03	Professionals	-1	2.3	2.5	1.7	2.3
07	Admin. & Senior Clerical Personnel	-1	3.5	3.5	0.0	3.5

# Observations:

• EEOG 01, EEOG 02 & EEOG 03 - Long-term goal long is slightly higher than the shortterm goal, which is set as per the Labour Market Availability.

# **Persons with Disabilities**

Workforce Analysis Results		Goals				
Emp	oloyment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# or %	%	%
01/ 02	Managers	-8	5.0	5.0	0.0	5.0
03	Professionals	-12	8.9	9.0	1.7	8.9
04	Semi-Professionals & Technicians	-3	7.6	8.0	0.0	7.6
07	Admin. & Senior Clerical Personnel	-1	10.0	10.0	6.3	10.0
10	Clerical Personnel	-1	9.3	9.3	0.0	9.3

Observations:

# **Members of Visible Minorities**

Workforce Analysis Results			Goals			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
Ь	Description	ш	years)	years)	0/	0/
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	11.5	11.5	5.9	11.5
02	Middle & Other Managers	-15	17.6	17.6	7.5	17.6
03	Professionals	-4	23.1	23.1	20.8	23.1
07	Admin. & Senior Clerical Personnel	-4	34.5	34.5	12.5	34.5

Observations:

#### **RECOMMENDATION**

I recommend that the employer be found:

 $\boxtimes$  in compliance  $\square$  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:

Hemmera Envirochem Inc. has a number of gaps in all four designated groups. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group using permanent full-time and permanent parttime employment when vacancies arise.

Name of Analyst: Neena Sharan

Date: September 24, 2019

# Nyirasafari, Ange AN [NC]

**From:** Sharan, Neena N [NC] on behalf of EE-EME

**Sent:** September 27, 2019 3:56 PM

**To:** 'nbranco@hemmera.com'; 'jpowershaldane@hemmera.com'; 'Sarah Leger'

**Subject:** Government of Canada Agreement Number: 100251 – Notification of Compliance

with the Federal Contractors Program

Cette information est également disponible en français sur demande.

#### Dear Natalie Branco:

I am writing to inform you that the subsequent compliance assessment initiated on July 28, 2019 has been completed. As a result of the assessment, Hemmera Envirochem Inc. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Hemmera Envirochem Inc.'s employment equity program.

Hemmera Envirochem Inc. has a number of gaps in all four designated groups. It may be beneficial for this
organization to develop relationships with colleges, universities or other professional associations to identify
and hire qualified students or professionals that are part of this designated group using permanent full-time
and permanent part-time employment when vacancies arise.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on July 28, 2022. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

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

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the <a href="Workplace Equity Information Management System">Workplace Equity Information Management System</a> (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 <u>ee-eme@hrsdc-rhdcc.gc.ca</u>.

Your cooperation during the course of this compliance assessment was appreciated and we wish Hemmera Envirochem Inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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