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Labour Program  
Federal Contractors Program

## Agreement to Implement Employment Equity

060085

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Imperial Oil Limited	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Exxon Mobil Corporation	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 325210	Total number of employees in Canada (Full-Time/Part-Time/Temporary)    5000  To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.htm</a>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 237 4 Avenue SW	City Calgary	Province AB	Postal Code T2P 0H6
	Telephone Number 1-800-567-3776	Fax Number 1-403-237-2027	

EMPLOYMENT EQUITY CONTACT	
Name (print) Anita ReMartinez	Title Manager Diversity
Telephone Number 403-237-3231	E-mail Address anita.e.remartinez@esso.ca

CERTIFICATION
The above-named organization <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND</li> <li>• intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).</li> </ul> Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.hrsgc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.hrsgc.gc.ca/eng/labour/equality/fcp/index.shtml</a>
<b>Important note:</b> If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Rich Kruger	Title Chairman, President & CEO, Imperial Oil
Telephone Number 1-403-237-4309	E-mail Address rich.m.kruger@exxonmobil.com
Signature 	Date October 1, 2013

RETURN INSTRUCTIONS
<b>IMPORTANT</b> <ul style="list-style-type: none"> <li>• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8768 or by e-mail at: <a href="mailto:ee-ams@hrsgc.rhdcc.gc.ca">ee-ams@hrsgc.rhdcc.gc.ca</a></li> </ul>

Federal Contractors Program  
Employee Workforce Analysis

Imperial Oil Limited  
CERTIFICATE #60085

November 3, 2017

**Report prepared for:**

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## **Introduction**

This workforce analysis summary report contains the following sections:

- Purpose
- Company Profile
- Methodology
- Results (including summary tables)
- Conclusion
- Appendices (Detailed Analysis Tables and Goals)

## **Purpose**

Further to our initial compliance assessment which was concluded on May 13, 2016, Imperial Oil Limited (Imperial) received a request from the Workforce Equity Team to complete a second assessment under the Federal Contractors Program. The goal of the second assessment is to evaluate Imperial's progress and/or efforts to achieve full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within our workforce. Expected completion date of this assessment is November 3, 2017. Imperial has now completed this assessment and the results are the subject of this report.

## **Company Profile**

Imperial Oil Limited is profiled in this section to provide background and context applicable to a meaningful workforce analysis. Employee locations, average age and service, and turnover statistics reveal a long-term career orientation at the company that results in a stable workforce with low turnover. Imperial significantly reduced its workforce from ~14000 employees in 1990 to ~5000 employees in 2010. During 2011 to 2015, there was new growth in our Upstream operations due to new development in our oil sands operations in Northern Alberta. Simultaneously, the numbers of downstream and corporate department employees have been continuously declining. After 2016, we have seen a stabilization in our workforce and the current report reflects an analysis based on 5707 employees.



## *Business*

Imperial is a leader in hydrocarbon research, development, production, manufacturing, distribution, marketing and retailing. The company is organized into three segments which are described below:

Upstream division. This division is responsible for developing and marketing one of Canada's leading oil and gas resource base and a large inventory of potential projects. The Upstream division conducts exploration and research and maximizes the recovery of conventional crude oil and natural gas. With the relative maturity of conventional production in established producing areas, Imperial's production growth is expected to come increasingly from oil sands and unconventional sources through the application of technology in these areas.

Downstream and Chemical division. As Canada's largest refiner and a leading marketer of petroleum products, the downstream and chemical division oversees petroleum refining, marketing and distribution, as well as the production, manufacture and sale of petrochemicals. Imperial owns and operates three refineries in Canada, located in Edmonton, Sarnia and Nanticoke, with aggregate distillation capacity of 423,000 barrels per day. Imperial's fuels marketing business includes retail operations across Canada serving customers through more than 1,700 Esso-branded retail service stations as well as wholesale and industrial operations through a network of primary distribution terminals. In March, 2016 Imperial announced its decision to transition its company-owned retail sites to a 100% Branded Wholesale model, which included the sale of 497 company-owned locations across 6 provinces and resulted in staffing reductions.

Corporate departments. Major corporate departments include Finance departments, Procurement Services, Human Resources, and Safety, Health and Environment department.

### *Company Operations*

Many of the company's executive, management, professional and technical positions and administrative positions are located at Imperial's corporate head office in Calgary, Alberta. Other centres are in Ontario (Sarnia, Nanticoke, Toronto) Alberta (Edmonton, Cold Lake, Kearl) and many smaller communities across Canada.

### *Recruitment & Staffing*

Jobs in the company are internally classified as belonging to one of the following categories: (a) Administrative, (b) Executive, (c) Management, Professional, Technical (MPT) or (d) Wage. Hiring practices with respect to hiring locally or nationally are largely determined by the vacant job's classification. MPT jobs are recruited nationally while administrative and some wage positions are typically reaching to the local or provincial markets.

MPT positions that require a university degree have been hired primarily from university campus using a centralized process for many years. They are generally graduates in engineering, business, geology, geophysics, environmental science and chemistry. Historically, the company has promoted from within to fill vacancies and therefore hired few experienced hires. With the development of the new oil sands operations during 2010-2015, there was a need to hire a number of experienced MPT and wage hires to fill roles within the organization where we did not have the necessary skill base to promote from within. In 2016, our hiring profile was significantly reduced to match our business requirements. Executive (senior manager) job vacancies are very rarely filled by an external candidate; instead they are typically filled by an internal candidate promoted from within. Imperial brands itself as an 'employer of choices' and strives to hire employees who will remain with the organization for their entire careers.

In addition, operators, tradespeople and technicians are essential employees who operate or maintain Imperial facilities. Through each of its operating areas Imperial commonly recruits students, new graduates, and experienced individuals in the following areas: plant

operators, field operators, instrument technicians, control room operators, lab technologists, millwrights and other trades. These opportunities may be posted on the company website as well as other job portals or in industry specific magazines, always depending on the particular job criteria.

Total Imperial attrition (including retirements but excluding executives) between years 2012 to 2016 declined from 8.3% to 5.8% respectively. In the last 3 years, the company average age and years of service of its employees is slightly decreasing – from 43 to 41 years of age and from 16 to 11 years of service.

This data demonstrates that the Imperial workforce is stable and has limited turnover.

### **Methodology**

The FCP compliance review requires completion of a workforce analysis. Imperial employee data as of December 2016 and 2011 Canada Census data was used for the analysis. The tables compare Imperial's employee representation of federally designated groups with their representation in the qualified external workforce.

Workforce analysis fundamentally “involves gathering a variety of information about the make-up of your workforce and performing a number of calculations to determine how representative your workplace is”.

Assessing the representativeness of Imperial's workforce begins with an effective process of voluntary employee self-identification. As a result of the initial compliance assessment completed in February, 2016 where we achieved a 75% return rate, we have undertaken significant efforts to obtain a higher return on our self-identification survey. In September 2016 we identified an opportunity to revise the survey by:

- Changing the design to allow employees to respond individually to each category of designated group. This change required significant upgrades to our SHARP reporting system which are currently in progress with our IT group.

- Identifying an opportunity to have a third party provider (Morneau Sheppell) administer the survey to our employees, of which over 1000 do not have company email, to allow communications to go to personal emails. This has necessitated changes to the configuration of Morneau's systems which they are currently progressing.
- Increased communications to all employees to educate on each designated category and what it encompasses to allow for better self-identification.

We are currently completing our communication campaign materials and expect to have these launched in January 2018, followed immediately by the survey to all employees in Imperial. Obtaining the results of the survey data will be critical to our understanding of progress made in our designated groups. However, as this is currently in progress, our 2016 year end data will not be reflective of these changes.

The proposed system fields for survey questionnaire is provided for reference.

Indigenous person: YES/NO/Decline to disclose

Indigenous community affiliation (free text field)

Visible minority member: YES/NO/Decline to disclose

Visible minority group: South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean, Japanese, Other, Decline to disclose

Person with a disability: YES/NO/Decline to disclose

LGBT+: YES/NO/Decline to Disclose

Veteran status: YES/NO/Decline to disclose

Analysis and recommendations regarding representation (utilization), availability and flow data have been regularly stewarded to the Imperial senior executive leadership team by the Diversity & Inclusion Manager for many years using the categories of MPT (management, professional and technical), wage/operational, and administrative. Below is the table which shows where Imperial has deviated from the federally recommended

default setting to appropriately reflect the company hiring pattern and workforce. Rationale can be found on page 11.

### Comparison Occupational & Geographic Levels

Occupational groups	Occupational default	Geographic default	IOL geographic default
1. Senior managers	EEOG	National	National
2. Middle and other managers	EEOG	National	National
3. Professionals	NOC	National	National
4. Semi-professionals and technicians	NOC	Provincial	Provincial
5. Supervisors	EEOG	CMA	National
6. Supervisors: crafts and trades	NOC	Provincial	Provincial
7. Administrative and senior clerical personnel	EEOG	CMA	Provincial
8. Skilled sales and service personnel	NOC	Provincial	National
9. Skilled crafts and trades workers	NOC	Provincial	Provincial
10. Clerical personnel	EEOG	CMA	Provincial
11. Intermediate sales and service personnel	EEOG	CMA	National
12. Semi-skilled manual workers	EEOG	CMA	Provincial
13. Other sales and service personnel	EEOG	CMA	CMA
14. Other manual workers	EEOG	CMA	CMA

#### *The Workforce Analysis*

The Workforce Analysis (Appendix A) was completed for Imperial's employee workforce at year-end 2016 which consisted of 5707 employees. The company's Human Resources Management System database (SAP – SHARP) houses the employment equity data.

Canadian 2011 Census tables 4 and 5 were used as information sources about the Canadian labour force, reported by geographic areas and designated group representation. Table 4 was used to extract information for the four designated groups in occupations compared at the national and EEOG levels. Only Table 4 was used to obtain external workforce data for persons with disabilities. Table 5 was used to extract information about women, Aboriginal peoples and visible minorities at the EEOG or NOC levels, and/or provincial or CMA levels.

The representation (utilization), availability and any gaps for the designated groups are summarized in the Summary of Company Designated Group Representation by EEOG table and a detailed analysis for each of the four designated groups is in Appendix A.

**Summary of Imperial's designated groups representation by EEOG as of December 2016**

EEOG	2016 YE All Ees		All data available	Women								Aboriginal Peoples								Visible Minorities								PWD							
				Representation				Availability				Gap				Utilization rate				Representation				Availability				Gap				Utilization rate			
	#	#		#	%	#	Census #	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
1 Senior managers	61	53	226835	18	29.51	17	62,140	27.39	1.29	108	1	1.89	2	6,515	2.87	-0.52	66	3	5.66	5	22,910	10.10	-2.35	56	0										
2 Middle and other managers	320	274	1829370	71	22.19	125	712,225	38.93	-53.58	57	3	1.09	6	40,540	2.22	-3.07	49	41	14.96	41	274,275	14.99	-0.08	100	2	0.01	13	83,840	4.30	-11.33	15				
3 Professionals	1548	1294	3365160	622	40.18	851	1,850,400	54.99	-229.20	73	26	2.01	27	69,645	2.07	-0.78	97	349	26.97	258	670,825	19.93	91.05	135	20	0.02	47	121,590	3.79	-26.75	43				
4 Semi-professionals and technicians	383	276	1924245	103	26.89	199	1,000,355	51.99	-96.11	52	11	3.99	10	70,770	3.68	0.85	108	40	14.49	45	314,380	16.34	-5.09	89	8	0.03	12	87,080	4.63	-4.49	64				
5 Supervisors	295	240	247715	102	34.58	167	139,950	56.50	-64.66	61	7	2.92	9	9,025	3.64	-1.74	80	36	15.00	45	45,935	18.54	-8.50	81	5	0.02	32	33,420	*13.9	-27.38	15				
6 Supervisors - Crafts and Trades	485	315	278235	25	5.15	54	31,185	11.21	-29.36	46	26	8.25	12	10,190	3.66	14.46	225	19	6.03	30	26,345	9.47	-10.83	64	2	0.01	24	20,860	*7.8	-21.62	8				
7 Administrative and Senior Clerical Personnel	129	106	1197635	107	82.95	107	989,080	82.59	0.46	100	2	1.89	3	36,190	3.02	-1.20	62	28	26.42	15	168,840	14.10	13.06	187	1	0.01	3	38,760	3.41	-2.43	29				
8 Skilled Sales and Service Personnel	46	36	804245	15	32.61	23	401,715	49.95	-7.98	65	0	0.00	1	25,900	3.22	-1.16	0	9	25.00	8	183,370	22.80	0.79	110	0	0.00	1	26,670	3.47	-1.19	0				
9 Skilled Crafts and Trades Workers	1506	988	1482275	109	7.24	58	57,550	3.88	50.53	186	95	9.62	44	66,590	4.49	50.61	214	69	6.98	102	152,365	10.28	-32.56	68	17	0.02	36	54,220	3.78	-19.14	47				
10 Clerical Personnel	180	146	1265330	154	85.56	123	865,920	68.43	30.82	125	7	4.79	5	43,230	3.42	2.01	140	19	13.01	28	239,985	18.97	-8.69	69	9	0.06	10	84,860	7.00	-0.79	92				
11 Intermediate Sales and Service Personnel	69	59	2504985	16	23.19	46	1,673,775	66.82	-30.10	35	0	0.00	2	92,445	3.69	-2.18	0	12	20.34	12	519,315	20.73	-0.23	98	0	0.00	3	134,470	5.59	-3.17	0				
12 Semi-skilled manual workers	679	507	1639785	83	12.22	122	293,490	17.90	-38.53	68	42	8.28	21	66,555	4.06	21.42	204	13	2.56	95	306,630	18.70	-81.81	14	1	0.00	23	74,910	4.81	-22.16	4				
13 Other sales and service personnel	0	0	1718490	0	0.000	-	987,445	57.46	0.00	0	0	0	-	87,305	5.08	0.00	0	0	0.00	-	376,990	21.94	0.00	-	0.00	-	0	104,350	6.29	0.00	-				
14 Other manual workers	6	1	649005	2	33	1	147,500	22.73	0.64	147	0	0	0	38,855	5.99	-0.06	0	0	0.00	0	112,395	17.32	-0.17	0	0	0.00	0	33,520	*5.3	-0.05	0				
<b>Total</b>	<b>5,707</b>	<b>4,295</b>	<b>19,133,310</b>	<b>1,427</b>		<b>1,893</b>	<b>9,212,730</b>				<b>220</b>		<b>141</b>	<b>663,755</b>				<b>638</b>		<b>683</b>	<b>3,414,560</b>				<b>65</b>		<b>206</b>	<b>898,550</b>							

Notes:

- Representation: Imperial employee representation
- Availability: Census 2011 data
- Utilization rate = Internal representation x 100 / External availability
- Census data for PWD combined for EEOG 1 and 2
- Imperial does not have any employees in EEOG 13
- If an \* precedes the figure, the figure should be used with caution. The coefficient of variation of the estimate is between 16.5% and 33.3%.

### *Levels of Analysis Rationale*

Federal government recommendations with a few exceptions were used to complete the Workforce Analysis tables for the designated groups to appropriately represent the company's target applicant pool. Supervisors and senior management are mainly promoted from within the organization, therefore the geographic level was set to national. In EEOG 7 and 10, most of the employees are falling into our MPT population which are campus hires. These are targeted nationally as well but given the fact that about 50% are truly administrative employees who would be hired locally, the default was set as provincial to mitigate the differences and reflect the population as closely as possible. EEOG's 8 and 11 are all MPT hires in our downstream and upstream commercial organizations who are national hires. In EEOG 12, Imperial has skilled workers who are located in our upstream oil sands mining organization and they are hired at the provincial level. Also, similarly with EEOG 4 and thus the criteria was set at the same level. Imperial does not have any employees in EEOG 13 and only 6 employees in EEOG 14 who are all located in our Strathcona refinery in Edmonton CMA.

In conclusion, it is recommended that external availability data used in this analysis should be reviewed in a meaningful way that considers context and applicability to the industry at hand.

Since Imperial's staffing principles and internal job structures remains largely unchanged since our last FCP report, we have continued using the same basis for this analysis. However, we are in the process of completing a comprehensive review of NOC and EEOG assigned to all internal jobs which may result in future changes.

### **Results**

The federal government has developed various calculations to assess the representativeness of an organization's workforce. Required actions for the various filter results are summarized below:



**Filter Result Required Actions**

<b>Filter</b>	<b>Filter Results</b>	<b>Required Action</b>
1	A gap of -3 or greater between expected and actual number of designated group members exists in an occupational-geographic grouping.	The gap may be considered significant and must be recorded; the second filter must be applied.
2	For those identified as significant gaps from filter 1 and Imperial representation of the designated group is equal or less than 80% of external availability.	Imperial must further investigate the gap
3	A gap of -3, -2 or -1 between expected and actual number of designated group members exists for a designated group in more than two EEOGs, and/or for all designated groups in one EEOG.	The gaps are considered significant and must be addressed in the company's employment systems review.
	<b>Interpretation</b>	<b>Required Action</b>
	<i>50% Rule for Women</i> [Women only] If women are represented at 50% or more in an EEOG but there is a gap, the gap is not considered to be significant.	The need for action from previous filters (1, 2 & 3) is eliminated.
	<i>Interpreting Results where Availability is Low</i> The availability for a designated group is low (operationally defined as 5% of less) and overall utilization rate is 80% or less	These gaps must be addressed, at minimum, through goal setting in the employment equity plan.
	<i>Instances of Over-Representation</i> Representation exceeds availability	Over-representation may indicate a problem; for example, designated group members may be clustered in an EEOG and may not be given the opportunity for promotion. For this reason, areas of over-representation must be carefully reviewed

**Filter Results Summary**

**Filter 1 and 2**

EEOG	Filter 1 (gap ≥ -3)	Filter 2 (gap ≥ -3 + utilization ≤80%)	Filter 1 & 2 - FINAL (after 50% Women Rule)
1 Senior Managers	No gap	No gap	No gap
2 Middle and other Managers	Women, Aboriginal, PwD	Women, Aboriginal, PwD	Aboriginal, PwD
3 Professionals	Women (1), VM (*2) PwD	Women (1), VM (*2) PwD	VM (*2), PwD
4 Semi-professionals and Technicians	Women (2), VM (1), PwD	Women (2), VM (*1), PwD	Women (*1), VM (*1), PwD
5 Supervisors	Women, VM, PwD	Women, PwD	PwD
6 Supervisors - Crafts and Trades	Women (2), VM (1), PwD	Women (2), VM (1), PwD	Women (2), VM (1), PwD
7 Administrative and Senior Clerical Personnel	No gap	No gap	No gap
8 Skilled Sales and Service Personnel	Women (**)	Women (**)	No gap
9 Skilled Crafts and Trades Workers	Women (*2), Aboriginal (*1), VM (1), PwD	Women (*2), Aboriginal (*1), VM (1), PwD	Aboriginal (*1), VM (1), PwD
10 Clerical Personnel	Aboriginal (*1), VM (1)	Aboriginal (*1), VM (1)	Aboriginal (*1), VM (1)
11 Intermediate Sales and Service Personnel	Women (3), PwD	Women (3), PwD	Women (3), PwD
12 Semi-skilled Manual Workers	Women (1), VM (1), PwD	Women (1), VM (1), PwD	VM (1), PwD
13 Other Sales and Service Personnel	No Imperial employees in this EEOG		
14 Other Manual Workers	No gap	No gap	No gap
<b>Notes:</b>			
- PwD = Persons with Disability, VM = Visible Minority			
- (Number) indicates numbers of NOCs or provinces having gaps			
(*) Gaps present in detailed NOCs only but not at EEOG level			
(**) Gaps present at EEOG level but not in detailed NOCs applicable to Imperial			

**Filter 3**

<b>EEOG</b>	<b>Filter 3 (gap ≤ - 3 - utilization &lt; availability)</b>	<b>Filter 3 (after 50% Women Rule)</b>	<b>Filter 3 at EEOG level - FINAL (1 group &gt; 2 EEOG or all groups in 1 EEOG)</b>
1 Senior Managers	Aboriginal, VM	Aboriginal, VM	Aboriginal
2 Middle and other Managers	No gap	No gap	No gap
3 Professionals	Women (*2), Aboriginal (4), VM (*1)	Aboriginal (4), VM (*1)	Aboriginal
4 Semi-professionals and Technicians	Women (*10), Aboriginal (*2), VM (*7)	Women (*6), Aboriginal (*2), VM (*7)	No gap
5 Supervisors	Aboriginal	No gap	No gap
6 Supervisors - Crafts and Trades	Women (*5), Aboriginal (*2), VM (*1)	Women (*5), Aboriginal (*2), VM (*1)	No gap
7 Administrative and Senior Clerical Personnel	Women (*2), Aboriginal (1), VM (*1), PwD	Women (*1), Aboriginal (1), VM (*1), PwD	Aboriginal, PwD
8 Skilled Sales and Service Personnel	Aboriginal, PwD	Aboriginal, PwD	Aboriginal, PwD
9 Skilled Crafts and Trades Workers	Women (*3), VM (*2)	Women (*3), VM (*2)	No gap
10 Clerical Personnel	VM (*1), PwD	VM (*1), PwD	PwD
11 Intermediate Sales and Service Personnel	Women (*3), Aboriginal (1), VM (*2)	Women (*2), Aboriginal (1), VM (1)	Aboriginal
12 Semi-skilled Manual Workers	No gap	No gap	No gap
13 Other Sales and Service Personnel	No Imperial employees in this EEOG		
14 Other Manual Workers	No gap	No gap	No gap
<b>Notes:</b>			
- PwD = Persons with Disability, VM = Visible Minority			
- (Number) indicates numbers of NOCs or provinces having gaps			
(*) Gaps present at detailed NOCs only but not at EEOG level			

Results from all 3 filters combination

EEOG (national level)	All 3 filters (details)	Comment	FINAL GAPS from all filters at EEOG level
1 Senior Managers	Aboriginal		Aboriginal
2 Middle and other Managers	Aboriginal, PwD		Aboriginal, PwD
3 Professionals	Aboriginal, VM (*2), PwD		Aboriginal, PwD
4 Semi-professionals and Technicians	Women (*1), VM (*1), PwD	Women: a small group of 7 employees in BC, should not be viewed as gap	PwD
5 Supervisors	PwD		PwD
6 Supervisors - Crafts and Trades	Women (2), VM (1), PwD		Women, VM, PwD
7 Administrative and Senior Clerical Personnel	Aboriginal, PwD	Aboriginal: small group with gap of 1 person, should not be viewed as gap	PwD
8 Skilled Sales and Service Personnel	Aboriginal, PwD	Aboriginal: small group with gap of 1 person, should not be viewed as gap	PwD
9 Skilled Crafts and Trades Workers	Aboriginal (*1), VM (1), PwD		VM, PwD
10 Clerical Personnel	Aboriginal (*1), VM (1), PwD		VM, PwD
11 Intermediate Sales and Service Personnel	Women (3), Aboriginal, PwD		Women, Aboriginal, PwD
12 Semi-skilled Manual Workers	VM (1), PwD		VM, PwD
13 Other Sales and Service Personnel	No Imperial employees in this EEOG		
14 Other Manual Workers	No gap		No gap
<b>Notes:</b>			
- PwD = Persons with Disability, VM = Visible Minority			
- (Number) indicates numbers of NOCs or provinces having gaps			
[*] Gaps present in detailed NOCs only but not at EEOG level			

Each filter does not differentiate between a gap for a NOC code with any number of employees. It seems reasonable therefore that a company would prioritize gaps in the representativeness of its workforce based on the total picture that emerges from all of the filter tests and interpretations rather than mechanically relying on any one filter in isolation.

As a general strategy Imperial is committed to addressing any area of significant under-representation of a designated group (in the NOC or provinces where Imperial has a greater amount of employees) to achieve a representative workforce. Areas of under-representation that require the largest amount of change would be the highest priority for the company to address.

### Low Availability and Over-Representation

EEOG	Low Availability (Availability <5%)	Low Availability at EEOG level - FINAL (Filter by <80% overall utilization)	Over-Representation	Over-Representation at EEOG level - FINAL (after excluding EEOGs with small variance)
1 Senior Managers	Aboriginal		Women	
2 Middle and other Managers	Aboriginal, PwD	PwD	VM	
3 Professionals	Aboriginal, PwD	PwD	Women (**18), Aboriginal (**7), VM (18)	VM
4 Semi-professionals and Technicians	Women (*5), Aboriginal, VM (*5), PwD	PwD	Women (*8), Aboriginal (4), VM (*6)	
5 Supervisors	Aboriginal		NIL	
6 Supervisors - Crafts and Trades	Women (*2), Aboriginal, VM (*8)		Women (*1), Aboriginal (6), VM (*4)	Aboriginal
7 Administrative and Senior Clerical Personnel	Aboriginal, VM (*3), PwD		Women (4), VM (1)	VM
8 Skilled Sales and Service Personnel	Aboriginal, PwD		Women (*1), VM (1)	
9 Skilled Crafts and Trades Workers	Women (16), Aboriginal, VM (*7), PwD	Women, PwD	Women (3), Aboriginal (6), VM (*4)	Women, Aboriginal
10 Clerical Personnel	Aboriginal (2), VM (*2)		Women (5), Aboriginal (1)	Women, Aboriginal
11 Intermediate Sales and Service Personnel	Aboriginal		VM (*2)	
12 Semi-skilled Manual Workers	Aboriginal(**), PwD	PwD	Aboriginal	Aboriginal
13 Other Sales and Service Personnel	No Imperial employees in this EEOG			
14 Other Manual Workers	No gap		Women (1)	
<b>Notes:</b>				
- PwD = Persons with Disability, VM = Visible Minority				
- (Number) indicates numbers of NOCs or provinces having gaps				
(*) Gaps present in detailed NOCs only but not at EEOG level				
(**) Gaps present at EEOG level but not in detailed NOCs applicable to Imperial				

Since Women and Persons with Disabilities have overall utilization rate of less than 80%, Imperial should address these gaps reported in EEOG 9 (women) and EEOG 2, 3, 4, 9 and 12 (Person with Disability) through goals setting in employment equity plan. Also, it is important to note that in most of the locations where NOCs show a low availability for Women group, Imperial only has a small number of employees, so Imperial has to prioritize the gap closure plan.

Over-representation of Women in EEOG 9 and 10, Aboriginal Peoples in EEOG 6, 9, 10 and 12 and Members of a Visible Minority in EEOG 3 and 7 require Imperial's further review to ensure designated group members are not clustered in an EEOG and not be given opportunity for promotion. Other EEOGs/groups are either achieving full representation or slightly over-represent by a small variance of utilization, so no further review is required.

## **Conclusion**

Imperial's senior executive leadership team regularly reviews the "Equal Employment Opportunity Stewardship" which contains topics including Imperial representation for designated groups, employment events monitoring (recruitment, attrition, performance, and promotion) and employment equity plans for the upcoming years.

*Key findings from this analysis include the following:*

- Women: Focus on recruitment of women into wage has been a success in recent years, especially when hiring into our Kearn operations. This starts to scale down in 2016 with a now stable Kearn workforce. The voluntary attrition rate of women is consistent with past experiences. Promotion rate of women is much higher than company average (7.78% vs. 4.98%). All of these efforts have helped Imperial improve its women representation across EEOGs at national level. Gaps are present in 2 EEOGs but EEO11 (Intermediate Sales and Serviced Personnel) is due to lower demand of resource as a result of changes in retail business model. Improving women representation in Supervisor – Craft and Trade at refineries in Ontario remains as an opportunity.
- Representation of Aboriginal peoples increased overall, in many EEOG's the representation moved above market availability. The company continues to experience aboriginal wage recruitment that is above availability in the external market and there is an opportunity for increased recruitment into MPT in order to strengthen the internal pools for promoting to managers level. The company also continues to see variability in voluntary attrition as a result of small group size. However, total attrition rate of Aboriginal peoples is the lowest (5.91% vs. company average of 8.11%).
- Representation of Visible Minorities slightly decreased in the administrative population and increased in MPT. There is a continued opportunity for recruitment into wage. This group has the highest promotion rate amongst our designated groups ((8.95%) and almost double the promotion rate of company average.

- Representation of persons with disabilities increased overall (~10%) but still below availability. We continue to see fluctuations in promotions and attrition rates as a result of small group size, however, the main reason of attrition is as a result of retirements (more than 70%). There is an ongoing opportunity to educate and encourage persons with disabilities to self-identify. Market data is unavailable to support any further analysis by NOC and/or provinces.

*Imperial's initiatives to promote Diversity & Inclusion:*

Employment equity planning priorities approved by Imperial's senior executive leadership team in September 2014 continue to be a focus and based on our first assessment in May 2016 have been adjusted to strengthen our efforts, as follows:

- Women:
  - Maintain focus on hiring women into wage and professional positions
  - Continue to encourage, support and fund Women's Interest Networks (New WIN networks were established in our downstream sites at both Sarnia and Strathcona)
  - Provide opportunities for senior women to be seen as role models; two out of four most senior executive managers at Imperial are women.
  - Continue to support women during their parental leave period to ensure successful return to the workplace
  - Imperial participates in campus activities to reach diverse target audiences – e.g. Cold Lake Women in Wage reach out to the Women in Technology program at NAIT to promote careers in wage with Imperial.
  - Cold Lake Women in Wage also supports an educational award program to women attending post-secondary education in non-traditional roles.
- Aboriginal peoples:
  - Continue to encourage, support and fund the company's Indigenous Networks with focus on supporting new Downstream networks
  - Continue marketing recruitment opportunities to Indigenous peoples and communities

- Imperial engages with 30 to 40 First Nations, Inuit and Métis communities in Alberta, British Columbia, southern Ontario and the Northwest Territories.
  - Imperial invested \$1 million over 5 years to establish the Aboriginal Science and Technology Education Program at Mount Royal University. The program provides academic, financial and mentorship support to First Nation, Inuit and Métis students transitioning into science-focused programs to help meet the need for a skilled and diverse workforce.
  - Imperial is providing funding support to several educational organizations (University of Calgary, Bow Valley College, Mount Royal University, St. Francis Xavier University, Indspire) in post-secondary and/or other educational programs for Indigenous people.
  - In consultation with the Canadian Council for Aboriginal Business, Imperial made a commitment to participation in the Progressive Aboriginal Relations Program (PAR) and recently became recognized as “PAR committed”. We are currently working towards PAR certification.
- Persons with disabilities:
    - Developed a strategy to improve the representation of persons with disabilities by designing an awareness program for both internal and external use to help educate on the definition of persons with disabilities and to signal that we are a company who supports persons with disabilities
    - Attend career fairs for persons with disabilities
    - Imperial sponsors The National Educational Association of Disabled Students (NEADS) and contributes to the increased diversity of people achieving a post-secondary education.
  - Visible Minorities:
    - Focused in increasing recruitment into wage positions to improve the representation of Visible Minorities, with an increased focus in Ontario
    - Continued close working relationship with Calgary Regional Immigrant Employment Consult (CRIEC)



Other initiatives supported by Imperial include:

- Maintain the current recruitment process while ensuring disciplined consideration, including testing of all diversity-driven assumptions
- Continue to support mentoring programs which are well established in Imperial business
- Continue to use the “Off-ramp/On-ramp” program which enables Imperial to remain in contact with key resources who left the company and would be considered for re-hiring when the right and mutual opportunity arises
- Continue to have open career dialogue between management and employees
- Continue to involve senior managers in reinforcing diversity as an important corporate priority. Based on recommendations made during the annual stewardship, management reinforced their support of the importance of Diversity & Inclusion training for supervisors and managers and those involved in hiring activities to educate on unconscious bias.
- In alignment with the company’s leadership framework, managers are expected to employ all aspects of workforce diversity to achieve results by demonstrating diversity and inclusion leadership, providing ongoing communication and education about diversity and inclusion, including documented diversity and inclusion plans.

Finally, Imperial has a suite of workplace policies, programs and guidelines that are intended to support a positive work environment and work life balance. The suite has not been listed prescriptively in this document however parts would be applied to addressing employment equity in the workplace and can be produced or discussed upon request. Imperial also has a Valuing Diversity & Inclusion booklet which encourages all employees and managers to actively support diversity and inclusion in the workplace. We are in the process of launching new website material on diversity and inclusion which would profile our employees and provide further examples how we support Diversity & Inclusion in the workplace.

In summary, between 2015 and 2016, Imperial has made progress towards achieving a diversified workforce that includes representation at the prescribed levels in three out of four designated groups. Imperial has made positive changes from 54% - 77% of the EEOGs on a national level - across Women, Aboriginal, Visible Minorities groups, which continues to

demonstrate its commitment in this regard. While gaps still exist, Imperial remains steadfast in its efforts to achieving a workforce which is representative of the Canadian population and its availability.

## Appendix A: Detailed analysis by designated groups

	EEOG	Occupational default	Analysis level	All employees		All data available	All census	Women							
				Imperial	Imperial			Canada	Representation		Availability		Gap	Availability rounded	Utilization rate
				#	#				#	#	%	#	Census #	%	#
<b>1</b>	Senior managers	EEOG	National	61	53	226835	18	29.51	17	62,140	27.4	1.29	17	106	
<b>2</b>	Middle and other managers	EEOG	National	320	274	1829370	71	22.19	125	712,225	38.9	-53.58	125	57	
<b>3</b>	Professionals	NOC	National	1548	1294										
				4161	369	291	28,085	120	32.52	151	11,525	41.0	-31.42	151	79
				1111	170	148	221,775	96	56.47	94	122,180	55.1	2.34	94	102
				1112	89	77	39,910	49	55.06	45	20,010	50.1	4.38	45	109
				1122	207	172	69,585	102	49.28	87	29,230	42.0	15.05	87	117
				2134	124	108	12,435	46	37.10	30	3,050	24.5	15.59	30	153
				2113	49	40	14,400	22	44.90	11	3,220	22.4	11.04	11	200
				1123	27	25	82,500	20	74.07	18	54,785	66.4	2.07	18	111
				2132	62	50	50,470	4	6.45	6	4,565	9.0	-1.61	6	67
				2131	57	54	54,530	29	50.88	9	8,340	15.3	20.28	9	322
				2141	174	145	17,120	38	21.84	30	2,905	17.0	8.47	30	127
				2145	57	50	10,215	18	31.58	9	1,525	14.9	9.49	9	200
				1121	39	34	66,225	36	92.31	28	47,070	71.1	8.28	28	129
				2142	6	6	2,565	2	33.33	1	375	14.6	1.12	1	200
				2133	27	22	45,810	3	11.11	3	5,175	11.3	-0.05	3	100
				2143	22	18	4,080	7	31.82	3	495	12.1	4.33	3	233
				2171	6	5	157,615	4	66.67	2	44,545	28.3	2.30	2	200
				2112	10	9	16,750	2	20.00	4	6,805	40.6	-2.06	4	50
				2144	14	12	2,540	2	14.29	2	405	15.9	-0.23	2	100
				4163	22	17	55,230	13	59.09	11	28,020	50.7	1.84	11	118
				4112	15	9	85,735	8	53.33	6	36,410	42.5	1.63	6	133
				2148	2	2	6,380	1	50.00	0	1,005	15.8	0.68	0	
<b>4</b>	Semi-professionals and technicians	NOC	Provincial	383	276										
				2211	32	22	3690	12	37.50	15	1,695	45.9	-2.70	15	80
				2211	76	57	11520	33	43.42	35	5,345	46.4	-2.26	35	94
				2211	3	2	910	0	0.00	1	385	42.3	-1.27	1	0
				2211	2	1	330	0	0.00	1	180	54.5	-1.09	1	0
				2211	4	3	580	0	0.00	2	225	38.8	-1.55	2	0
				2211	1	1	675	0	0.00	0	305	45.2	-0.45	0	
				2211	7	5	3180	0	0.00	3	1,385	43.6	-3.05	3	0
				2211	1	1	7910	0	0.00	1	4,315	54.6	-0.55	1	0
				2212	16	16	4655	10	62.50	5	1,525	32.8	4.76	5	200
				2232	1	1	2275	0	0.00	0	265	11.6	-0.12	0	
				2233	53	43	1945	18	33.96	12	425	21.9	6.42	12	150
				2233	7	5	9465	2	28.57	1	1,880	19.9	0.61	1	200
				2233	1	1	0	1	100.00	-	-	-	1.00	0	
				2241	11	7	18820	0	0.00	1	2,275	12.1	-1.33	1	0
				2243	58	29	3415	2	3.45	2	105	3.1	0.22	2	100
				2243	33	21	1395	1	3.03	2	100	7.2	-1.37	2	50
				2243	1	1	175	0	0.00	-	-	-	0.00	0	
				2261	15	11	1625	0	0.00	1	150	9.2	-1.38	1	0
				2261	8	7	2890	1	12.50	1	260	9.0	0.28	1	100
				2262	2	2	2225	1	50.00	0	460	20.7	0.59	0	
				2263	2	2	10285	1	50.00	1	3,615	35.1	0.30	1	100
				2263	24	19	7435	12	50.00	8	2,375	31.9	4.33	8	150
				3233	10	9	6940	5	50.00	9	6,305	90.9	-4.09	9	56
				3233	2	2	2070	2	100.00	2	1,835	88.6	0.23	2	100
				3233	4	4	16725	2	50.00	4	15,555	93.0	-1.72	4	50
				4312	8	3	13405	0	0.00	0	655	4.9	-0.39	0	
				4312	1	1	4975	0	0.00	0	85	1.7	-0.02	0	
<b>5</b>	Supervisors	EEOG	National	295	240	247715	102	34.58	167	139,950	56.50	-54.66	167	61	
<b>6</b>	Supervisors - Crafts and Trades	NOC	Provincial	485	315										
				7202	27	22	2120	0	0.00	3	200	9.4	-2.55	3	0
				7202	2	2	380	0	0.00	0	30	7.9	-0.16	0	
				7202	7	6	4950	0	0.00	1	680	13.7	-0.96	1	0
				7301	39	31	2790	0	0.00	2	165	5.9	-2.31	2	0
				7301	1	0	5980	0	0.00	0	330	5.5	-0.06	0	
				7305	1	1	155	0	0.00	0	20	12.9	-0.13	0	
				8221	48	35	555	1	2.08	5	55	9.9	-3.76	5	20
				8222	23	17	11630	0	0.00	1	515	4.4	-1.02	1	0
				9212	207	118	3355	17	8.21	11	180	5.4	5.89	11	155
				9212	118	72	5250	6	5.08	24	1,070	20.4	-18.05	24	25
				9212	2	2	1140	0	0.00	0	150	13.2	-0.26	0	
				9212	3	3	15	0	0.00	-	-	-	0.00	0	
				9212	1	1	2435	0	0.00	0	505	20.7	-0.21	0	
				9212	4	3	385	0	0.00	1	60	15.6	-0.62	1	0
				9212	1	1	705	1	100.00	0	105	14.9	0.85	0	
				9212	1	1	180	0	0.00	-	-	-	0.00	0	

	EEOG	Occupational default	Analysis level	All employees		All data available	All census	Women								
				Imperial	Imperial			Canada	Representation		Availability			Gap	Availability rounded	Utilization rate
				#	#				#	#	%	#	Census #	%	#	#
7	Administrative and Senior Clerical Per	EEOG	Provincial	129	106											
			ON	18	14	447,180	16	88.89	15	365,700	84.50	1.28	15	107		
			AB	105	86	145,425	87	82.86	89	122,845	83.00	-1.70	89	98		
			BC	1	1	154,815	0	0.00	1	127,110	84.00	-0.82	1	0		
			NL	3	3	14,090	2	66.67	2	11,695	82.80	-0.49	2	100		
			NS	1	1	30,105	1	100.00	1	25,295	81.80	0.16	1	100		
			NT	1	1	2,005	1	100.00	1	1,660	82.70	0.17	1	100		
8	Skilled Sales and Service Personnel	NOC	National	46	36											
		6221		46	36	70,365	15	32.61	13	19,215	27.3	2.44	13	115		
9	Skilled Crafts and Trades Workers	NOC	Provincial	1506	988											
		7231	ON	17	9	17750	0	0.00	1	780	4.4	-0.75	1	0		
		7231	AB	1	1	5295	0	0.00	0	115	2.2	-0.02	0			
		7234	ON	6	3	1420	0	0.00	0	65	4.6	-0.27	0			
		7242	AB	45	29	4965	4	8.89	1	95	1.9	3.14	1	400		
		7252	AB	3	3	7795	0	0.00	0	180	2.3	-0.07	0			
		7252	NS	4	4	1220	0	0.00	-	-	-	0.00	0			
		7311	BC	1	0	8360	0	0.00	0	130	1.6	-0.02	0			
		7312	AB	3	3	12120	0	0.00	0	95	0.8	-0.02	0			
		7316	BC	1	1	575	0	0.00	-	-	-	0.00	0			
		7321	ON	1	1	54250	0	0.00	0	1,095	2.0	-0.02	0			
		7331	MB	2	2	40	0	0.00	-	-	-	0.00	0			
		7384	NS	2	0	295	0	0.00	-	-	-	0.00	0			
		7384	MB	5	3	410	0	0.00	0	35	8.5	-0.43	0			
		7384	ON	11	8	2855	0	0.00	1	165	5.8	-0.64	1	0		
		7384	AB	8	5	1495	1	12.50	1	130	8.7	0.30	1	100		
		9232	NT	38	29	15	3	7.89	-	-	-	3.00	0			
		9232	AB	941	667	9460	62	6.59	62	625	6.6	-0.17	62	100		
		9232	ON	310	151	4495	34	10.97	66	955	21.2	-31.96	66	52		
		9232	NS	8	5	145	1	12.50	-	-	-	1.00	0	100		
		9232	SK	1	1	1650	0	0.00	0	105	6.4	-0.06	0			
		9232	BC	6	6	1490	0	0.00	1	165	11.1	-0.66	1	0		
		9232	QC	1	1	1735	0	0.00	0	475	27.4	-0.27	0			
		9241	ON	88	54	10445	4	4.55	8	915	8.8	-3.71	8	50		
		9241	AB	3	2	6665	0	0.00	0	395	5.9	-0.18	0			
10	Clerical Personnel	EEOG	Provincial	180	146											
			ON	19	16	498,190	16	84.21	13	337,270	67.7	3.14	13	123		
			AB	154	124	152,285	131	85.06	111	109,765	72.1	20.00	111	118		
			NT	5	4	1,705	5	100.00	4	1,290	75.7	1.22	4	125		
			NS	1	1	32,170	1	100.00	1	22,365	69.5	0.30	1	100		
			NL	1	1	16,405	1	100.00	1	12,090	73.7	0.26	1	100		
11	Intermediate Sales and Service Person	EEOG	Provincial	69	59											
			AB	26	22	275,680	5	19.23	18	189,960	68.9	-12.92	18	28		
			QC	9	8	575,140	3	33.33	6	369,220	64.2	-2.78	6	50		
			SK	1	1	74,850	0	0.00	1	53,145	71.0	-0.71	1	0		
			BC	6	5	351,530	1	16.67	4	235,815	67.1	-3.02	4	25		
			ON	25	22	939,415	6	24.00	17	625,310	66.6	-10.64	17	35		
			MB	1	0	98,565	0	0.00	1	67,055	68.0	-0.68	1	0		
			NS	1	1	71,420	1	100.00	1	49,460	69.3	0.31	1	100		
12	Semi-skilled manual workers	EEOG	Provincial	679	507											
			AB	677	507	186,130	83	12.26	107	29,350	84.50	-23.75	107	78		
			BC	2	0	195,300	0	0.00	0	31,365	84.50	-0.32	0			
13	Other sales and service personnel	EEOG	CMA	0	0	1718490	0	0.000	-	139,950	56.50	0.00	0			
14	Other manual workers	EEOG	CMA	6	1											
			Calgary	0	0	18,935	0	0.00	-	3,110	85.50	0.00	0			
			Sarnia	0	0	9,145	0	0.00	-	1,740	85.50	0.00	0			
			Edmonton	6	1	21,035	2	33.33	1	3,380	85.50	1.04	1	200		
Total				5,707	4,295	4,022,410	191		308	1,054,265						

	EEOG	Occupational default	Analysis level	All employees		All data available		All census		Aboriginal Peoples					
				Imperial	Imperial	Canada	Representation		Availability			Gap	Availability rounded	Utilization rate	
				#	#	#	#	%	#	Census #	%	#	#	%	
1	Senior managers	EEOG	National	61	53	226835	1	1.89	2	6,515	2.87	-0.52	2	50	
2	Middle and other managers	EEOG	National	320	274	1829370	3	1.09	6	40,540	2.22	-3.07	6	50	
3	Professionals	NOC	National	1548	1294										
		4161		369	291	28,085	11	3.78	8	750	2.67	3.23	8	138	
		1111		170	148	221,775	4	2.70	2	2,945	1.33	2.03	2	200	
		1112		89	77	39,910	3	3.90	1	360	0.90	2.31	1	300	
		1122		207	172	69,585	0	0.00	3	1,125	1.62	-2.78	3	0	
		2134		124	108	12,435	0	0.00	1	70	0.56	-0.61	1	0	
		2113		49	40	14,400	0	0.00	1	195	1.35	-0.54	1	0	
		1123		27	25	82,500	2	8.00	1	1,695	2.05	1.49	1	200	
		2132		62	50	50,470	1	2.00	0	365	0.72	0.64	0	0	
		2131		57	54	54,530	0	0.00	1	530	0.97	-0.52	1	0	
		2141		174	145	17,120	1	0.69	1	145	0.85	-0.23	1	100	
		2145		57	50	10,215	1	2.00	1	105	1.03	0.49	1	100	
		1121		39	34	66,225	2	5.88	1	1,755	2.65	1.10	1	200	
		2142		6	6	2,565	0	0.00	0	85	3.31	-0.20	0	0	
		2133		27	22	45,810	0	0.00	0	335	0.73	-0.16	0	0	
		2143		22	18	4,080	0	0.00	0	65	1.59	-0.29	0	0	
		2171		6	5	157,615	0	0.00	0	1,730	1.10	-0.05	0	0	
		2112		10	9	16,750	0	0.00	0	105	0.63	-0.06	0	0	
		2144		14	12	2,540	1	8.33	0	20	0.79	0.91	0	0	
		4163		22	17	55,230	0	0.00	0	1,110	2.01	-0.34	0	0	
		4112		15	9	85,735	0	0.00	0	1,350	1.57	-0.14	0	0	
		2148		2	2	6,380	0	0.00	0	65	1.02	-0.02	0	0	
4	Semi-professionals and technicians	NOC	Provincial	383	276										
		2211	AB	32	22	3690	1	4.55	1	105	2.85	0.37	1	100	
		2211	ON	76	57	11520	2	3.51	1	220	1.91	0.91	1	200	
		2211	MB	3	2	910	1	50.00	0	95	10.44	0.79	0	0	
		2211	NL	2	1	330	0	0.00	0	40	12.12	-0.12	0	0	
		2211	NS	4	3	580	0	0.00	-	-	0.00	0.00	0	0	
		2211	SK	1	1	675	0	0.00	0	15	2.22	-0.02	0	0	
		2211	BC	7	5	3180	0	0.00	0	95	2.99	-0.15	0	0	
		2211	QC	1	1	7910	0	0.00	0	65	0.82	-0.01	0	0	
		2212	AB	16	16	4655	1	6.25	0	115	2.47	0.60	0	0	
		2232	AB	1	1	2275	0	0.00	0	80	3.52	-0.04	0	0	
		2233	AB	53	43	1945	2	4.65	2	85	4.37	0.12	2	100	
		2233	ON	7	5	9465	0	0.00	0	100	1.06	-0.05	0	0	
		2233	NT	1	1	0	1	100.00	-	-	-	1.00	0	0	
		2241	ON	11	7	18820	1	14.29	0	330	1.75	0.88	0	0	
		2243	AB	58	29	3415	1	3.45	1	130	3.81	-0.10	1	100	
		2243	ON	33	21	1395	0	0.00	1	35	2.51	-0.53	1	0	
		2243	NS	1	1	175	0	0.00	-	-	0.00	0.00	0	0	
		2261	ON	15	11	1625	0	0.00	0	60	3.69	-0.41	0	0	
		2261	AB	8	7	2890	0	0.00	0	145	5.02	-0.35	0	0	
		2262	ON	2	2	2225	0	0.00	-	-	0.00	0.00	0	0	
		2263	ON	2	2	10285	0	0.00	0	215	2.09	-0.04	0	0	
		2263	AB	24	19	7435	0	0.00	1	310	4.17	-0.79	1	0	
		3233	AB	10	9	6940	1	11.11	0	365	5.26	0.53	0	0	
		3233	NL	2	2	2070	0	0.00	0	95	4.59	-0.09	0	0	
		3233	ON	4	4	16725	0	0.00	0	390	2.33	-0.09	0	0	
		4312	ON	8	3	13405	0	0.00	0	310	2.31	-0.07	0	0	
		4312	AB	1	1	4975	0	0.00	0	490	9.85	-0.10	0	0	
5	Supervisors	EEOG	National	295	240	247715	7	2.92	9	9,025	3.64	-1.74	9	78	
6	Supervisors - Crafts and Trades	NOC	Provincial	485	315										
		7202	AB	27	22	2120	1	4.55	1	85	4.01	0.12	1	100	
		7202	NS	2	2	380	0	0.00	-	-	0.00	0.00	0	0	
		7202	ON	7	6	4950	1	16.67	0	100	2.02	0.88	0	0	
		7301	AB	39	31	2790	3	9.68	1	75	2.69	2.17	1	300	
		7301	ON	1	0	5980	0	0.00	-	110	1.84	0.00	0	0	
		7305	NS	1	1	155	1	100.00	-	-	0.00	1.00	0	0	
		8221	AB	48	35	555	7	20.00	1	20	3.60	5.74	1	700	
		8222	AB	23	17	11630	0	0.00	1	610	5.25	-0.89	1	0	
		9212	AB	207	118	3355	7	5.93	4	115	3.43	2.96	4	175	
		9212	ON	118	72	5250	5	6.94	2	150	2.86	2.94	2	250	
		9212	BC	2	2	1140	0	0.00	0	35	3.07	-0.06	0	0	
		9212	NT	3	3	15	1	33.33	2	10	66.67	-1.00	2	50	
		9212	QC	1	1	2435	0	0.00	-	-	0.00	0.00	0	0	
		9212	NS	4	3	385	0	0.00	-	-	0.00	0.00	0	0	
		9212	MB	1	1	705	0	0.00	0	125	17.73	-0.18	0	0	
		9212	NL	1	1	180	0	0.00	-	-	0.00	0.00	0	0	

	EEOG	Occupational default	Analysis level	All employees	All data available	All census	Aboriginal Peoples									
							Imperial	Imperial	Canada	Representation		Availability		Gap	Availability rounded	Utilization rate
										#	%	#	Census #			
7	Administrative and Senior Clerical Per	EEOG	Provincial	129	106											
			ON	18	14	447,180	0	0.00	0	8,500	1.90	-0.27	0			
			AB	105	86	145,425	1	1.16	3	5,815	4.00	-2.44	3	33		
			BC	1	1	154,815	0	0.00	0	5,990	3.87	-0.04	0			
			NL	3	3	14,090	0	0.00	0	795	5.64	-0.17	0			
			NS	1	1	30,105	0	0.00	0	830	2.76	-0.03	0			
			NT	1	1	2,005	1	100.00	0	875	43.64	0.56	0			
8	Skilled Sales and Service Personnel	NOC	National	46	36											
		6221		46	36	70,365	0	0.00	1	1,225	1.74	-0.96	1	0		
9	Skilled Crafts and Trades Workers	NOC	Provincial	1506	988											
		7231	ON	17	9	17750	0	0.00	0	485	2.73	-0.25	0			
		7231	AB	1	1	5295	0	0.00	0	115	2.17	-0.02	0			
		7234	ON	6	3	1420	1	33.33	0	20	1.41	0.96	0			
		7242	AB	45	29	4965	2	6.90	1	205	4.13	0.80	1	200		
		7252	AB	3	3	7795	0	0.00	0	450	5.77	-0.17	0			
		7252	NS	4	4	1220	0	0.00	0	15	1.23	-0.05	0			
		7311	BC	1	0	8360	0	0.00	-	510	6.10	0.00	0			
		7312	AB	3	3	12120	0	0.00	0	625	5.16	-0.15	0			
		7316	BC	1	1	575	0	0.00	0	75	13.04	-0.13	0			
		7321	ON	1	1	54250	0	0.00	0	990	1.82	-0.02	0			
		7331	MB	2	2	40	0	0.00	-	-	0.00	0.00	0			
		7384	NS	2	0	295	0	0.00	-	-	0.00	0.00	0			
		7384	MB	5	3	410	0	0.00	0	25	6.10	-0.18	0			
		7384	ON	11	8	2855	1	12.50	0	50	1.75	0.86	0			
		7384	AB	8	5	1495	0	0.00	0	100	6.69	-0.33	0			
		9232	NT	38	29	15	10	34.48	19	10	66.67	-9.33	19	53		
		9232	AB	941	667	9460	74	11.09	40	570	6.03	33.81	40	185		
		9232	ON	310	151	4495	5	3.31	3	80	1.78	2.31	3	167		
		9232	NS	8	5	145	0	0.00	-	-	0.00	0.00	0			
		9232	SK	1	1	1650	0	0.00	0	75	4.55	-0.05	0			
		9232	BC	6	6	1490	0	0.00	0	85	5.70	-0.34	0			
		9232	QC	1	1	1735	0	0.00	0	25	1.44	-0.01	0			
		9241	ON	88	54	10445	2	3.70	1	250	2.39	0.71	1	200		
		9241	AB	3	2	6665	0	0.00	0	365	5.48	-0.11	0			
10	Clerical Personnel	EEOG	Provincial	180	146											
			ON	19	16	498,190	1	6.25	0	9,465	1.90	0.70	0			
			AB	154	124	152,285	2	1.61	6	7,965	5.23	-4.49	6	33		
			NT	5	4	1,705	4	100.00	2	745	43.70	2.25	2	200		
			NS	1	1	32,170	0	0.00	0	995	3.09	-0.03	0			
			NL	1	1	16,405	0	0.00	0	1,155	7.04	-0.07	0			
11	Intermediate Sales and Service Perso	EEOG	Provincial	69	59											
			AB	26	22	275,680	0	0.00	1	13,410	4.86	-1.07	1	0		
			QC	9	8	575,140	0	0.00	0	9,640	1.68	-0.13	0			
			SK	1	1	74,850	0	0.00	0	9,700	12.96	-0.13	0			
			BC	6	5	351,530	0	0.00	0	16,645	4.74	-0.24	0			
			ON	25	22	939,415	0	0.00	0	19,885	2.12	-0.47	0			
			MB	1	0	98,565	0	0.00	-	13,680	13.88	0.00	0			
			NS	1	1	71,420	0	0.00	0	2,585	3.62	-0.04	0			
12	Semi-skilled manual workers	EEOG	Provincial	679	507											
			AB	677	507	186,130	42	8.28	33	12,020	6.46	9.26	33	127		
			BC	2	0	195,300	0	0.00	-	11,675	5.98	0.00	0			
13	Other sales and service personnel	EEOG	CMA	0	0	1718490	0	0.00	-	9,025	3.64	0.00	0			
14	Other manual workers	EEOG	CMA	6	1											
			Calgary	0	0	18,935	0	0.00	-	750	3.96	0.00	0			
			Sarnia	0	0	9,145	0	0.00	-	240	2.62	0.00	0			
			Edmonton	6	1	21,035	0	0.00	0	1,735	8.25	-0.08	0			
<b>Total</b>				<b>5,707</b>	<b>4,295</b>	<b>4,022,410</b>	<b>11</b>		<b>16</b>	<b>65,105</b>						

	EEOG	Occupational default	Analysis level	All employees		All data available		All census		Visible Minorities					
				Imperial	Imperial	Canada	Representation		Availability			Gap	Availability rounded	Utilization rate	
				#	#	#	#	%	#	Census #	%	#	#	%	
1	Senior managers	EEOG	National	61	53	226835	3	5.66	5	22,910	10.1	-2.35	5	60	
2	Middle and other managers	EEOG	National	320	274	1829370	41	14.96	41	274,275	15.0	-0.08	41	100	
3	Professionals	NOC	National	1548	1294										
		4161		369	291	28,085	50	17.18	40	3,820	13.6	10.42	40	125	
		1111		170	148	221,775	62	41.89	41	61,065	27.5	21.25	41	151	
		1112		89	77	39,910	16	20.78	27	14,140	35.4	-11.28	27	59	
		1122		207	172	69,585	38	22.09	37	15,020	21.6	0.87	37	103	
		2134		124	108	12,435	44	40.74	33	3,825	30.8	10.78	33	133	
		2113		49	40	14,400	6	15.00	5	1,895	13.2	0.74	5	120	
		1123		27	25	82,500	2	8.00	4	13,920	16.9	-2.22	4	50	
		2132		62	50	50,470	14	28.00	14	14,415	28.6	-0.28	14	100	
		2131		57	54	54,530	15	27.78	14	14,195	26.0	0.94	14	107	
		2141		174	145	17,120	47	32.41	46	5,390	31.5	1.35	46	102	
		2145		57	50	10,215	21	42.00	14	2,840	27.8	7.10	14	150	
		1121		39	34	66,225	5	14.71	5	9,350	14.1	0.20	5	100	
		2142		6	6	2,565	2	33.33	2	650	25.3	0.48	2	100	
		2133		27	22	45,810	8	36.36	8	16,010	34.9	0.31	8	100	
		2143		22	18	4,080	7	38.89	3	655	16.1	4.11	3	233	
		2171		6	5	157,615	2	40.00	2	49,505	31.4	0.43	2	100	
		2112		10	9	16,750	0	0.00	3	6,240	37.3	-3.35	3	0	
		2144		14	12	2,540	4	33.33	3	575	22.6	1.28	3	133	
		4163		22	17	55,230	4	23.53	4	12,110	21.9	0.27	4	100	
		4112		15	9	85,735	1	11.11	1	10,700	12.5	-0.12	1	100	
		2148		2	2	6,380	1	50.00	1	1,740	27.3	0.45	1	100	
4	Semi-professionals and technicians	NOC	Provincial	383	276										
		2211	AB	32	22	3690	3	13.64	6	1,005	27.2	-2.99	6	50	
		2211	ON	76	57	11520	5	8.77	18	3,540	30.7	-12.52	18	28	
		2211	MB	3	2	910	0	0.00	0	215	23.6	-0.47	0		
		2211	NL	2	1	330	0	0.00	-	-	-	0.00	0		
		2211	NS	4	3	580	0	0.00	0	35	6.0	-0.18	0		
		2211	SK	1	1	675	0	0.00	0	60	8.9	-0.09	0		
		2211	BC	7	5	3180	1	20.00	2	1,290	40.6	-1.03	2	50	
		2211	QC	1	1	7910	0	0.00	0	1,210	15.3	-0.15	0		
		2212	AB	16	16	4655	7	43.75	3	880	18.9	3.98	3	233	
		2232	AB	1	1	2275	1	100.00	0	485	21.3	0.79	0		
		2233	AB	53	43	1945	8	18.60	11	480	24.7	-2.61	11	73	
		2233	ON	7	5	9465	2	40.00	2	3,155	33.3	0.33	2	100	
		2233	NT	1	1	0	0	0.00	-	-	-	0.00	0		
		2241	ON	11	7	18820	0	0.00	2	5,905	31.4	-2.20	2	0	
		2243	AB	58	29	3415	2	6.90	3	365	10.7	-1.10	3	67	
		2243	ON	33	21	1395	2	9.52	3	190	13.6	-0.86	3	67	
		2243	NS	1	1	175	0	0.00	-	-	-	0.00	0		
		2261	ON	15	11	1625	1	9.09	1	155	9.5	-0.05	1	100	
		2261	AB	8	7	2890	2	28.57	1	290	10.0	1.30	1	200	
		2262	ON	2	2	2225	0	0.00	0	420	18.9	-0.38	0		
		2263	ON	2	2	10285	0	0.00	0	1,710	16.6	-0.33	0		
		2263	AB	24	19	7435	4	21.05	1	530	7.1	2.65	1	400	
		3233	AB	10	9	6940	1	11.11	2	1,790	25.8	-1.32	2	50	
		3233	NL	2	2	2070	0	0.00	-	-	-	0.00	0		
		3233	ON	4	4	16725	1	25.00	1	3,675	22.0	0.12	1	100	
		4312	ON	8	3	13405	0	0.00	0	710	5.3	-0.16	0		
		4312	AB	1	1	4975	0	0.00	0	190	3.8	-0.04	0		
5	Supervisors	EEOG	National	295	240	247715	36	15.00	45	45,935	18.54	-8.50	45	80	
6	Supervisors - Crafts and Trades	NOC	Provincial	485	315										
		7202	AB	27	22	2120	2	9.09	1	120	5.7	0.75	1	200	
		7202	NS	2	2	380	0	0.00	-	-	-	0.00	0		
		7202	ON	7	6	4950	1	16.67	1	845	17.1	-0.02	1	100	
		7301	AB	39	31	2790	1	3.23	1	110	3.9	-0.22	1	100	
		7301	ON	1	0	5980	0	0.00	-	870	14.5	0.00	0		
		7305	NS	1	1	155	0	0.00	-	-	-	0.00	0		
		8221	AB	48	35	555	1	2.86	-	-	-	1.00	0		
		8222	AB	23	17	11630	0	0.00	1	505	4.3	-0.74	1	0	
		9212	AB	207	118	3355	10	8.47	8	215	6.4	2.44	8	125	
		9212	ON	118	72	5250	4	5.56	12	885	16.9	-8.14	12	33	
		9212	BC	2	2	1140	0	0.00	0	210	18.4	-0.37	0		
		9212	NT	3	3	15	0	0.00	-	-	-	0.00	0		
		9212	QC	1	1	2435	0	0.00	0	195	8.0	-0.08	0		
		9212	NS	4	3	385	0	0.00	-	-	-	0.00	0		
		9212	MB	1	1	705	0	0.00	0	40	5.7	-0.06	0		
		9212	NL	1	1	180	0	0.00	-	-	-	0.00	0		

	EEOG	Occupational default	Analysis level	All employees		All data available		All census		Visible Minorities						
				Imperial	Imperial	Canada	Representation		Availability		Gap	Availability rounded	Utilization rate			
				#	#	#	#	%	#	Census #	%	#	#	%		
7	Administrative and Senior Clerical Per	EEOG	Provincial	129	106											
			ON	18	14	447,180	2	14.29	3	92,340	20.6	-0.89	3	67		
			AB	105	86	145,425	25	29.07	10	16,555	11.4	15.21	10	250		
			BC	1	1	154,815	1	100.00	0	33,590	21.7	0.78	0			
			NL	3	3	14,090	0	0.00	0	90	0.6	-0.02	0			
			NS	1	1	30,105	0	0.00	0	1,110	3.7	-0.04	0			
			NT	1	1	2,005	0	0.00	0	95	4.7	-0.05	0			
8	Skilled Sales and Service Personnel	NOC	National	46	36											
		6221		46	36	70,365	9	25.00	3	11,070	15.7	6.16	3	300		
9	Skilled Crafts and Trades Workers	NOC	Provincial	1506	988											
		7231	ON	17	9	17750	0	0.00	2	4,070	22.9	-2.06	2	0		
		7231	AB	1	1	5295	0	0.00	0	1,495	28.2	-0.28	0			
		7234	ON	6	3	1420	0	0.00	0	115	8.1	-0.24	0			
		7242	AB	45	29	4965	1	3.45	4	675	13.6	-2.94	4	25		
		7252	AB	3	3	7795	0	0.00	0	685	8.8	-0.26	0			
		7252	NS	4	4	1220	0	0.00	0	30	2.5	-0.10	0			
		7311	BC	1	0	8360	0	0.00	-	880	10.5	0.00	0			
		7312	AB	3	3	12120	0	0.00	0	665	5.5	-0.16	0			
		7316	BC	1	1	575	0	0.00	0	30	5.2	-0.05	0			
		7321	ON	1	1	54250	0	0.00	0	11,460	21.1	-0.21	0			
		7331	MB	2	2	40	0	0.00	-	-	-	0.00	0			
		7384	NS	2	0	295	0	0.00	-	-	-	0.00	0			
		7384	MB	5	3	410	0	0.00	0	35	8.5	-0.26	0			
		7384	ON	11	8	2855	1	12.50	1	225	7.9	0.37	1	100		
		7384	AB	8	5	1495	0	0.00	0	60	4.0	-0.20	0			
		9232	NT	38	29	15	2	6.90	-	-	-	2.00	0			
		9232	AB	941	667	9460	43	6.45	43	615	6.5	-0.36	43	100		
		9232	ON	310	151	4495	9	5.96	40	1,180	26.3	-30.64	40	23		
		9232	NS	8	5	145	0	0.00	-	-	-	0.00	0			
		9232	SK	1	1	1650	0	0.00	0	20	1.2	-0.01	0			
		9232	BC	6	6	1490	1	16.67	1	190	12.8	0.23	1	100		
		9232	QC	1	1	1735	0	0.00	0	280	16.1	-0.16	0			
		9241	ON	88	54	10445	12	22.22	8	1,610	15.4	3.68	8	150		
		9241	AB	3	2	6665	0	0.00	0	645	9.7	-0.19	0			
10	Clerical Personnel	EEOG	Provincial	180	146											
			ON	19	16	498,190	0	0.00	4	133,670	26.8	-4.29	4	0		
			AB	154	124	152,285	19	15.32	20	24,165	15.9	-0.68	20	95		
			NT	5	4	1,705	0	0.00	0	90	5.3	-0.21	0			
			NS	1	1	32,170	0	0.00	0	1,495	4.6	-0.05	0			
			NL	1	1	16,405	0	0.00	0	70	0.4	0.00	0			
11	Intermediate Sales and Service Perso	EEOG	Provincial	69	59											
			AB	26	22	275,680	3	13.64	5	57,710	20.9	-1.61	5	60		
			QC	9	8	575,140	1	12.50	1	71,910	12.5	0.00	1	100		
			SK	1	1	74,850	0	0.00	0	5,460	7.3	-0.07	0			
			BC	6	5	351,530	0	0.00	1	104,895	29.8	-1.49	1	0		
			ON	25	22	939,415	8	36.36	6	256,440	27.3	1.99	6	133		
			MB	1	0	98,565	0	0.00	-	16,050	16.3	0.00	0			
			NS	1	1	71,420	0	0.00	0	3,820	5.3	-0.05	0			
12	Semi-skilled manual workers	EEOG	Provincial	679	507											
			AB	677	507	186,130	13	2.56	84	30,790	16.5	-70.87	84	15		
			BC	2	0	195,300	0	0.00	-	53,265	27.3	0.00	0			
13	Other sales and service personnel	EEOG	CMA	0	0	1718490	0	0.00	-	45,935	18.54	0.00	0			
14	Other manual workers	EEOG	CMA	6	1											
			Calgary	0	0	18,935	0	0.00	-	5,050	26.7	0.00	0			
			Sarnia	0	0	9,145	0	0.00	-	1,225	13.4	0.00	0			
			Edmonton	6	1	21,035	0	0.00	0	4,170	19.8	-0.20	0			
Total				5,707	4,295	4,022,410	80		91	389,055						



**APPENDIX B**

Below are goals that were set during 2016 FCP reporting. Imperial is going through a thorough system review and more comprehensive self-identification survey in early 2018, after which the company will re-evaluate its goals and identify any additional necessary action.

Short-term Goal Setting Tool																	
Imperial Oil																	
29-Feb-16																	
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - (B + D) x N	H + B	(H - J + L) + (B + D)
Employment Equity Occupational Group (EEOG)	All Employees 2015-12-01	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	WOMEN										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		#	%	#	%		#	#	%	Over 3 Years	#	#	%	%	#	#	%
Middle & Other Managers	479	0.0%	0	3.0%	43	43	88	3.0%	8	106	22	50.0%	38.93	-98	-18.547	18.4%	21.3%
Professionals	1,511	1.0%	45	7.0%	317	362	546	7.0%	115	2,874	181	50.0%	54.99	-285	-84.948	36.1%	39.3%
Semi-Professionals & Technicians	504	0.0%	0	6.0%	91	91	98	6.0%	18	182	46	50.0%	51.99	-164	-26.075	19.4%	25.0%
Supervisors	75	0.0%	0	6.0%	14	14	25	6.0%	5	22	7	50.0%	56.50	-17	-4.210	33.3%	36.0%
Supervisors: Crafts & Trades	194	0.0%	0	6.0%	35	35	12	6.0%	2	12	18	50.0%	11.21	-10	-2.146	6.2%	14.4%
Administrative & Senior Clerical Personnel	272	0.0%	0	3.0%	24	24	214	3.0%	19	30	12	50.0%	82.59	-11	-22.256	78.7%	76.1%
Skilled Sales & Service Personnel	38	0.0%	0	6.0%	7	7	11	6.0%	2	10	4	50.0%	49.95	-8	-1.885	28.9%	34.2%
Clerical Personnel	249	0.0%	0	6.0%	45	45	142	6.0%	26	54	23	50.0%	68.43	-28	-16.901	57.0%	55.8%
Intermediate Sales & Service Personnel	109	0.0%	0	6.0%	20	20	36	6.0%	6	43	10	50.0%	66.82	-37	-7.243	33.0%	36.7%
Semi-Skilled Manual Workers	580	1.0%	17	6.0%	104	121	85	6.0%	15	338	61	50.0%	17.90	-19	-10.554	14.7%	21.9%
Other Manual Workers	8	0.0%	0	6.0%	1	1	3	6.0%	1	0	1	50.0%	22.73	1	-179	37.5%	37.5%

**Short-term Goal Setting Tool**

**Imperial Oil  
29-Feb-16**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - (B + D) x N	H + B	(H - J + L) + (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2015-12-01	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	ABORIGINAL PEOPLES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
Professionals	1,294	1.0%	36	7.0%	253	289	19	7.0%	4	11	14	5.0%	2.1%	-6	3	1.6%	2.3%
Intermediate Sales & Service Personnel	89	0.0%	0	6.0%	16	16	0	6.0%	0	3	2	10.0%	3.7%	-3	-1	0.0%	2.2%

**Short-term Goal Setting Tool**  
**Imperial Oil**  
**29-Feb-16**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H - B	(H - J + L) - (B + D)

Employment Equity Occupational Group (EEOG)	All Employees YYYY/MM/DD	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	PERSONS WITH DISABILITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
Middle & Other Managers	365	0.0%	0	3.0%	33	33	37	3.0%	3	21	2	5.0%	15.0%	-18	-19	10.1%	9.9%
Semi-Professionals & Technicians	352	0.0%	0	6.0%	63	63	47	6.0%	8	19	11	18.0%	16.3%	-11	-8	13.4%	14.2%
Supervisors	56	0.0%	0	6.0%	10	10	6	6.0%	1	5	2	15.0%	18.5%	-4	-3	10.7%	12.3%
Skilled Crafts & Trades Workers	969	0.0%	0	6.0%	174	174	70	6.0%	13	43	26	15.0%	10.3%	-30	-17	7.2%	8.6%
Semi-Skilled Manual Workers	418	1.0%	13	6.0%	75	88	8	6.0%	1	74	4	5.0%	18.7%	-70	-70	1.9%	2.0%

**Short-term Goal Setting Tool**  
**Imperial Oil**  
**29-Feb-16**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H - B	(H - J + L) - (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2015-12-01	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	PERSONS WITH DISABILITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
Middle & Other Managers	365	0.0%	0	3.0%	33	33	4	3.0%	0	12	2	5.0%	4.30	-12	-1,564	1.1%	1.6%
Professionals	1204	1.0%	36	7.0%	253	289	20	7.0%	4	164	14	5.0%	3.79	-24	-4,666	1.7%	2.4%
Semi-Professionals & Technicians	352	0.0%	0	6.0%	63	63	11	6.0%	2	7	3	5.0%	4.63	-5	-1,619	3.1%	3.4%
Supervisors	56	0.0%	0	6.0%	10	10	0	6.0%	0	8	1	5.0%	13.90	-8	-777	0.0%	1.8%
Supervisors Crafts & Trades	178	0.0%	0	6.0%	23	23	1	6.0%	0	9	1	5.0%	7.80	-9	-996	0.8%	1.0%
Administrative & Senior Clerical Personnel	229	0.0%	0	3.0%	21	21	3	3.0%	0	4	1	5.0%	3.41	-4	-777	1.3%	1.7%
Skilled Crafts & Trades Workers	969	0.0%	0	6.0%	174	174	13	6.0%	2	24	9	5.0%	3.78	-22	-3,644	1.3%	2.1%
Clerical Personnel	202	0.0%	0	6.0%	36	36	5	6.0%	1	10	2	5.0%	7.00	-9	-1,407	2.5%	3.0%
Intermediate Sales & Service Personnel	89	0.0%	0	6.0%	16	16	1	6.0%	0	4	1	5.0%	5.59	-4	-495	1.1%	2.2%
Semi-Skilled Manual Workers	418	1.0%	13	6.0%	75	88	1	6.0%	0	81	4	5.0%	4.81	-18	-2,007	0.2%	1.2%

## APPENDIX C

<b>Summary of Goals</b>
<b>Imperial Oil</b>
<b>February 29, 2016</b>

Imperial is committed to continuing to make progress toward gap closures within the four designated groups. Short and long term goals have been established in each area. Through the above mentioned initiatives, programs and policies and through ongoing stewardship to senior management, the company will make the best efforts to achieve these goals.

Imperial aspires to 50% representation of women at all times therefore the goals in this category were set the same for short and long term. Since Imperial's hiring model is to hire into entry level positions and promote from within, over time, employees progressing into higher levels within the organization is anticipated. Imperial will continue to see progress in these areas as a result of our recruitment strategy and approach.

Imperial is going through a thorough system review and more comprehensive self-identification survey in early 2018, after which the company will re-evaluate its goals and identify any additional necessary action.

### Women

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
2	Middle & Other Managers	-98	22	22	
3	Professionals	-285	181	181	
4	Semi-Professionals & Technicians	-164	46	46	
5	Supervisors	-17	7	7	
6	Supervisors: Crafts & Trades	-10	18	18	
7	Administrative & Senior Clerical Personnel	-11	12	12	
8	Skilled Sales & Service Personnel	-8	4	4	
10	Clerical Personnel	-28	23	23	
11	Intermediate Sales & Service Personnel	-37	10	10	
12	Semi-Skilled Manual Workers	-19	61	61	
14	Other Manual Workers	1	1	1	

### Aboriginal Peoples

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	#	#	
3	Professionals	-6	14	3	
11	Intermediate Sales & Service Personnel	-3	2	1	

### Persons with Disabilities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	#	#	
2	Middle & Other Managers	-12	2	3	
3	Professionals	-24	14	29	
4	Semi-Professionals & Technicians	-5	3	6	
5	Supervisors	-8	1	1	
6	Supervisors: Crafts & Trades	-9	1	2	
7	Administrative & Senior Clerical Personnel	-4	1	2	
9	Skilled Crafts & Trades Workers	-22	9	17	
10	Clerical Personnel	-9	2	4	
11	Intermediate Sales & Service Personnel	-4	1	2	
12	Semi-Skilled Manual Workers	-18	4	9	

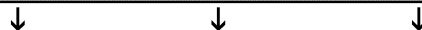
### Members of Visible Minorities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
2	Middle & Other Managers	-18	2	6	
4	Semi-Professionals & Technicians	-11	11	7	
5	Supervisors	-4	2	2	

9	Skilled Crafts & Trades Workers	-30	26	10	
12	Semi-Skilled Manual Workers	-70	4	10	

<b>Federal Contractors Program Achievement Table</b>
<b>Part 1: Workforce Analysis</b>
<b>Imperial</b>
<b>[Date: 2016-12-31]</b>

<b>Data from Previous Workforce Analysis</b>
--



Date of Previous Workforce Analysis		
YYYY	MM	DD
2015	12	31

<b>Data from Current Workforce Analysis</b>
---



Date of Current Workforce Analysis		
YYYY	MM	DD
2016	12	31

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		Previous Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
01	Senior Managers	54	14	27.4
02	Middle & Other Managers	479	88	38.9
03	Professionals	1,511	546	55.0
04	Semi-Professionals & Technicians	504	98	52.0
05	Supervisors	75	25	56.5
06	Supervisors: Crafts & Trades	194	12	11.2
07	Administrative & Senior Clerical Personnel	272	214	82.6
08	Skilled Sales & Service Personnel	38	11	49.9
09	Skilled Crafts & Trades Workers	1,555	101	3.9
10	Clerical Personnel	249	142	68.4
11	Intermediate Sales & Service Personnel	109	36	66.8
12	Semi-Skilled Manual Workers	580	85	17.9
13	Other Sales & Service Personnel	0	0	57.5
14	Other Manual Workers	8	3	22.7
<b>Total</b>		<b>5,628</b>	<b>1,375</b>	<b>0.0</b>

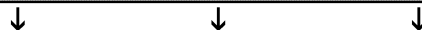
Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Current Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
	Senior Managers	61	18	27.4
	Middle & Other Managers	320	71	38.9
	Professionals	1,548	622	55.0
	Semi-Professionals & Technicians	383	103	52.0
	Supervisors	295	102	56.5
	Supervisors: Crafts & Trades	485	25	11.2
	Administrative & Senior Clerical Personnel	129	107	82.6
	Skilled Sales & Service Personnel	46	15	49.9
	Skilled Crafts & Trades Workers	1,506	109	3.9
	Clerical Personnel	180	154	68.4
	Intermediate Sales & Service Personnel	69	16	66.8
	Semi-Skilled Manual Workers	679	83	17.9
	Other Sales & Service Personnel	0	0	57.5
	Other Manual Workers	6	2	22.7
<b>Total</b>		<b>5,707</b>	<b>1,427</b>	<b>0.0</b>

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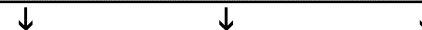
<b>Federal Contractors Program Achievement Table</b>
<b>Part 1: Workforce Analysis</b>
<b>Imperial</b>
<b>[Date: 2016-12-31]</b>

<b>Data from Previous Workforce Analysis</b>
--



<b>Date of Previous Workforce Analysis</b>		
<b>YYYY</b>	<b>MM</b>	<b>DD</b>
2015	12	31

<b>Data from Current Workforce Analysis</b>
---



<b>Date of Current Workforce Analysis</b>		
<b>YYYY</b>	<b>MM</b>	<b>DD</b>
2016	12	31

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 2: Aboriginal Peoples</b>		
		<b>Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Aboriginal Peoples</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
01	Senior Managers	54	0	2.9
02	Middle & Other Managers	479	9	2.2
03	Professionals	1,511	19	2.1
04	Semi-Professionals & Technicians	504	18	3.7
05	Supervisors	75	2	3.6
06	Supervisors: Crafts & Trades	194	19	3.7
07	Administrative & Senior Clerical Personnel	272	8	3.0
08	Skilled Sales & Service Personnel	38	0	3.2
09	Skilled Crafts & Trades Workers	1,555	98	4.5
10	Clerical Personnel	249	4	3.4
11	Intermediate Sales & Service Personnel	109	0	3.7
12	Semi-Skilled Manual Workers	580	34	4.1
13	Other Sales & Service Personnel	0	0	5.1
14	Other Manual Workers	8	0	6.0
<b>Total</b>		<b>5,628</b>	<b>211</b>	<b>0.0</b>

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 6: Aboriginal Peoples</b>		
		<b>Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Aboriginal Peoples</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
01	Senior Managers	61	1	2.9
02	Middle & Other Managers	320	3	2.2
03	Professionals	1,548	26	2.1
04	Semi-Professionals & Technicians	383	11	3.7
05	Supervisors	295	7	3.6
06	Supervisors: Crafts & Trades	485	26	3.7
07	Administrative & Senior Clerical Personnel	129	2	3.0
08	Skilled Sales & Service Personnel	46	0	3.2
09	Skilled Crafts & Trades Workers	1,506	95	4.5
10	Clerical Personnel	180	7	3.4
11	Intermediate Sales & Service Personnel	69	0	3.7
12	Semi-Skilled Manual Workers	679	42	4.1
13	Other Sales & Service Personnel	0	0	5.1
14	Other Manual Workers	6	0	6.0
<b>Total</b>		<b>5,707</b>	<b>220</b>	<b>0.0</b>

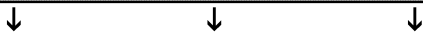
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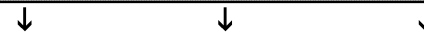
**Federal Contractors Program Achievement Table**  
**Part 1: Workforce Analysis**  
**Imperial**  
**[Date: 2016-12-31]**

**Data from Previous Workforce Analysis**



Date of Previous Workforce Analysis		
YYYY	MM	DD
2015	12	31

**Data from Current Workforce Analysis**



Date of Current Workforce Analysis		
YYYY	MM	DD
2016	12	31

Employment Equity Occupational Group (EEOG)		Table 3: Members of Visible Minorities		
		Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
01	Senior Managers	54	1	10.1
02	Middle & Other Managers	479	37	15.0
03	Professionals	1,511	348	19.9
04	Semi-Professionals & Technicians	504	47	16.3
05	Supervisors	75	6	18.5
06	Supervisors: Crafts & Trades	194	9	9.5
07	Administrative & Senior Clerical Personnel	272	44	14.1
08	Skilled Sales & Service Personnel	38	7	22.8
09	Skilled Crafts & Trades Workers	1,555	70	10.3
10	Clerical Personnel	249	62	19.0
11	Intermediate Sales & Service Personnel	109	20	20.7
12	Semi-Skilled Manual Workers	580	8	18.7
13	Other Sales & Service Personnel	0	0	21.9
14	Other Manual Workers	8	0	17.3
<b>Total</b>		<b>5,628</b>	<b>659</b>	<b>0.0</b>

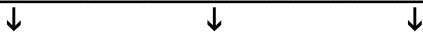
		Table 7: Members of Visible Minorities		
		Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
	61	3	10.1	
	320	41	15.0	
	1,548	349	19.9	
	383	40	16.3	
	295	36	18.5	
	485	19	9.5	
	129	28	14.1	
	46	9	22.8	
	1,506	69	10.3	
	180	19	19.0	
	69	12	20.7	
	679	13	18.7	
	0	0	21.9	
	6	0	17.3	
	<b>5,707</b>	<b>638</b>	<b>0.0</b>	

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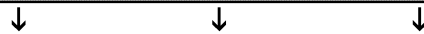
<b>Federal Contractors Program Achievement Table</b>
<b>Part 1: Workforce Analysis</b>
<b>Imperial</b>
<b>[Date: 2016-12-31]</b>

<b>Data from Previous Workforce Analysis</b>
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Date of Previous Workforce Analysis		
YYYY	MM	DD
2015	12	31

<b>Data from Current Workforce Analysis</b>
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Date of Current Workforce Analysis		
YYYY	MM	DD
2016	12	31

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
01/02	Managers	533	4	4.3
03	Professionals	1,511	20	3.8
04	Semi-Professionals & Technicians	504	11	4.6
05	Supervisors	75	0	13.9
06	Supervisors: Crafts & Trades	194	1	7.8
07	Administrative & Senior Clerical Personnel	272	3	3.4
08	Skilled Sales & Service Personnel	38	0	3.5
09	Skilled Crafts & Trades Workers	1,555	13	3.8
10	Clerical Personnel	249	5	7.0
11	Intermediate Sales & Service Personnel	109	1	5.6
12	Semi-Skilled Manual Workers	580	1	4.8
13	Other Sales & Service Personnel	0	0	6.3
14	Other Manual Workers	8	0	5.3
<b>Total</b>		<b>5,628</b>	<b>59</b>	<b>0.0</b>

* Source:

Employment Equity Occupational Group (EEOG)		Table 8: Persons with Disabilities		
		Current Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
	Managers	381	2	4.3
	Professionals	1,548	20	3.8
	Semi-Professionals & Technicians	383	8	4.6
	Supervisors	295	5	13.9
	Supervisors: Crafts & Trades	485	2	7.8
	Administrative & Senior Clerical Personnel	129	1	3.4
	Skilled Sales & Service Personnel	46	0	3.5
	Skilled Crafts & Trades Workers	1,506	17	3.8
	Clerical Personnel	180	9	7.0
	Intermediate Sales & Service Personnel	69	0	5.6
	Semi-Skilled Manual Workers	679	1	4.8
	Other Sales & Service Personnel	0	0	6.3
	Other Manual Workers	6	0	5.3
<b>Total</b>		<b>5,707</b>	<b>65</b>	<b>0.0</b>

* Source:

**Federal Contractors Program Achievement Table**

**Part 2: Flow Data Analysis**

**Imperial**

**[Date: 2016-12-31]**

Start Date of Flow Data		
YYYY	MM	DD
2016	01	01

End Date of Flow Data		
YYYY	MM	DD
2016	12	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	13	3	0	0	11	0	0	0
02 Middle & Other Managers	0	0	0	0	31	8	1	1	35	6	0	0
03 Professionals	58	19	0	0	154	62	1	1	152	53	0	3
04 Semi-Professionals & Technicians	25	9	0	0	15	5	0	0	48	6	1	1
05 Supervisors	2	0	0	0	33	13	1	1	7	3	5	0
06 Supervisors: Crafts & Trades	3	0	0	0	10	1	0	0	12	2	2	0
07 Administrative & Senior Clerical Personnel	3	2	0	0	9	7	1	1	27	21	0	1
08 Skilled Sales & Service Personnel	0	0	0	0	3	2	1	1	4	1	0	1
09 Skilled Crafts & Trades Workers	100	5	0	0	0	0	0	0	83	11	1	0
10 Clerical Personnel	4	3	0	0	4	4	0	0	22	15	1	0
11 Intermediate Sales & Service Personnel	3	0	0	0	7	1	0	0	33	15	0	0
12 Semi-Skilled Manual Workers	59	4	0	0	0	0	0	0	18	4	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	1	0	0	0
<b>Total</b>	<b>257</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>279</b>	<b>106</b>	<b>5</b>	<b>5</b>	<b>453</b>	<b>137</b>	<b>10</b>	<b>6</b>

**Federal Contractors Program Achievement Table**

**Part 2: Flow Data Analysis**

**Imperial**

**[Date: 2016-12-31]**

Start Date of Flow Data		
YYYY	MM	DD
2016	01	01

End Date of Flow Data		
YYYY	MM	DD
2016	12	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	13	0	0	0	11	0	0	0
02 Middle & Other Managers	0	0	0	0	31	0	1	0	35	0	0	0
03 Professionals	58	2	0	0	154	2	1	0	152	1	0	0
04 Semi-Professionals & Technicians	25	1	0	0	15	0	0	0	48	1	1	0
05 Supervisors	2	0	0	0	33	1	1	0	7	1	5	0
06 Supervisors: Crafts & Trades	3	0	0	0	10	0	0	0	12	1	2	0
07 Administrative & Senior Clerical Personnel	3	0	0	0	9	0	1	0	27	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	3	0	1	0	4	0	0	0
09 Skilled Crafts & Trades Workers	100	6	0	0	0	0	0	0	83	5	1	0
10 Clerical Personnel	4	0	0	0	4	0	0	0	22	2	1	0
11 Intermediate Sales & Service Personnel	3	0	0	0	7	0	0	0	33	0	0	0
12 Semi-Skilled Manual Workers	59	4	0	0	0	0	0	0	18	2	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	1	0	0	0
<b>Total</b>	<b>257</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>279</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>453</b>	<b>13</b>	<b>10</b>	<b>0</b>

**Federal Contractors Program Achievement Table**

**Part 2: Flow Data Analysis**

**Imperial**

**[Date: 2016-12-31]**

Start Date of Flow Data		
YYYY	MM	DD
2016	01	01

End Date of Flow Data		
YYYY	MM	DD
2016	12	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	13	0	0	0	11	0	0	0
02 Middle & Other Managers	0	0	0	0	31	0	1	0	35	0	0	0
03 Professionals	58	0	0	0	154	0	1	0	152	3	0	0
04 Semi-Professionals & Technicians	25	0	0	0	15	0	0	0	48	0	1	1
05 Supervisors	2	0	0	0	33	0	1	0	7	0	5	0
06 Supervisors: Crafts & Trades	3	0	0	0	10	0	0	0	12	1	2	0
07 Administrative & Senior Clerical Personnel	3	0	0	0	9	0	1	0	27	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	3	0	1	0	4	0	0	0
09 Skilled Crafts & Trades Workers	100	1	0	0	0	0	0	0	83	0	1	0
10 Clerical Personnel	4	0	0	0	4	0	0	0	22	2	1	0
11 Intermediate Sales & Service Personnel	3	0	0	0	7	0	0	0	33	0	0	0
12 Semi-Skilled Manual Workers	59	0	0	0	0	0	0	0	18	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	1	0	0	0
<b>Total</b>	<b>257</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>279</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>453</b>	<b>7</b>	<b>10</b>	<b>1</b>

**Federal Contractors Program Achievement Table**

**Part 2: Flow Data Analysis**

**Imperial**

**[Date: 2016-12-31]**

Start Date of Flow Data		
YYYY	MM	DD
2016	01	01

End Date of Flow Data		
YYYY	MM	DD
2016	12	31

**Data from Form 4 - Employees Hired**

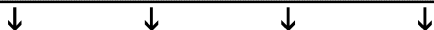
**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	13	1	0	0	11	0	0	0
02 Middle & Other Managers	0	0	0	0	31	5	1	0	35	1	0	0
03 Professionals	58	14	0	0	154	40	1	0	152	28	0	0
04 Semi-Professionals & Technicians	25	1	0	0	15	3	0	0	48	3	1	0
05 Supervisors	2	0	0	0	33	3	1	0	7	2	5	0
06 Supervisors: Crafts & Trades	3	0	0	0	10	1	0	0	12	3	2	0
07 Administrative & Senior Clerical Personnel	3	0	0	0	9	2	1	0	27	3	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	3	0	1	0	4	1	0	0
09 Skilled Crafts & Trades Workers	100	4	0	0	0	0	0	0	83	3	1	0
10 Clerical Personnel	4	0	0	0	4	0	0	0	22	4	1	0
11 Intermediate Sales & Service Personnel	3	1	0	0	7	2	0	0	33	6	0	0
12 Semi-Skilled Manual Workers	59	3	0	0	0	0	0	0	18	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	1	0	0	0
<b>Total</b>	<b>257</b>	<b>23</b>	<b>0</b>	<b>0</b>	<b>279</b>	<b>57</b>	<b>5</b>	<b>0</b>	<b>453</b>	<b>54</b>	<b>10</b>	<b>0</b>

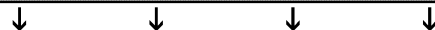
<b>Federal Contractors Program Achievement Table</b>
<b>Part 3: Goals</b>
<b>Imperial</b>
<b>[Date: 2016-12-31]</b>

<b>Data from Previous Goals</b>
---------------------------------



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2020

<b>Data from Current Goals</b>
--------------------------------



Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2020

Employment Equity Occupational Group (EEOG)		Table 1: Women			
		Women			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	22	50.0	22	0.0
03	Professionals	181	50.0	181	0.0
04	Semi-Professionals & Technicians	46	50.0	46	0.0
05	Supervisors	7	50.0	7	0.0
06	Supervisors: Crafts & Trades	18	50.0	18	0.0
07	Administrative & Senior Clerical Personnel	12	50.0	12	0.0
08	Skilled Sales & Service Personnel	4	50.0	4	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	23	50.0	23	0.0
11	Intermediate Sales & Service Personnel	10	50.0	10	0.0
12	Semi-Skilled Manual Workers	61	50.0	61	0.0
13	Other Sales & Service Personnel	0	0	0	0.0
14	Other Manual Workers	1	50.0	1	0.0
<b>Total</b>		<b>385</b>	<b>0.0</b>	<b>385</b>	<b>0.0</b>

Table 5: Women			
Women			
Short-term Goals		Long-term Goals	
#	%	#	%
0	0.0	0	0.0
22	50.0	22	0.0
181	50.0	181	0.0
46	50.0	46	0.0
7	50.0	7	0.0
18	50.0	18	0.0
12	50.0	12	0.0
4	50.0	4	0.0
0	0.0	0	0.0
23	50.0	23	0.0
10	50.0	10	0.0
61	50.0	61	0.0
0	0	0	0.0
1	50.0	1	0.0
<b>385</b>	<b>0.0</b>	<b>385</b>	<b>0.0</b>

<b>Federal Contractors Program Achievement Table</b>
<b>Part 3: Goals</b>
<b>Imperial</b>
<b>[Date: 2016-12-31]</b>

<b>Data from Previous Goals</b>
---------------------------------



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2020

<b>Data from Current Goals</b>
--------------------------------



Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2020

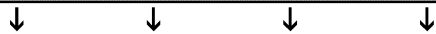
Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples			
		Aboriginal Peoples			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	0	0.0	0	0.0
03	Professionals	14	5.0	3	0.0
04	Semi-Professionals & Technicians	0	0.0	0	0.0
05	Supervisors	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	2	10.0	1	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
<b>Total</b>		<b>16</b>	<b>0.0</b>	<b>4</b>	<b>0.0</b>

		Table 6: Aboriginal Peoples			
		Aboriginal Peoples			
		Short-term Goals		Long-term Goals	
		#	%	#	%
		0	0.0	0	0.0
		0	0.0	0	0.0
		14	5.0	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	0.0
		2	10.0	1	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		16	0.0	4	0.0



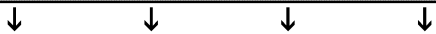
<b>Federal Contractors Program Achievement Table</b>
<b>Part 3: Goals</b>
<b>Imperial</b>
<b>[Date: 2016-12-31]</b>

<b>Data from Previous Goals</b>
---------------------------------



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2020

<b>Data from Current Goals</b>
--------------------------------



Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2020

Employment Equity Occupational Group (EEOG)		<b>Table 3: Persons with Disabilities</b>			
		Persons with Disabilities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01/02	Managers	2	5.0	3	0.0
03	Professionals	14	5.0	29	0.0
04	Semi-Professionals & Technicians	3	5.0	6	0.0
05	Supervisors	1	5.0	1	0.0
06	Supervisors: Crafts & Trades	1	5.0	2	0.0
07	Administrative & Senior Clerical Personnel	1	5.0	2	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	9	5.0	17	0.0
10	Clerical Personnel	2	5.0	4	0.0
11	Intermediate Sales & Service Personnel	1	5.0	2	0.0
12	Semi-Skilled Manual Workers	4	5.0	9	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
<b>Total</b>		<b>38</b>	<b>0.0</b>	<b>75</b>	<b>0.0</b>

Employment Equity Occupational Group (EEOG)		<b>Table 7: Persons with Disabilities</b>			
		Persons with Disabilities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01/02	Managers	2	5.0	3	0.0
03	Professionals	14	5.0	29	0.0
04	Semi-Professionals & Technicians	3	5.0	6	0.0
05	Supervisors	1	5.0	1	0.0
06	Supervisors: Crafts & Trades	1	5.0	2	0.0
07	Administrative & Senior Clerical Personnel	1	5.0	2	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	9	5.0	17	0.0
10	Clerical Personnel	2	5.0	4	0.0
11	Intermediate Sales & Service Personnel	1	5.0	2	0.0
12	Semi-Skilled Manual Workers	4	5.0	9	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
<b>Total</b>		<b>38</b>	<b>0.0</b>	<b>75</b>	<b>0.0</b>

<b>Federal Contractors Program Achievement Table</b>
<b>Part 3: Goals</b>
<b>Imperial</b>
<b>[Date: 2016-12-31]</b>

<b>Data from Previous Goals</b>
---------------------------------



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2020

<b>Data from Current Goals</b>
--------------------------------



Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2020

**Table 4: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	2	5.0	6	0.0
03	Professionals	0	0.0	0	0.0
04	Semi-Professionals & Technicians	11	18.0	7	0.0
05	Supervisors	2	15.0	2	0.0
06	Supervisors: Crafts & Trades	0	0.0	0	0.0
07	Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	0.0	0	0.0
09	Skilled Crafts & Trades Workers	26	15.0	10	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	4	5.0	10	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
<b>Total</b>		<b>45</b>	<b>0.0</b>	<b>35</b>	<b>0.0</b>

**Table 8: Members of Visible Minorities**

Members of Visible Minorities			
Short-term Goals		Long-term Goals	
#	%	#	%
0	0.0	0	0.0
2	0.0	6	0.0
0	0.0	0	0.0
11	18.0	7	0.0
2	15.0	2	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
26	15.0	10	0.0
0	0.0	0	0.0
0	0.0	0	0.0
4	5.0	10	0.0
0	0.0	0	0.0
0	0.0	0	0.0
<b>45</b>	<b>0.0</b>	<b>35</b>	<b>0.0</b>

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Imperial**

**[Date: 2016-12-31]**

04565

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees				Women				All Employees		Women		All Employees		Women		All Employees		Women					
		Representation		Availability		Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	#	%	#	#	#	#	%				
01 Senior Managers	2015	54	14	25.9	27.4	15	-1	94.6																	
	2016	61	18	29.5	27.4	17	1	107.7	0	0	0.0	0	0	13	3	23.1	3	0	11	0	0.0	3	-3	19.1	
02 Middle & Other Managers	2015	479	88	18.4	38.9	186	-98	47.2																	
	2016	320	71	22.2	38.9	125	-54	57.0	0	0	0.0	0	0	32	9	28.1	6	3	35	6	17.1	6	0	8.8	
03 Professionals	2015	1,511	546	36.1	55.0	831	-285	65.7																	
	2016	1,548	622	40.2	55.0	851	-229	73.1	58	19	32.8	32	-13	155	63	40.6	56	7	152	56	36.8	55	1	9.9	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments		
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees		Women		Women				Women				
		Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met
#	#	#	%	#	%	%	%	#	#	%	#			
01 Senior Managers	2016	13	3	23.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0	Imperial typically fill these positions with internal employees and rarely conduct external hires for this group.	
	2019	13	3	23.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	2016	32	9	28.1	22	40.9	50.0	56.3	22	40.9	0.0	0.0	No hiring in this EEOG in 2016 to match with lower demand from challenging business environment; also this is a group where Imperial usually promote from within.	
	2019	32	9	28.1	22	40.9	50.0	56.3	22	40.9	0.0	0.0		
03 Professionals	2016	213	82	38.5	181	45.3	50.0	77.0	181	45.3	0.0	0.0	Gap is no longer present in this EEOG	
	2019	213	82	38.5	181	45.3	50.0	77.0	181	45.3	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Imperial**

**[Date: 2016-12-31]**

004566

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$(DYear1 + DYear2) \div 2 \times 100$	$U \div 2$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires					Promotions					Terminations					Turnover Rate
		All Employees		Women								All Employees		Women			All Employees		Women			All Employees		Women			
		Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%				
04 Semi-Professionals & Technicians	2015	504	98	19.4	52.0	262	-164	37.4																			
	2016	383	103	26.9	52.0	199	-96	51.7	25	9	36.0	13	-4	15	5	33.3	3	2	49	7	14.3	10	-3	11.0			
05 Supervisors	2015	75	25	33.3	56.5	42	-17	59.0																			
	2016	295	102	34.6	56.5	167	-65	61.2	2	0	0.0	1	-1	34	14	41.2	11	3	12	3	25.0	4	-1	6.5			
06 Supervisors: Crafts & Trades	2015	194	12	6.2	11.2	22	-10	55.2																			
	2016	485	25	5.2	11.2	54	-29	46.0	3	0	0.0	0	0	10	1	10.0	1	0	14	2	14.3	1	1	4.1			

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees		Women		Women				Women				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	
#	%	#	%	#	%	#	%	#	%	#	%	#	%	
04 Semi-Professionals & Technicians	2016	40	14	35.0	46	30.4	50.0	70.0	46	30.4	0.0	0.0	Gap is no longer present in this EEOG	
	2019	40	14	35.0	46	30.4	50.0	70.0	46	30.4	0.0	0.0		
05 Supervisors	2016	36	14	38.9	7	200.0	50.0	77.8	7	200.0	0.0	0.0	Gap is no longer present in this EEOG	
	2019	36	14	38.9	7	200.0	50.0	77.8	7	200.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2016	13	1	7.7	18	5.6	50.0	15.4	18	5.6	0.0	0.0	Very limited hiring in this EEOG in 2016	
	2019	13	1	7.7	18	5.6	50.0	15.4	18	5.6	0.0	0.0		

**Federal Contractors Program Achievement Table**

04567

**Part 4: Results - Women**

**Imperial**

**[Date: 2016-12-31]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees				Women				All Employees		Women		All Employees		Women		All Employees		Women					
		Representation		Availability		Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2015	272	214	78.7	82.6	225	-11	95.3																	
	2016	129	107	82.9	82.6	107	0	100.4	3	2	66.7	2	0	10	8	80.0	8	0	27	22	81.5	21	1	13.5	
08 Skilled Sales & Service Personnel	2015	38	11	28.9	49.9	19	-8	58.0																	
	2016	46	15	32.6	49.9	23	-8	65.3	0	0	0.0	0	0	4	3	75.0	1	2	4	2	50.0	1	1	9.5	
09 Skilled Crafts & Trades Workers	2015	1,555	101	6.5	3.9	60	41	167.3																	
	2016	1,506	109	7.2	3.9	58	51	186.4	100	5	5.0	4	1	0	0	0.0	0	0	84	11	13.1	5	6	5.5	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		All Employees		Women				Women					
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	%	#	%	%	#	%	%	#	%	%	#	%	
07 Administrative & Senior Clerical	2016	13	10	76.9	12	83.3	50.0	153.8	12	83.3	0.0	0.0	Met hiring target, will need to monitor not to create "female ghettos" situation
	2019	13	10	76.9	12	83.3	50.0	153.8	12	83.3	0.0	0.0	
08 Skilled Sales & Service Personnel	2016	4	3	75.0	4	75.0	50.0	150.0	4	75.0	0.0	0.0	No hiring demand as a result of retail downstream business model change and asset sale, goals to be revisited
	2019	4	3	75.0	4	75.0	50.0	150.0	4	75.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	2016	100	5	5.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	Over-representation, no goal was set but may need to monitor due to low market availability
	2019	100	5	5.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Imperial**

**[Date: 2016-12-31]**

04568

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations				Turnover Rate				
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference									
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#	%		
10 Clerical Personnel	2015	249	142	57.0	68.4	170	-28	83.3																		
	2016	180	154	85.6	68.4	123	31	125.0	4	3	75.0	3	0	4	4	100.0	2	2	23	15	65.2	13	2	10.7		
11 Intermediate Sales & Service Personnel	2015	109	36	33.0	66.8	73	-37	49.4																		
	2016	69	16	23.2	66.8	46	-30	34.7	3	0	0.0	2	-2	7	1	14.3	2	-1	33	15	45.5	11	4	37.1		
12 Semi-Skilled Manual Workers	2015	580	85	14.7	17.9	104	-19	81.9																		
	2016	679	83	12.2	17.9	122	-39	68.3	59	4	6.8	11	-7	0	0	0.0	0	0	18	4	22.2	3	1	2.9		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments		
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	#	%	#			
10 Clerical Personnel	2016	8	7	87.5	23	30.4	50.0	175.0	23	30.4	0.0	0.0	Hiring activities progress is in line with goals, will need to monitor not to create "female ghettos" situation	
	2019	8	7	87.5	23	30.4	50.0	175.0	23	30.4	0.0	0.0		
11 Intermediate Sales & Service Personnel	2016	10	1	10.0	10	10.0	50.0	20.0	10	10.0	0.0	0.0	Change of retail downstream business model/asset sales has lowered the demand for these skillset, will need to revisit goals after self-identification survey	
	2019	10	1	10.0	10	10.0	50.0	20.0	10	10.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2016	59	4	6.8	61	6.6	50.0	13.6	61	6.6	0.0	0.0	Hiring activities are in the right direction although at slower pace than anticipated but no gap presents in this EEOG.	
	2019	59	4	6.8	61	6.6	50.0	13.6	61	6.6	0.0	0.0		



**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Imperial**

**[Date: 2016-12-31]**

04569

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires			Promotions			Terminations				Turnover Rate					
		All Employees	Women				All Employees	Women		All Employees	Women		All Employees	Women											
		Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%				
13 Other Sales & Service Personnel	2015	0	0	0.0	57.5	0	0	0.0																	
	2016	0	0	0.0	57.5	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	2015	8	3	37.5	22.7	2	1	165.0																	
	2016	6	2	33.3	22.7	1	1	146.7	0	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
Total	2015	5,628	1,375	24.4	0.0	0	1,375	0.0																	
	2016	5,707	1,427	25.0	0.0	0	1,427	0.0	257	42	16.3	0	42	284	111	39.1	69	42	463	143	30.9	113	30	8.2	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		All Employees	Women	Women				Women					
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No Imperial employees in this EEOG
	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
14 Other Manual Workers	2016	0	0	0.0	1	0.0	50.0	0.0	1	0.0	0.0	0.0	A small number of Imperial employees in this EEOG, not an area of focus
	2019	0	0	0.0	1	0.0	50.0	0.0	1	0.0	0.0	0.0	
Total	2016	541	153	28.3	385	39.7	0.0	0.0	385	39.7	0.0	0.0	In general, good progress of women hiring but continued focus on female wages is required
	2019	541	153	28.3	385	39.7	0.0	0.0	385	39.7	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Imperial**

**[Date: 2016-12-31]**

04570

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		Aboriginal Peoples								Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples							
		All Employees	Representation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees		Actual	Expected	Difference
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%		
01 Senior Managers	2015	54	0	0.0	2.9	2	-2	0.0																	
	2016	61	1	1.6	2.9	2	-1	57.1	0	0	0.0	0	0	13	0	0.0	0	0	11	0	0.0	0	0	19.1	
02 Middle & Other Managers	2015	479	9	1.9	2.2	11	-2	84.8																	
	2016	320	3	0.9	2.2	7	-4	42.3	0	0	0.0	0	0	32	0	0.0	1	-1	35	0	0.0	1	-1	8.8	
03 Professionals	2015	1,511	19	1.3	2.1	31	-12	60.8																	
	2016	1,548	26	1.7	2.1	32	-6	81.2	58	2	3.4	1	1	155	2	1.3	2	0	152	1	0.7	2	-1	9.9	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	%	%	#	%	%	%	#	%		
01 Senior Managers	2016	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	Imperial typically fill these positions with internal employees and rarely conduct external hires for this group.
	2019	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
02 Middle & Other Managers	2016	32	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No goal was set but gap is now present in this EEOG, will need to set goals after self-identification survey, however this is a group where Imperial usually promote from within.
	2019	32	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
03 Professionals	2016	213	4	1.9	14	28.6	5.0	37.6	3	133.3	0.0	0.0	Imperial is focused on maintaining current and developing new connections with Indigenous communities, specially by building awareness of job postings in order to increase the pool of candidates.
	2019	213	4	1.9	14	28.6	5.0	37.6	3	133.3	0.0	0.0	



**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Imperial**

**[Date: 2016-12-31]**

004571

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires					Promotions					Terminations					
		All Employees	Aboriginal Peoples									All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples				Turnover Rate
			Representation	Availability		Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference			Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	%	#	#	#	%	#	#	%			
04 Semi-Professionals & Technicians	2015	504	18	3.6	3.7	19	-1	97.1																			
	2016	383	11	2.9	3.7	14	-3	78.1	25	1	4.0	1	0	15	0	0.0	1	-1	49	1	2.0	2	-1	11.0			
05 Supervisors	2015	75	2	2.7	3.6	3	-1	73.2																			
	2016	295	7	2.4	3.6	11	-4	65.1	2	0	0.0	0	0	34	1	2.9	1	0	12	1	8.3	0	1	6.5			
06 Supervisors: Crafts & Trades	2015	194	19	9.8	3.7	7	12	267.4																			
	2016	485	26	5.4	3.7	18	8	146.4	3	0	0.0	0	0	10	0	0.0	1	-1	14	1	7.1	1	0	4.1			

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	#	%	#			
04 Semi-Professionals & Technicians	2016	40	1	2.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set	
	2019	40	1	2.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
05 Supervisors	2016	36	1	2.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set	
	2019	36	1	2.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2016	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set	
	2019	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Imperial**

**[Date: 2016-12-31]**

004572

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		Aboriginal Peoples								Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples							
		All Employees	Representation		Availability		Gap	EE Result	All Employees	Actual		Expected	Difference	All Employees	Actual		Expected	Difference	All Employees	Actual			Expected	Difference	
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	%		
07 Administrative & Senior Clerical	2015	272	8	2.9	3.0	8	0	97.3																	
	2016	129	2	1.6	3.0	4	-2	51.3	3	0	0.0	0	0	10	0	0.0	0	0	27	0	0.0	1	-1	13.5	
08 Skilled Sales & Service Personnel	2015	38	0	0.0	3.2	1	-1	0.0																	
	2016	46	0	0.0	3.2	1	-1	0.0	0	0	0.0	0	0	4	0	0.0	0	0	4	0	0.0	0	0	9.5	
09 Skilled Crafts & Trades Workers	2015	1,555	98	6.3	4.5	70	28	140.3																	
	2016	1,506	95	6.3	4.5	68	27	140.4	100	6	6.0	4	2	0	0	0.0	0	0	84	5	6.0	5	0	5.5	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	%	%	#	%	%	%	#	%		
07 Administrative & Senior Clerical	2016	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set
	2019	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
08 Skilled Sales & Service Personnel	2016	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set
	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	2016	100	6	6.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	Full/over representation, no goal was set
	2019	100	6	6.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Imperial**

**[Date: 2016-12-31]**

004573

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			Turnover Rate			
			Representation	Availability		Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#	%	#	%	
10 Clerical Personnel	2015	249	4	1.6	3.4	9	-5	47.0																	
	2016	180	7	3.9	3.4	6	1	113.8	4	0	0.0	0	0	4	0	0.0	0	0	23	2	8.7	0	2	10.7	
11 Intermediate Sales & Service Personnel	2015	109	0	0.0	3.7	4	-4	0.0																	
	2016	69	0	0.0	3.7	3	-3	0.0	3	0	0.0	0	0	7	0	0.0	0	0	33	0	0.0	0	0	37.1	
12 Semi-Skilled Manual Workers	2015	580	34	5.9	4.1	24	10	144.4																	
	2016	679	42	6.2	4.1	28	14	152.4	59	4	6.8	2	2	0	0	0.0	0	0	18	2	11.1	1	1	2.9	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	#	%	#		
10 Clerical Personnel	2016	8	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	Full/over representation, no goal was set
	2019	8	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11 Intermediate Sales & Service Personnel	2016	10	0	0.0	2	0.0	10.0	0.0	1	0.0	0.0	0.0	Change of retail downstream business model/asset sales has lowered the demand for these skillset, will need to revisit goals after self-identification survey
	2019	10	0	0.0	2	0.0	10.0	0.0	1	0.0	0.0	0.0	
12 Semi-Skilled Manual Workers	2016	59	4	6.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	Full/over representation, no goal was set
	2019	59	4	6.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Imperial**

**[Date: 2016-12-31]**

004574

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires			Promotions			Terminations				Turnover Rate					
		Aboriginal Peoples								Aboriginal Peoples			Aboriginal Peoples			Aboriginal Peoples									
		All Employees	Representation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected		Difference	All Employees	Actual	Expected	Difference
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%		
13 Other Sales & Service Personnel	2015	0	0	0.0	5.1	0	0	0.0																	
	2016	0	0	0.0	5.1	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	8	0	0.0	6.0	0	0	0.0																	
	2016	6	0	0.0	6.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	1	0	0.0	0	0	14.3
Total	2015	5,628	211	3.7	0.0	0	211	0.0																	
	2016	5,707	220	3.9	0.0	0	220	0.0	257	13	5.1	0	13	284	3	1.1	11	-8	463	13	2.8	17	-4	8.2	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	%	%	%	%	%	%	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No Imperial employees in this EEOG
	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
14 Other Manual Workers	2016	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set
	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
Total	2016	541	16	3.0	16	100.0	0.0	0.0	4	400.0	0.0	0.0	Continued efforts in building bench strength of Indigenous people in professional & managerial groups.
	2019	541	16	3.0	16	100.0	0.0	0.0	4	400.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

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

**Imperial**

**[Date: 2016-12-31]**

004575

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees				Persons with Disabilities				All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities					
		Representation		Availability		Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	#	%	#	#	%	#	#	%			
01 & 02 Managers	2015	533	4	0.8	4.3	23	-19	17.5																	
	2016	381	2	0.5	4.3	16	-14	12.2	0	0	0.0	0	0	45	0	0.0	0	0	46	0	0.0	0	0	10.1	
03 Professionals	2015	1,511	20	1.3	3.8	57	-37	34.9																	
	2016	1,548	20	1.3	3.8	59	-39	34.1	58	0	0.0	2	-2	155	0	0.0	2	-2	152	3	2.0	2	1	9.9	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments		
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	#	%	#			
01 & 02 Managers	2016	45	0	0.0	2	0.0	5.0	0.0	3	0.0	0.0	0.0	Imperial typically fill these positions with internal employees and rarely conduct external hires for this group.	
	2019	45	0	0.0	2	0.0	5.0	0.0	3	0.0	0.0	0.0		
03 Professionals	2016	213	0	0.0	14	0.0	5.0	0.0	29	0.0	0.0	0.0	Imperial is working on educating people internally and externally on persons with disability definition to encourage self-identification.	
	2019	213	0	0.0	14	0.0	5.0	0.0	29	0.0	0.0	0.0		



**Federal Contractors Program Achievement Table**

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

**Imperial**

**[Date: 2016-12-31]**

004576

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$(DYear1 + DYear2) \div 2 \times 100$	$U \div 2$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities							
		All Employees	Representation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees		Actual	Expected	Difference
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%		
04	Semi-Professionals & Technicians	2015	504	11	2.2	4.6	23	-12	47.1																
		2016	383	8	2.1	4.6	18	-10	45.1	25	0	0.0	1	-1	15	0	0.0	0	0	49	1	2.0	1	0	11.0
05	Supervisors	2015	75	0	0.0	13.9	10	-10	0.0																
		2016	295	5	1.7	13.9	41	-36	12.2	2	0	0.0	0	0	34	0	0.0	0	0	12	0	0.0	0	0	6.5
06	Supervisors: Crafts & Trades	2015	194	1	0.5	7.8	15	-14	6.6																
		2016	485	2	0.4	7.8	38	-36	5.3	3	0	0.0	0	0	10	0	0.0	0	0	14	1	7.1	0	1	4.1

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities						
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	#	%	%	%	#	%			
04	Semi-Professionals & Technicians	2016	40	0	0.0	3	0.0	5.0	0.0	6	0.0	0.0	0.0	Imperial is working on educating people internally and externally on persons with disability definition to encourage self-identification.
		2019	40	0	0.0	3	0.0	5.0	0.0	6	0.0	0.0	0.0	
05	Supervisors	2016	36	0	0.0	1	0.0	5.0	0.0	1	0.0	0.0	0.0	Low demand for hiring into this EEOG, will need to revisit both goal and internal pool to ensure sufficient bench strength for future promotion
		2019	36	0	0.0	1	0.0	5.0	0.0	1	0.0	0.0	0.0	
06	Supervisors: Crafts & Trades	2016	13	0	0.0	1	0.0	5.0	0.0	2	0.0	0.0	0.0	Very limited hiring in this EEOG in 2016
		2019	13	0	0.0	1	0.0	5.0	0.0	2	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

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

**Imperial**

**[Date: 2016-12-31]**

04577

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$((DYear1 + DYear2) \div 2) \times 100$	$U \div$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires					Promotions					Terminations				
		All Employees	Persons with Disabilities					All Employees	Persons with Disabilities				All Employees	Persons with Disabilities				All Employees	Persons with Disabilities				Turnover Rate			
			Representation	Availability		Gap	EE Result		Actual	Expected	Difference			Actual	Expected	Difference			Actual	Expected	Difference					
#	#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	%	#	#	#	%	#	%			
07 Administrative & Senior Clerical	2015	272	3	1.1	3.4	9	-6	32.3																		
	2016	129	1	0.8	3.4	4	-3	22.7	3	0	0.0	0	0	10	0	0.0	0	0	27	1	3.7	0	1	13.5		
08 Skilled Sales & Service Personnel	2015	38	0	0.0	3.5	1	-1	0.0																		
	2016	46	0	0.0	3.5	2	-2	0.0	0	0	0.0	0	0	4	0	0.0	0	0	4	0	0.0	0	0	9.5		
09 Skilled Crafts & Trades Workers	2015	1,555	13	0.8	3.8	59	-46	22.1																		
	2016	1,506	17	1.1	3.8	57	-40	29.9	100	1	1.0	4	-3	0	0	0.0	0	0	84	0	0.0	1	-1	5.5		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	#	%	%	#		
07 Administrative & Senior Clerical	2016	13	0	0.0	1	0.0	5.0	0.0	2	0.0	0.0	0.0	Small number of total hires makes it difficult to achieve the goals	
	2019	13	0	0.0	1	0.0	5.0	0.0	2	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2016	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No goal was set. Gap is now present in this group but the change in retail business model/asset sales has lowered the demand of such skillset.	
	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2016	100	1	1.0	9	11.1	5.0	20.0	17	5.9	0.0	0.0	Imperial is working on educating people internally and externally on persons with disability definition to encourage self-identification.	
	2019	100	1	1.0	9	11.1	5.0	20.0	17	5.9	0.0	0.0		

**Federal Contractors Program Achievement Table**

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

**Imperial**

**[Date: 2016-12-31]**

004578

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$((DYear1 + DYear2) \div 2) \times 100$	$U \div$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires					Promotions					Terminations					Turnover Rate
		All Employees					Persons with Disabilities					All Employees					Persons with Disabilities										
		Representation		Availability		Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%				
10 Clerical Personnel	2015	249	5	2.0	7.0	17	-12	28.7																			
	2016	180	9	5.0	7.0	13	-4	71.5	4	0	0.0	0	0	4	0	0.0	0	0	23	2	8.7	0	2	10.7			
11 Intermediate Sales & Service Personnel	2015	109	1	0.9	5.6	6	-5	16.4																			
	2016	69	0	0.0	5.6	4	-4	0.0	3	0	0.0	0	0	7	0	0.0	0	0	33	0	0.0	0	0	37.1			
12 Semi-Skilled Manual Workers	2015	580	1	0.2	4.8	28	-27	3.6																			
	2016	679	1	0.1	4.8	33	-32	3.1	59	0	0.0	3	-3	0	0	0.0	0	0	18	0	0.0	0	0	2.9			

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees				Persons with Disabilities				Persons with Disabilities				
		Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	%	#	%	#	%	#	%	#	%	#	%	#	%	
10 Clerical Personnel	2016	8	0	0.0	2	0.0	5.0	0.0	4	0.0	0.0	0.0	Lower demand of skillset also contribute to the challenge to fulfill goals	
	2019	8	0	0.0	2	0.0	5.0	0.0	4	0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2016	10	0	0.0	1	0.0	5.0	0.0	2	0.0	0.0	0.0		
	2019	10	0	0.0	1	0.0	5.0	0.0	2	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2016	59	0	0.0	4	0.0	5.0	0.0	9	0.0	0.0	0.0		
	2019	59	0	0.0	4	0.0	5.0	0.0	9	0.0	0.0	0.0		



**Federal Contractors Program Achievement Table**

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

**Imperial**

**[Date: 2016-12-31]**

04579

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$((DYear1 + DYear2) \div 2) \times 100$	$U \div 2$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations				Turnover Rate		
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities						
		All Employees	Representation		Availability		Gap	EE Result	All Employees	Actual		Expected	Difference	All Employees	Actual		Expected	Difference	All Employees	Actual			Expected	Difference
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	%		
13 Other Sales & Service Personnel	2015	0	0	0.0	6.3	0	0	0.0																
	2016	0	0	0.0	6.3	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	2015	8	0	0.0	5.3	0	0	0.0																
	2016	6	0	0.0	5.3	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	14.3
Total	2015	5,628	59	1.0	0.0	0	59	0.0																
	2016	5,707	65	1.1	0.0	0	65	0.0	257	1	0.4	0	1	284	0	0.0	3	-3	463	8	1.7	5	3	8.2

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities					
		All Employees	Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	%	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	2016	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No Imperial employees in this EEOG
	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
14 Other Manual Workers	2016	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set
	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
Total	2016	541	1	0.2	38	2.6	0.0	0.0	75	1.3	0.0	0.0	Imperial is working on educating people internally and externally on persons with disability definition to encourage self-identification. Results from upcoming self-identification survey will help Imperial to re-assess their representation and revisit goals and any required action.
	2019	541	1	0.2	38	2.6	0.0	0.0	75	1.3	0.0	0.0	

**Federal Contractors Program Achievement Table**

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

**Imperial**

**[Date: 2016-12-31]**

04580

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	E - H	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	V - X	$(DYear1 + DYear2) \div 2 \times 100$	$U \div 2$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations				Turnover Rate				
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities										
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#	%		
01 Senior Managers	2015	54	1	1.9	10.1	5	-4	18.3																		
	2016	61	3	4.9	10.1	6	-3	48.7	0	0	0.0	0	0	13	1	7.7	0	1	11	0	0.0	0	0	0	19.1	
02 Middle & Other Managers	2015	479	37	7.7	15.0	72	-35	51.5																		
	2016	320	41	12.8	15.0	48	-7	85.5	0	0	0.0	0	0	32	5	15.6	2	3	35	1	2.9	3	-2	8.8		
03 Professionals	2015	1,511	348	23.0	19.9	301	47	115.5																		
	2016	1,548	349	22.5	19.9	309	40	113.1	58	14	24.1	12	2	155	40	25.8	36	4	152	28	18.4	35	-7	9.9		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	#	%	#		
01 Senior Managers	2016	13	1	7.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	Imperial typically fill these positions with internal employees and rarely conduct external hires for this group.
	2019	13	1	7.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
02 Middle & Other Managers	2016	32	5	15.6	2	250.0	5.0	312.5	6	83.3	0.0	0.0	No hiring in this EEOG in 2016 to match with lower demand from challenging business environment; also this is a group
	2019	32	5	15.6	2	250.0	0.0	0.0	6	83.3	0.0	0.0	
03 Professionals	2016	213	54	25.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set
	2019	213	54	25.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

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

**Imperial**

**[Date: 2016-12-31]**

04581

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%		
04 Semi-Professionals & Technicians	2015	504	47	9.3	16.3	82	-35	57.1																	
	2016	383	40	10.4	16.3	63	-23	63.9	25	1	4.0	4	-3	15	3	20.0	1	2	49	3	6.1	5	-2	11.0	
05 Supervisors	2015	75	6	8.0	18.5	14	-8	43.1																	
	2016	295	36	12.2	18.5	55	-19	65.8	2	0	0.0	0	0	34	3	8.8	3	0	12	2	16.7	1	1	6.5	
06 Supervisors: Crafts & Trades	2015	194	9	4.6	9.5	18	-9	49.0																	
	2016	485	19	3.9	9.5	46	-27	41.4	3	0	0.0	0	0	10	1	10.0	0	1	14	3	21.4	1	2	4.1	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	#	%	#			
04 Semi-Professionals & Technicians	2016	40	4	10.0	11	36.4	18.0	55.6	7	57.1	0.0	0.0	Hiring activities fall behind goal but still moving the right direction. Promotion rate above company's average.	
	2019	40	4	10.0	11	36.4	18.0	55.6	7	57.1	0.0	0.0		
05 Supervisors	2016	36	3	8.3	2	150.0	15.0	55.6	2	150.0	0.0	0.0	Low demand for hiring into this EEOG but promotion rate is above company average, internally improves the presentation	
	2019	36	3	8.3	2	150.0	15.0	55.6	2	150.0	0.0	0.0		
06 Supervisors: Crafts & Trades	2016	13	1	7.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No goal was set in 2016 but gap is now present, will need to revisit goals setting after the self-identification survey.	
	2019	13	1	7.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

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

**Imperial**

**[Date: 2016-12-31]**

04582

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	%	#	#	%	#	#	%		
07 Administrative & Senior Clerical	2015	272	44	16.2	14.1	38	6	114.7																	
	2016	129	28	21.7	14.1	18	10	154.0	3	0	0.0	0	0	10	2	20.0	2	0	27	3	11.1	4	-1	13.5	
08 Skilled Sales & Service Personnel	2015	38	7	18.4	22.8	9	-2	80.8																	
	2016	46	9	19.6	22.8	10	-1	85.8	0	0	0.0	0	0	4	0	0.0	1	-1	4	1	25.0	1	0	9.5	
09 Skilled Crafts & Trades Workers	2015	1,555	70	4.5	10.3	160	-90	43.8																	
	2016	1,506	69	4.6	10.3	155	-86	44.6	100	4	4.0	10	-6	0	0	0.0	0	0	84	3	3.6	4	-1	5.5	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	#	%	#			
07 Administrative & Senior Clerical	2016	13	2	15.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set	
	2019	13	2	15.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2016	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set	
	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2016	100	4	4.0	26	15.4	15.0	26.7	10	40.0	0.0	0.0	Due to very low hiring activities, progress towards the goals is less than expected.	
	2019	100	4	4.0	26	15.4	15.0	26.7	10	40.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

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

**Imperial**

**[Date: 2016-12-31]**

04583

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U + ((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#	%			
10 Clerical Personnel	2015	249	62	24.9	19.0	47	15	131.3																	
	2016	180	19	10.6	19.0	34	-15	55.7	4	0	0.0	1	-1	4	0	0.0	1	-1	23	4	17.4	6	-2	10.7	
11 Intermediate Sales & Service Personnel	2015	109	20	18.3	20.7	23	-3	88.5																	
	2016	69	12	17.4	20.7	14	-2	83.9	3	1	33.3	1	0	7	2	28.6	1	1	33	6	18.2	6	0	37.1	
12 Semi-Skilled Manual Workers	2015	580	8	1.4	18.7	108	-100	7.4																	
	2016	679	13	1.9	18.7	127	-114	10.2	59	3	5.1	11	-8	0	0	0.0	0	0	18	0	0.0	0	0	2.9	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	#	%	#			
10 Clerical Personnel	2016	8	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No goal was set in 2016 but gap is now present, will need to revisit goals setting after the self-identification survey.	
	2019	8	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
11 Intermediate Sales & Service Personnel	2016	10	3	30.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set.	
	2019	10	3	30.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	2016	59	3	5.1	4	75.0	5.0	101.7	10	30.0	0.0	0.0	Hiring activities progress is in line with goals	
	2019	59	3	5.1	4	75.0	5.0	101.7	10	30.0	0.0	0.0		



**Federal Contractors Program Achievement Table**

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

**Imperial**

**[Date: 2016-12-31]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	E - H	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	V - X	$((DYear1 + DYear2) \div 2) \times 100$	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations				Turnover Rate				
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities										
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#	%		
13 Other Sales & Service Personnel	2015	0	0	0.0	21.9	0	0	0.0																		
	2016	0	0	0.0	21.9	0	0	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	2015	8	0	0.0	17.3	1	-1	0.0																		
	2016	6	0	0.0	17.3	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0	14.3
Total	2015	5,628	659	11.7	0.0	0	659	0.0																		
	2016	5,707	638	11.2	0.0	0	638	0.0	257	23	8.9	0	23	284	57	20.1	33	24	463	54	11.7	54	0	8.2		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	#	%	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No Imperial employees in this EEOG
	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
14 Other Manual Workers	2016	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	No gap in this EEOG, no goal was set
	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
Total	2016	541	80	14.8	45	177.8	0.0	0.0	35	228.6	0.0	0.0	Visible Minorities' representation has been progressed towards goals.
	2019	541	80	14.8	45	177.8	0.0	0.0	35	228.6	0.0	0.0	

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Imperial Oil Limited

**Primary Location:** Calgary (Alberta)

**Number of Employees:** 5,707

**Organization Overview:**

NAICS 3252 – Resin, Synthetic Rubber, and Artificial and Synthetic Fibres and Filaments  
Imperial Oil Limited, with head office in Toronto, is Canada’s largest petroleum refiner and a major producer of crude oil and natural gas. It also manufactures and sells chemicals, fertilizers and building materials and has mining exploration and development interests.

**Key Dates – First Year Assessment**

Initiated: 2016-02-01  
Received: 2016-03-03  
Closed: 2016-05-13  
Workforce Analysis: 2015-12-31

**Key Dates – Subsequent Assessment**

Initiated: 2017-11-03  
Received: 2017-11-03  
Workforce Analysis: 2016-12-31

**DATA VERIFICATION**

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

Yes  No

Comments: None

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

Yes  No

Comments:

- In 2017 Imperial Oil Limited was in the process of completing a comprehensive review of NOC and EEOG assigned to all internal jobs. Consequently the workforce analysis was generated on 2016-12-31, almost one year before the submission date. They also went

through a thorough system review and more comprehensive self-identification survey in early 2018 after which the company will re-evaluate its goals and identify any necessary action. For multiple reasons, the data will only be available at the end of March 2019. That was the reason that they kept the goals from 1st assessment unchanged in the 2nd assessment as they believe it was not meaningful and practical to reset the goals while they were going through significant data review.

- Imperial Oil Limited did not use the defaults when conducting its WFA and did not use WEIMS to generate the WFA and required forms. The organisation's management explained that they did not receive from Labour Program acceptable safeguards regarding the protection of personal information in order to use WEIMS. Data is generated using an internal system.

### ASSESSMENT OF REASONABLE PROGRESS

- The organization had set previous goals in both numbers and percentages. For the purposes of this assessment, the percentage of goal met will reference that of the percentage goals.

### Women

01	Senior Managers	No goal set
02	Middle & Other Managers	Goal not met (56% achieved)
03	Professionals	Goal not met (77% achieved)
04	Semi-Professionals & Technicians	Goal not met (70% achieved)
05	Supervisors	Goal not met (78% achieved)
06	Supervisors: Crafts & Trades	Goal not met (15% achieved)
07	Administrative & Senior Clerical Personnel	Goal met at 153%
08	Skilled Sales & Service Personnel	Goal met at 150%
10	Clerical Personnel	Goal met at 175%
11	Intermediate Sales & Service Personnel	Goal not met (20% achieved)
12	Semi-Skilled Manual Workers	Goal not met (14% achieved)

### Assessment/Observations

- EEOG 02: There were 32 new entrants and nine were women. At Labor Market Availability (LMA) rate of 38.9%, at least 12 would have been expected.
- EEOG 03: There were 213 new entrants and 82 were women. At LMA rate of 55.0%, at least 117 would have been expected.
- EEOG 04: There were 40 new entrants and 14 were women. At LMA rate of 52.0%, at least 20 would have been expected.
- EEOG 05: There were 36 new entrants and 14 were women. At LMA rate of 56.5%, at least 20 would have been expected.
- EEOG 06: There were 13 new entrants including one woman. This is to be expected given the availability of 11.2%.



- EEOG 11: There were 10 new entrants including one woman. At LMA rate of 66.8 %, at least six would have been expected.
- EEOG 12: There were 59 new entrants and four were women. At LMA rate of 17.9%, at least 10 would have been expected.

### **Aboriginal Peoples**

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal not set
03	Professionals	Goal not met (38% achieved)
04	Semi-Professionals & Technicians	Goal not set
05	Supervisors	Goal not set
08	Skilled Sales & Service Personnel	Goal not set
10	Clerical Personnel	Goal not set
11	Intermediate Sales & Service Personnel	Goal not met (0% achieved)

#### Assessment/Observations

- Out of eight gaps, two goals were set during the previous assessment for Aboriginal peoples.
- EEOG 03: There were 213 new entrants including four Aboriginal persons. This is to be expected given the availability of 2.1%.
- EEOG 11: There were 10 new entrants and none were Aboriginal persons. This is to be expected given the availability of 3.7%.

### **Persons with Disabilities**

01/02	Managers	Goal not met (0% achieved)
03	Professionals	Goal not met (0% achieved)
04	Semi-Professionals & Technicians	Goal not met (0% achieved)
05	Supervisors	Goal not met (0% achieved)
06	Supervisors: Crafts & Trades	Goal not met (0% achieved)
07	Administrative & Senior Clerical Personnel	Goal not met (0% achieved)
08	Skilled Sales & Service Personnel	Goal not set
09	Skilled Crafts & Trades Workers	Goal not met (20% achieved)
10	Clerical Personnel	Goal not met (0% achieved)
11	Intermediate Sales & Service Personnel	Goal not met (0% achieved)
12	Semi-Skilled Manual Workers	Goal not met (0% achieved)

#### Assessment/Observations

- EEOG 01/02: There were 45 new entrants and none were persons with disabilities. At LMA rate of 4.3%, at least one would have been expected.
- EEOG 03: There were 213 new entrants and none were persons with disabilities. At LMA rate of 3.8%, at least eight would have been expected.

- EEOG 04: There were 40 new entrants and none were persons with disabilities. At LMA rate of 4.6%, at least one would have been expected.
- EEOG 05: There were 36 new entrants and none were persons with disabilities. At LMA rate of 13.9%, at least five would have been expected.
- EEOG 06: There were 13 new entrants and none were persons with disabilities. At LMA rate of 7.8%, at least one would have been expected.
- EEOG 07: There were 13 new entrants and none were persons with disabilities. This is to be expected given the availability of 3.4%.
- EEOG 09: There were 100 new entrants including one person with disabilities. This is to be expected given the availability of 3.4%.
- EEOG 10: There were 8 new entrants and none were persons with disabilities. This is to be expected given the availability of 7.0%.
- EEOG 11: There were 10 new entrants and none were persons with disabilities. This is to be expected given the availability of 5.6%.
- EEOG 12: There were 59 new entrants and none were persons with disabilities. At LMA rate of 4.8%, at least two would have been expected.

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

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal met at 313%
04	Semi-Professionals & Technicians	Goal not met (56% achieved)
05	Supervisors	Goal not met (56% achieved)
06	Supervisors: Crafts & Trades	Goal not set
08	Skilled Sales & Service Personnel	Goal not set
09	Skilled Crafts & Trades Workers	Goal not met (27% achieved)
11	Intermediate Sales & Service Personnel	Goal not set
12	Semi-Skilled Manual Workers	Goal met at 102%
14	Other Manual Workers	Goal not set

### Assessment/Observations

- EEOG 04: There were 40 new entrants including four persons with disabilities. At LMA rate of 16.3%, at least six would have been expected.
- EEOG 05: There were 36 new entrants including three persons with disabilities. At LMA rate of 18.5%, at least six would have been expected.
- EEOG 09: There were 100 new entrants including four persons with disabilities. At LMA rate of 10.3%, at least ten would have been expected.

### **ASSESSMENT OF REASONABLE EFFORTS**

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

- Overall, 40 gaps were revealed while 27 goals were set.
- Out of 27 short-term goals, five were met.
- In ten instances where short-term goals were not met, there were insufficient hiring and promotion opportunities to expect reasonable progress would be made.
- There were sufficient hires and promotions in 12 instances to expect reasonable progress would be made.
- The organization reported information for the last 12 months. Should a full three year period been covered, it is possible that additional progress could have been made.
- Based on the information above and in view of the comprehensive review of NOC and EEOG that occurred in the organization after the submission of the information, an assessment of reasonable progress and a traditional assessment of reasonable effort are to be considered reservedly.

## ASSESSMENT OF GOALS

- Imperial Oil Limited is going through a thorough system review since 2017 and more comprehensive self-identification survey in early 2018. They kept the goals from 1st assessment unchanged in the current assessment as they deemed it not meaningful and practical to reset the goals while they are going through significant data review. In addition, a comprehensive review of NOC and EEOG assigned to all internal jobs will end up in a significant change in the distribution of employees in occupational groups.
- I therefore recommend keeping the goals and focusing on the next compliance assessment with objectives that will be more accurate and representative of the workforce.

## Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	#	%	%
02	Middle & Other Managers	-54	50.0	22	22.2	38.9
03	Professionals	-229	50.0	181	40.2	55.0
04	Semi-Professionals & Technicians	-96	50.0	46	26.9	52.0
05	Supervisors	-65	50.0	7	34.6	56.5
06	Supervisors: Crafts & Trades	-29	50.0	18	5.2	11.2
07	Admin & Senior Clerical Personnel	-11	50.0	12	82.9	82.6
08	Skilled Sales & Service Personnel	-8	50.0	4	32.6	49.9
11	Intermediate Sales & Service Personnel	-30	50.0	10	23.2	66.8

12	Semi-Skilled Manual Workers	-39	50.0	61	12.2	17.9
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Observations: None

### **Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01	Senior Managers	-1	-	-	1.6	2.9
02	Middle & Other Managers	-4	-	-	0.9	2.2
03	Professionals	-6	5.0	3	1.7	2.1
04	Semi-Professionals & Technicians	-3	-	-	2.9	3.7
05	Supervisors	-4	-	-	2.4	3.6
07	Admin & Senior Clerical Personnel	-2	-	-	1.6	3.0
08	Skilled Sales & Service Personnel	-1	-	-	0.0	3.2
10	Clerical Personnel	-5	-	-	3.9	3.4
11	Intermediate Sales & Service Personnel	-4	10.0	1	0.0	3.7

Observations: None

### **Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01/02	Managers	-14	5.0	3	0.5	4.3
03	Professionals	-39	5.0	29	1.3	3.8
04	Semi-Professionals & Technicians	-10	5.0	6	2.1	4.6
05	Supervisors	-36	5.0	1	1.7	13.9
06	Supervisors: Crafts & Trades	-36	5.0	2	0.4	7.8
07	Admin & Senior Clerical Personnel	-3	5.0	2	0.8	3.4
08	Skilled Sales & Service Personnel	-2	0	0	0.0	3.5

09	Skilled Crafts & Trades Workers	-40	5.0	17	1.1	3.8
10	Clerical Personnel	-4	5.0	4	5.0	7.0
11	Intermediate Sales & Service Personnel	-4	5.0	2	0.0	5.6
12	Semi-Skilled Manual Workers	-32	5.0	9	0.1	4.8

Observations: None

### **Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	%	#	%	%
01	Senior Managers	-3	-	-	4.9	10.1
02	Middle & Other Managers	-7	-	6	12.8	15.0
04	Semi-Professionals & Technicians	-23	18.0	7	10.4	16.3
05	Supervisors	-19	15.0	2	12.2	18.5
06	Supervisors: Crafts & Trades	-27	-	-	3.9	9.5
08	Skilled Sales & Service Personnel	-1	-	-	19.6	22.8
09	Skilled Crafts & Trades Workers	-86	15.0	10	4.6	10.3
10	Clerical Personnel	-15	-	-	10.6	19.0
11	Intermediate Sales & Service Personnel	-2	-	-	17.4	20.7
12	Semi-Skilled Manual Workers	-114	5.0	10	1.9	18.7
14	Other Manual Workers	-1	-	-	0.0	17.3

Observations: None

### **RECOMMENDATION**

I recommend that the employer be found:

in compliance    in non-compliance

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

- The documentation provided includes information for a portion of the 3 year period covering the current assessment. We understand that your organization has gone through a comprehensive review of NOC and EEOG assigned to all internal jobs, as well

as a thorough system review, and that this prevented you from submitting information covering the entire reporting period. Please be advised that for the subsequent assessment, your organisation will be required to submit the information covering your workforce data starting from the date of January 1<sup>st</sup>, 2017.

- We note that for several EEOGs', the short-term goals were set at levels that are not at least equal to the labour market availability (LMA). We recommend that these goals be revised to better reflect availability levels. We also note other areas where goals were not set despite a gap being revealed in the workforce analysis. For each of these areas, we recommend that a goal be set. These actions will ensure that Imperial Oil Limited continues to see reasonable progress towards closing the gaps and achieving a representative workplace.

**Name of Analyst: Maurice N. Yakibonge**

**Date: 2018-10-29**

**From:** Yakibonge, Ntambwe N [NC] **On Behalf Of** EE-EME  
**Sent:** January 8, 2019 2:16 PM  
**To:** 'rich.m.kruger@exxonmobil.com' <rich.m.kruger@exxonmobil.com>  
**Cc:** 'barb.j.purkiss@esso.ca' <barb.j.purkiss@esso.ca>; 'ngoc.trinh1@esso.ca' <ngoc.trinh1@esso.ca>  
**Subject:** Government of Canada Agreement Number: 060085 – Notification of Compliance with the Federal Contractors Program

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

Dear Rich Kruger:

I am writing to inform you that the subsequent compliance assessment initiated on November 3, 2017 has been completed. As a result of the assessment, Imperial Oil Limited has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- The documentation provided includes information for a portion of the 3 year period covering the current assessment. We understand that your organization has gone through a comprehensive review of NOC and EEOG assigned to all internal jobs, as well as a thorough system review, and that this prevented you from submitting information covering the entire reporting period. Please be advised that for the subsequent assessment, your organisation will be required to submit the information covering your workforce data starting from the date of January 1st, 2017.
- We note that for several EEOGs', the short-term goals were set at levels that are not at least equal to the labour market availability (LMA). We recommend that these goals be revised to better reflect availability levels. We also note other areas where goals were not set despite a gap being revealed in the workforce analysis. For each of these areas, we recommend that a goal be set. These actions will ensure that Imperial Oil Limited continues to see reasonable progress towards closing the gaps and achieving a representative workplace.

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 November 3, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Imperial Oil Limited continued success in achieving a diverse and inclusive workplace.

Sincerely,

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca)

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



Rejoignez-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!



**From:** Huzel, Marketa <marketa.huzel@esso.ca>  
**Sent:** November 3, 2017 11:52 AM  
**To:** EE-EME <ee-eme@hrsdcc-rhdcc.gc.ca>  
**Cc:** Yakibonge, Maurice [NC] <maurice.yakibonge@labour-travail.gc.ca>; Purkiss, Barb J <barb.j.purkiss@esso.ca>; Trinh, Vuong Long Ngoc <ngoc.trinh1@esso.ca>  
**Subject:** RE: Government of Canada Agreement [060085] – Notice of Second Compliance Assessment under the Federal Contractors Program

Dear Maurice,  
Please see the attached material of our second assessment. We are happy to answer any questions.

Please also kindly amend your contact file for future reference regarding future submissions: Barb Purkiss ([barb.j.purkiss@esso.ca](mailto:barb.j.purkiss@esso.ca)) is our D&I Manager; Ngoc Trinh ([ngoc.trinh1@esso.ca](mailto:ngoc.trinh1@esso.ca)) is our D&I Advisor. You can remove Kimberley Mullins and myself.

Thanks,

**Marketa Huzel**  
Recruiting Consultant  
Human resources  
505 Quarry Park Blvd S.E., Calgary, AB, T2C 5N1 | P4C.122  
[marketa.huzel@esso.ca](mailto:marketa.huzel@esso.ca) P 587.476.1386  
[HR4MGRS-Canada](http://HR4MGRS-Canada) P 1-877-474-6477  
[imperialoil.ca](http://imperialoil.ca) | [Twitter](#) | [YouTube](#)

**From:** [jennifer.goodwin@hrsdcc-rhdcc.gc.ca](mailto:jennifer.goodwin@hrsdcc-rhdcc.gc.ca) [<mailto:jennifer.goodwin@hrsdcc-rhdcc.gc.ca>] **On Behalf Of** [ee-eme@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca)  
**Sent:** Wednesday, October 4, 2017 9:36 AM  
**To:** Kruger, Rich M <[rich.m.kruger@exxonmobil.com](mailto:rich.m.kruger@exxonmobil.com)>  
**Cc:** Mullins, Kimberley D <[kimberley.d.mullins@esso.ca](mailto:kimberley.d.mullins@esso.ca)>; Huzel, Marketa <[marketa.huzel@esso.ca](mailto:marketa.huzel@esso.ca)>; [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca)  
**Subject:** Government of Canada Agreement [060085] – Notice of Second Compliance Assessment under the Federal Contractors Program

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

Good morning,

Further to your initial compliance assessment which was concluded on May 13, 2016, Imperial Oil Limited is now subject to a second compliance assessment under the Federal Contractors Program (FCP). The goal of this second assessment is to evaluate your organization's progress and/or effort to achieve full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within your workforce.

For this second assessment, your organization is required to complete and submit the following information to the Labour Program by **November 3, 2017**:

- a current workforce analysis including the Summary Report and Detailed Report;
- Forms 1 to 6 covering your workforce data at the national level;

- revised goals for any remaining gaps in representation (a completed Short-term Goal Setting Tool file in Excel format); and
- a completed Achievement Table in Excel format that includes any new short-term and long-term goals.

### **Tools and Resources**

In order to assist your organization in meeting its obligations, we encourage you to continue using the Workplace Equity Information Management System (WEIMS). Through this application you can:

- store and maintain your organization's employment equity data;
- create backup files of your data;
- generate and submit your Forms 1 to 6 and workforce analysis using the latest available Census data (you may also grant Labour Program officers access to view this information in WEIMS); and
- access various tools and resources under the Help page including the *Quick Reference Guide for Contractors: How to Complete a Compliance Assessment Submission under the Federal Contractors Program* and the Achievement Table.

Should you have any questions, please contact your Program Officer, Maurice Yakibonge, at [maurice.yakibonge@labour-travail.gc.ca](mailto:maurice.yakibonge@labour-travail.gc.ca).

Workplace Equity Team

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