

OFFICIAL USE ONLY
Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Indal Technologies Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm</a> 3329 Other Fabricated Metal Product Manufacturing	Total number of employees in Canada (Permanent Full-Time and Part-Time)    155  <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 3570 Hawkestone Road	City Mississauga	Province ON	Postal Code L5C 2V8
Telephone Number 905 275 5300			

EMPLOYMENT EQUITY CONTACT			
Name (print) Jo-Ann Sullivan	Title HR Manager		
Telephone Number 905 281 4363	E-mail Address jasullivan@curtisswright.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>having a combined workforce of 100 or more permanent full-time and permanent part-time employees 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.esdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.esdc.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) Colleen Williams	Title General Manager		
Telephone Number 905 281 4388	E-mail Address cwilliams@curtisswright.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature [REDACTED]	Date (YYYY-MM-DD) 2015-06-30		

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

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

**APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT  
INFORMATION*****Federal Contractors Program***


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

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I, the undersigned, on behalf of (legal name of organization) **Indal Technologies Inc.**, (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **60177**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) Feb 28, 2019 for the following reason(s):  
(Please describe) **Workload**
4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Colleen Williams**Position Title: **General Manager**Email address: **cwilliams@curtisswright.com**Telephone number: **905 281 4388**Business address: **3570 Hawkestone Road, Mississauga, ON L5C 2V8**Signature: \_\_\_\_\_  
Date: **Dec 14 2018**



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

Reporting Period 2015-07-01 to 2019-01-31

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	174	0	0	174	Toronto	174	0	0	174
<b>Total Employees in Canada</b>				<b>174</b>	<b>Total Employees in Canada</b>				<b>174</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-07-01 to 2019-01-31

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	4	3	1							1	1	
	3	1		1									
	2												
	1	5	3	2									
	<b>Total</b>	10	6	4							1	1	
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	11	10	1				1		1	2	2	
	3	11	7	4							2	2	
	2												
	1	2	2								1	1	
	<b>Total</b>	24	19	5				1		1	5	5	
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	10	10								2	2	
	3	14	14								6	6	
	2	3	3								2	2	
	1	5	4	1							1		1
	<b>Total</b>	32	31	1							11	10	1
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 95,000 - \$99,999  Bottom Range: Under \$5,000	4	15	12	3							4	3	1
	3	16	13	3				1	1		4	4	
	2												
	1	7	7								1	1	
	<b>Total</b>	38	32	6				1	1		9	8	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-07-01 to 2019-01-31

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: \$ 85,000 - \$89,999  Bottom Range: \$ 85,000 - \$89,999	4												
	3												
	2												
	1	1	1										
	<b>Total</b>		1	1									
<b>Supervisors: Crafts and Trades</b>  Top Range: \$100,000 and over  Bottom Range: \$ 75,000 - \$79,999	4	1	1										
	3												
	2	2	2								1	1	
	1	1	1										
	<b>Total</b>		4	4								1	1
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: Under \$5,000	4	3	1	2							2		2
	3	1		1									
	2												
	1	1		1									
	<b>Total</b>		5	1	4							2	
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 75,000 - \$79,999  Bottom Range: Under \$5,000	4	14	14								4	4	
	3												
	2												
	1	12	12								3	3	
	<b>Total</b>		26	26								7	7



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-07-01 to 2019-01-31

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Clerical Personnel</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	2	1	1									
	3	9	7	2	1	1					1	1	
	2	5	3	2							2	1	1
	1	7	3	4							1		1
	<b>Total</b>	23	14	9	1	1					4	2	2
<b>Intermediate Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: \$ 70,000 - \$74,999	4	1	1										
	3												
	2												
	1	6	6								1	1	
	<b>Total</b>	7	7								1	1	
<b>Other Sales and Service Personnel</b>  Top Range: \$ 75,000 - \$79,999  Bottom Range: \$ 75,000 - \$79,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-07-01 to 2019-01-31

004603

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Other Manual Workers</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: \$ 40,000 - \$44,999	4	1	1								1	1	
	3												
	2												
	1	1	1										
	<b>Total</b>		2	2								1	1
<b>Total Number of Employees</b>		<b>174</b>	<b>143</b>	<b>31</b>	<b>1</b>	<b>1</b>		<b>2</b>	<b>1</b>	<b>1</b>	<b>42</b>	<b>36</b>	<b>6</b>



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2015-07-01 to 2019-01-31

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	<b>40</b>	<b>31</b>	<b>9</b>							<b>7</b>	<b>5</b>	<b>2</b>
<b>\$ 40,000 - \$44,999</b>	<b>1</b>	<b>1</b>										
<b>\$ 50,000 - \$59,999</b>	<b>12</b>	<b>8</b>	<b>4</b>	<b>1</b>	<b>1</b>					<b>2</b>	<b>1</b>	<b>1</b>
<b>\$ 60,000 - \$69,999</b>	<b>19</b>	<b>16</b>	<b>3</b>				<b>1</b>	<b>1</b>		<b>6</b>	<b>6</b>	
<b>\$ 70,000 - \$84,999</b>	<b>43</b>	<b>36</b>	<b>7</b>							<b>13</b>	<b>10</b>	<b>3</b>
<b>\$ 85,000 - \$99,999</b>	<b>19</b>	<b>18</b>	<b>1</b>							<b>6</b>	<b>6</b>	
<b>\$100,000 and over</b>	<b>40</b>	<b>33</b>	<b>7</b>				<b>1</b>		<b>1</b>	<b>8</b>	<b>8</b>	
<b>Total Number of Employees</b>	<b>174</b>	<b>143</b>	<b>31</b>	<b>1</b>	<b>1</b>		<b>2</b>	<b>1</b>	<b>1</b>	<b>42</b>	<b>36</b>	<b>6</b>





**Indal Technologies Inc. (certificate # 10000180)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Ontario**  
**Reporting Period 2015-07-01 to 2019-01-31**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	2	1	1							1	1	
<b>Middle and Other Managers</b>	9	7	2				1		1	3	3	
<b>Professionals</b>	23	21	2							7	7	
<b>Semi-Professionals and Technicians</b>	12	11	1							3	3	
<b>Supervisors: Crafts and Trades</b>	2	2										
<b>Clerical Personnel</b>	7	6	1	2	2					2	2	
<b>Other Manual Workers</b>	1	1										
<b>Total Number of Employees Hired</b>	<b>56</b>	<b>49</b>	<b>7</b>	<b>2</b>	<b>2</b>		<b>1</b>		<b>1</b>	<b>16</b>	<b>16</b>	



**Indal Technologies Inc. (certificate # 10000180)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Ontario**  
**Reporting Period 2015-07-01 to 2019-01-31**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	1		1									
<b>Middle and Other Managers</b>	3	1	2							1	1	
<b>Professionals</b>	1	1										
<b>Semi-Professionals and Technicians</b>	3	3										
<b>Supervisors: Crafts and Trades</b>	2	2								1	1	
<b>Administrative and Senior Clerical Personnel</b>	1		1									
<b>Clerical Personnel</b>	3	3								1	1	
<b>Total Number of Employees Promoted</b>	14	10	4							3	3	
<b>Total Number of Promotions</b>	14	10	4							3	3	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

Reporting Period 2015-07-01 to 2019-01-31

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	4	2	2				1		1			
Middle and Other Managers	9	7	2							1	1	
Professionals	15	13	2							3	3	
Semi-Professionals and Technicians	15	14	1	1		1				4	3	1
Supervisors: Crafts and Trades	2	2								1	1	
Administrative and Senior Clerical Personnel	1		1									
Skilled Crafts and Trades Workers	11	11								5	5	
Clerical Personnel	10	6	4	1	1					2	1	1
Semi-Skilled Manual Workers	1	1										
<b>Total Number of Employees Terminated</b>	<b>68</b>	<b>56</b>	<b>12</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>		<b>1</b>	<b>16</b>	<b>14</b>	<b>2</b>



Workplace Equity Information Management System - Indal Technologies Inc.

Workforce Analysis - Detailed Report

Date: 2019-01-31

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	10	4	40.0 %	27.6 %	3	1	National
<b>02 : Middle and Other Managers</b>	National	24	5	20.8 %	39.4 %	9	-4	National
<b>03 : Professionals</b>		32	1	3.1 %	15.3 %	5	-4	
1112 : Financial and investment analysts	National	1	1	100.0 %	44.9 %	0	1	National
2131 : Civil engineers	National	2	0	0.0 %	17.7 %	0	0	National
2132 : Mechanical engineers	National	14	0	0.0 %	9.5 %	1	-1	National
2133 : Electrical and electronics engineers	National	5	0	0.0 %	10.7 %	1	-1	National
2141 : Industrial and manufacturing engineers	National	3	0	0.0 %	20.4 %	1	-1	National
2148 : Other professional engineers, n.e.c.	National	1	0	0.0 %	19.9 %	0	0	National
2171 : Information systems analysts and consultants	National	4	0	0.0 %	27.7 %	1	-1	National
2173 : Software engineers and designers	National	2	0	0.0 %	16.0 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		38	6	15.8 %	14.9 %	6	0	
2232 : Mechanical engineering technologists and technicians	Ontario	8	1	12.5 %	9.1 %	1	0	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	3	0	0.0 %	18.6 %	1	-1	Ontario
2234 : Construction estimators	Ontario	1	0	0.0 %	12.7 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	6	3	50.0 %	11.0 %	1	2	Ontario
2243 : Industrial instrument technicians and mechanics	Ontario	1	0	0.0 %	8.4 %	0	0	Ontario
2244 : Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	Ontario	2	0	0.0 %	11.0 %	0	0	Ontario
2253 : Drafting technologists and technicians	Ontario	5	0	0.0 %	29.2 %	1	-1	Ontario
2261 : Non-destructive testers and inspection technicians	Ontario	10	1	10.0 %	11.0 %	1	0	Ontario
2282 : User support technicians	Ontario	1	0	0.0 %	23.9 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	1	100.0 %	50.0 %	1	0	Ontario
<b>05 : Supervisors</b>		1	0	0.0 %	52.0 %	1	-1	
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	52.0 %	1	-1	Toronto



Workplace Equity Information Management System - Indal Technologies Inc.

Workforce Analysis - Detailed Report

Date: 2019-01-31

004609

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>06 : Supervisors: Crafts and Trades</b>		4	0	0.0 %	11.6 %	0	0	
7211 : NOC 2006 - Supervisors, Machinists and Related Occupations	Ontario	1	0	0.0 %	11.6 %	0	0	Ontario
9226 : Supervisors, other mechanical and metal products manufacturing	Ontario	3	0	0.0 %	11.6 %	0	0	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		5	4	80.0 %	79.1 %	4	0	
Employment Equity Occupational Group	Toronto	5	4	80.0 %	79.1 %	4	0	Toronto
<b>09 : Skilled Crafts and Trades Workers</b>		26	0	0.0 %	3.0 %	1	-1	
7231 : Machinists and machining and tooling inspectors	Ontario	5	0	0.0 %	4.1 %	0	0	Ontario
7235 : Structural metal and platework fabricators and fitters	Ontario	9	0	0.0 %	2.1 %	0	0	Ontario
7237 : Welders and related machine operators	Ontario	6	0	0.0 %	5.5 %	0	0	Ontario
7312 : Heavy-duty equipment mechanics	Ontario	6	0	0.0 %	1.1 %	0	0	Ontario
<b>10 : Clerical Personnel</b>		23	9	39.1 %	65.5 %	15	-6	
Employment Equity Occupational Group	Toronto	23	9	39.1 %	65.5 %	15	-6	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		1	1	100.0 %	65.7 %	1	0	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	65.7 %	1	0	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		7	0	0.0 %	20.1 %	1	-1	
Employment Equity Occupational Group	Toronto	7	0	0.0 %	20.1 %	1	-1	Toronto
<b>13 : Other Sales and Service Personnel</b>		1	1	100.0 %	55.0 %	1	0	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	55.0 %	1	0	Toronto
<b>14 : Other Manual Workers</b>		2	0	0.0 %	31.3 %	1	-1	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	31.3 %	1	-1	Toronto
<b>Total</b>		174	31	17.8 %	26.9 %	48	-17	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2019-01-31

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	Representation %	Availability %			
<b>01 : Senior Managers</b>	National	10	0	0.0 %	3.2 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	24	0	0.0 %	2.7 %	1	-1	National
<b>03 : Professionals</b>		32	0	0.0 %	1.0 %	0	0	
1112 : Financial and investment analysts	National	1	0	0.0 %	0.8 %	0	0	National
2131 : Civil engineers	National	2	0	0.0 %	1.4 %	0	0	National
2132 : Mechanical engineers	National	14	0	0.0 %	1.0 %	0	0	National
2133 : Electrical and electronics engineers	National	5	0	0.0 %	1.0 %	0	0	National
2141 : Industrial and manufacturing engineers	National	3	0	0.0 %	0.9 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	1	0	0.0 %	2.1 %	0	0	National
2171 : Information systems analysts and consultants	National	4	0	0.0 %	1.3 %	0	0	National
2173 : Software engineers and designers	National	2	0	0.0 %	0.6 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		38	0	0.0 %	2.4 %	1	-1	
2232 : Mechanical engineering technologists and technicians	Ontario	8	0	0.0 %	1.7 %	0	0	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	3	0	0.0 %	1.4 %	0	0	Ontario
2234 : Construction estimators	Ontario	1	0	0.0 %	2.3 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	6	0	0.0 %	1.7 %	0	0	Ontario
2243 : Industrial instrument technicians and mechanics	Ontario	1	0	0.0 %	3.5 %	0	0	Ontario
2244 : Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	Ontario	2	0	0.0 %	2.9 %	0	0	Ontario
2253 : Drafting technologists and technicians	Ontario	5	0	0.0 %	1.8 %	0	0	Ontario
2261 : Non-destructive testers and inspection technicians	Ontario	10	0	0.0 %	4.0 %	0	0	Ontario
2282 : User support technicians	Ontario	1	0	0.0 %	1.3 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	1.4 %	0	0	Ontario
<b>05 : Supervisors</b>		1	0	0.0 %	0.9 %	0	0	
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	0.9 %	0	0	Toronto



## Workforce Analysis - Detailed Report

Date: 2019-01-31

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>06 : Supervisors: Crafts and Trades</b>		4	0	0.0 %	2.5 %	0	0	
7211 : NOC 2006 - Supervisors, Machinists and Related Occupations	Ontario	1	0	0.0 %	2.8 %	0	0	Ontario
9226 : Supervisors, other mechanical and metal products manufacturing	Ontario	3	0	0.0 %	2.4 %	0	0	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		5	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Toronto	5	0	0.0 %	0.8 %	0	0	Toronto
<b>09 : Skilled Crafts and Trades Workers</b>		26	0	0.0 %	3.0 %	1	-1	
7231 : Machinists and machining and tooling inspectors	Ontario	5	0	0.0 %	2.1 %	0	0	Ontario
7235 : Structural metal and platework fabricators and fitters	Ontario	9	0	0.0 %	2.4 %	0	0	Ontario
7237 : Welders and related machine operators	Ontario	6	0	0.0 %	3.1 %	0	0	Ontario
7312 : Heavy-duty equipment mechanics	Ontario	6	0	0.0 %	4.7 %	0	0	Ontario
<b>10 : Clerical Personnel</b>		23	1	4.3 %	0.8 %	0	1	
Employment Equity Occupational Group	Toronto	23	1	4.3 %	0.8 %	0	1	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		1	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.8 %	0	0	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		7	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Toronto	7	0	0.0 %	0.8 %	0	0	Toronto
<b>13 : Other Sales and Service Personnel</b>		1	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	1.0 %	0	0	Toronto
<b>14 : Other Manual Workers</b>		2	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	1.0 %	0	0	Toronto
<b>Total</b>		174	1	0.6 %	2.0 %	3	-2	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2019-01-31

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	10	1	10.0 %	11.5 %	1	0	National
<b>02 : Middle and Other Managers</b>	National	24	5	20.8 %	17.6 %	4	1	National
<b>03 : Professionals</b>		32	11	34.4 %	34.5 %	11	0	
1112 : Financial and investment analysts	National	1	1	100.0 %	37.8 %	0	1	National
2131 : Civil engineers	National	2	1	50.0 %	30.0 %	1	0	National
2132 : Mechanical engineers	National	14	4	28.6 %	30.7 %	4	0	National
2133 : Electrical and electronics engineers	National	5	1	20.0 %	39.6 %	2	-1	National
2141 : Industrial and manufacturing engineers	National	3	1	33.3 %	33.9 %	1	0	National
2148 : Other professional engineers, n.e.c.	National	1	1	100.0 %	27.2 %	0	1	National
2171 : Information systems analysts and consultants	National	4	0	0.0 %	38.6 %	2	-2	National
2173 : Software engineers and designers	National	2	2	100.0 %	46.7 %	1	1	National
<b>04 : Semi-Professionals and Technicians</b>		38	9	23.7 %	26.2 %	10	-1	
2232 : Mechanical engineering technologists and technicians	Ontario	8	2	25.0 %	26.2 %	2	0	Ontario
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	3	0	0.0 %	37.0 %	1	-1	Ontario
2234 : Construction estimators	Ontario	1	0	0.0 %	18.2 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	6	1	16.7 %	30.6 %	2	-1	Ontario
2243 : Industrial instrument technicians and mechanics	Ontario	1	1	100.0 %	17.7 %	0	1	Ontario
2244 : Aircraft instrument, electrical and avionics mechanics, technicians and inspectors	Ontario	2	1	50.0 %	26.1 %	1	0	Ontario
2253 : Drafting technologists and technicians	Ontario	5	2	40.0 %	33.4 %	2	0	Ontario
2261 : Non-destructive testers and inspection technicians	Ontario	10	2	20.0 %	16.7 %	2	0	Ontario
2282 : User support technicians	Ontario	1	0	0.0 %	38.8 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	28.6 %	0	0	Ontario
<b>05 : Supervisors</b>		1	0	0.0 %	51.5 %	1	-1	
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	51.5 %	1	-1	Toronto





Workplace Equity Information Management System - Indal Technologies Inc.

Workforce Analysis - Detailed Report

Date: 2019-01-31

004613

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>06 : Supervisors: Crafts and Trades</b>		4	1	25.0 %	21.2 %	1	0	
7211 : NOC 2006 - Supervisors, Machinists and Related Occupations	Ontario	1	0	0.0 %	15.9 %	0	0	Ontario
9226 : Supervisors, other mechanical and metal products manufacturing	Ontario	3	1	33.3 %	22.9 %	1	0	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		5	2	40.0 %	40.6 %	2	0	
Employment Equity Occupational Group	Toronto	5	2	40.0 %	40.6 %	2	0	Toronto
<b>09 : Skilled Crafts and Trades Workers</b>		26	7	26.9 %	16.4 %	4	3	
7231 : Machinists and machining and tooling inspectors	Ontario	5	1	20.0 %	23.9 %	1	0	Ontario
7235 : Structural metal and platework fabricators and fitters	Ontario	9	2	22.2 %	13.8 %	1	1	Ontario
7237 : Welders and related machine operators	Ontario	6	2	33.3 %	23.9 %	1	1	Ontario
7312 : Heavy-duty equipment mechanics	Ontario	6	2	33.3 %	6.6 %	0	2	Ontario
<b>10 : Clerical Personnel</b>		23	4	17.4 %	52.2 %	12	-8	
Employment Equity Occupational Group	Toronto	23	4	17.4 %	52.2 %	12	-8	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		1	0	0.0 %	54.7 %	1	-1	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	54.7 %	1	-1	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		7	1	14.3 %	62.9 %	4	-3	
Employment Equity Occupational Group	Toronto	7	1	14.3 %	62.9 %	4	-3	Toronto
<b>13 : Other Sales and Service Personnel</b>		1	0	0.0 %	58.2 %	1	-1	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	58.2 %	1	-1	Toronto
<b>14 : Other Manual Workers</b>		2	1	50.0 %	56.3 %	1	0	
Employment Equity Occupational Group	Toronto	2	1	50.0 %	56.3 %	1	0	Toronto
<b>Total</b>		174	42	24.1 %	30.3 %	53	-11	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2019-01-31

### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	34	1	2.9 %	5.0 %	2	-1	National
03 : Professionals	National	32	0	0.0 %	8.9 %	3	-3	National
04 : Semi-Professionals and Technicians	National	38	1	2.6 %	7.6 %	3	-2	National
05 : Supervisors	National	1	0	0.0 %	27.5 %	0	0	National
06 : Supervisors: Crafts and Trades	National	4	0	0.0 %	10.1 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	5	0	0.0 %	10.0 %	1	-1	National
09 : Skilled Crafts and Trades Workers	National	26	0	0.0 %	7.8 %	2	-2	National
10 : Clerical Personnel	National	23	0	0.0 %	9.3 %	2	-2	National
11 : Intermediate Sales and Service Personnel	National	1	0	0.0 %	10.8 %	0	0	National
12 : Semi-Skilled Manual Workers	National	7	0	0.0 %	10.3 %	1	-1	National
13 : Other Sales and Service Personnel	National	1	0	0.0 %	10.7 %	0	0	National
14 : Other Manual Workers	National	2	0	0.0 %	6.8 %	0	0	National
<b>Total</b>		<b>174</b>	<b>2</b>	<b>1.1 %</b>	<b>8.0 %</b>	<b>14</b>	<b>-12</b>	

Total may not equal sum of components due to rounding.

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



**Workforce Analysis - Detailed Report**

Date: 2019-01-31

**WFA Defaults - Women, Aboriginal Peoples and Visible Minorities**

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



### Workforce Analysis - Detailed Report

Date: 2019-01-31

#### WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - Indal Technologies Inc.

**Workforce Analysis - Summary Report**

Date: 2019-01-31

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	10	4	40.0 %	27.6 %	3	1
02 : Middle and Other Managers	24	5	20.8 %	39.4 %	9	-4
03 : Professionals	32	1	3.1 %	15.3 %	5	-4
04 : Semi-Professionals and Technicians	38	6	15.8 %	14.9 %	6	0
05 : Supervisors	1	0	0.0 %	52.0 %	1	-1
06 : Supervisors: Crafts and Trades	4	0	0.0 %	11.6 %	0	0
07 : Administrative and Senior Clerical Personnel	5	4	80.0 %	79.1 %	4	0
09 : Skilled Crafts and Trades Workers	26	0	0.0 %	3.0 %	1	-1
10 : Clerical Personnel	23	9	39.1 %	65.5 %	15	-6
11 : Intermediate Sales and Service Personnel	1	1	100.0 %	65.7 %	1	0
12 : Semi-Skilled Manual Workers	7	0	0.0 %	20.1 %	1	-1
13 : Other Sales and Service Personnel	1	1	100.0 %	55.0 %	1	0
14 : Other Manual Workers	2	0	0.0 %	31.3 %	1	-1
<b>Total</b>	<b>174</b>	<b>31</b>	<b>17.8 %</b>	<b>26.9 %</b>	<b>48</b>	<b>-17</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-01-31

#### Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	10	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	24	0	0.0 %	2.7 %	1	-1
03 : Professionals	32	0	0.0 %	1.0 %	0	0
04 : Semi-Professionals and Technicians	38	0	0.0 %	2.4 %	1	-1
05 : Supervisors	1	0	0.0 %	0.9 %	0	0
06 : Supervisors: Crafts and Trades	4	0	0.0 %	2.5 %	0	0
07 : Administrative and Senior Clerical Personnel	5	0	0.0 %	0.8 %	0	0
09 : Skilled Crafts and Trades Workers	26	0	0.0 %	3.0 %	1	-1
10 : Clerical Personnel	23	1	4.3 %	0.8 %	0	1
11 : Intermediate Sales and Service Personnel	1	0	0.0 %	0.8 %	0	0
12 : Semi-Skilled Manual Workers	7	0	0.0 %	0.8 %	0	0
13 : Other Sales and Service Personnel	1	0	0.0 %	1.0 %	0	0
14 : Other Manual Workers	2	0	0.0 %	1.0 %	0	0
<b>Total</b>	<b>174</b>	<b>1</b>	<b>0.6 %</b>	<b>2.0 %</b>	<b>3</b>	<b>-2</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Indal Technologies Inc.

**Workforce Analysis - Summary Report**

Date: 2019-01-31

004619

**Members of Visible Minorities**

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	10	1	10.0 %	11.5 %	1	0
02 : Middle and Other Managers	24	5	20.8 %	17.6 %	4	1
03 : Professionals	32	11	34.4 %	34.5 %	11	0
04 : Semi-Professionals and Technicians	38	9	23.7 %	26.2 %	10	-1
05 : Supervisors	1	0	0.0 %	51.5 %	1	-1
06 : Supervisors: Crafts and Trades	4	1	25.0 %	21.2 %	1	0
07 : Administrative and Senior Clerical Personnel	5	2	40.0 %	40.6 %	2	0
09 : Skilled Crafts and Trades Workers	26	7	26.9 %	16.4 %	4	3
10 : Clerical Personnel	23	4	17.4 %	52.2 %	12	-8
11 : Intermediate Sales and Service Personnel	1	0	0.0 %	54.7 %	1	-1
12 : Semi-Skilled Manual Workers	7	1	14.3 %	62.9 %	4	-3
13 : Other Sales and Service Personnel	1	0	0.0 %	58.2 %	1	-1
14 : Other Manual Workers	2	1	50.0 %	56.3 %	1	0
<b>Total</b>	<b>174</b>	<b>42</b>	<b>24.1 %</b>	<b>30.3 %</b>	<b>53</b>	<b>-11</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2019-01-31

#### Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01/02 : Managers	34	1	2.9 %	5.0 %	2	-1
03 : Professionals	32	0	0.0 %	8.9 %	3	-3
04 : Semi-Professionals and Technicians	38	1	2.6 %	7.6 %	3	-2
05 : Supervisors	1	0	0.0 %	27.5 %	0	0
06 : Supervisors: Crafts and Trades	4	0	0.0 %	10.1 %	0	0
07 : Administrative and Senior Clerical Personnel	5	0	0.0 %	10.0 %	1	-1
09 : Skilled Crafts and Trades Workers	26	0	0.0 %	7.8 %	2	-2
10 : Clerical Personnel	23	0	0.0 %	9.3 %	2	-2
11 : Intermediate Sales and Service Personnel	1	0	0.0 %	10.8 %	0	0
12 : Semi-Skilled Manual Workers	7	0	0.0 %	10.3 %	1	-1
13 : Other Sales and Service Personnel	1	0	0.0 %	10.7 %	0	0
14 : Other Manual Workers	2	0	0.0 %	6.8 %	0	0
<b>Total</b>	<b>174</b>	<b>2</b>	<b>1.1 %</b>	<b>8.0 %</b>	<b>14</b>	<b>-12</b>

Total may not equal sum of components due to rounding.





**Workforce Analysis - Summary Report**

Date: 2019-01-31

**WFA Defaults - Women, Aboriginal Peoples and Visible Minorities**

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



### Workforce Analysis - Summary Report

Date: 2019-01-31

004622

#### WFA Defaults - Persons with Disabilities

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

## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

**Indal Technologies Inc.**

[Date: 2019-02-22]

#### Data from First/Previous Workforce Analysis

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2,015	12	1

#### Data from Subsequent/Current Workforce Analysis

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	01	31

**Table 1: Women**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	7	3	27.40
02	Middle & Other Managers	20	4	38.90
03	Professionals	26	3	18.30
04	Semi-Professionals & Technicians	40	5	13.20
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	4	0	8.90
07	Administrative & Senior Clerical Personnel	2	2	80.10
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	32	0	3.60
10	Clerical Personnel	21	9	65.20
11	Intermediate Sales & Service Personnel	1	1	63.90
12	Semi-Skilled Manual Workers	2	0	22.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	0	32.60
<b>Total</b>		<b>156</b>	<b>27</b>	<b>24.3</b>

**Table 5: Women**

#### Subsequent/Current Workforce Analysis

All Employees		Women	
		Representation	Availability*
#	#	%	
10	4	27.6	
24	5	39.4	
32	1	15.3	
38	6	14.9	
1	0	52.0	
4	0	11.6	
5	4	79.1	
0	0	0.0	
26	0	3.0	
23	9	65.5	
1	1	65.7	
7	0	20.1	
1	1	55.0	
2	0	31.3	
<b>174</b>	<b>31</b>	<b>26.9</b>	

**\* Source:**

2011 National Household Survey

**\* Source:**

2016 Census

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Indal Technologies Inc.**  
**[Date: 2019-02-22]**

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	1

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	01	31

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
01	Senior Managers	7	0	2.90
02	Middle & Other Managers	20	0	2.20
03	Professionals	26	0	0.80
04	Semi-Professionals & Technicians	40	1	1.90
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	4	0	1.90
07	Administrative & Senior Clerical Personnel	2	0	0.80
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	32	0	2.60
10	Clerical Personnel	21	0	0.70
11	Intermediate Sales & Service Personnel	1	0	0.60
12	Semi-Skilled Manual Workers	2	0	0.70
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	0	0.80
<b>Total</b>		<b>156</b>	<b>1</b>	<b>1.7</b>

		Table 6: Aboriginal Peoples		
		Subsequent/Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
	10	0	3.2	
	24	0	2.7	
	32	0	1.0	
	38	0	2.4	
	1	0	0.9	
	4	0	2.5	
	5	0	0.8	
	0	0	0.0	
	26	0	3.0	
	23	1	0.8	
	1	0	0.8	
	7	0	0.8	
	1	0	1.0	
	2	0	1.0	
	<b>174</b>	<b>1</b>	<b>2.0</b>	

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2016 Census

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Indal Technologies Inc.**  
**[Date: 2019-02-22]**

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	1

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	01	31

Employment Equity Occupational Group (EEOG)		Table 3: Members of Visible Minorities		
		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
01	Senior Managers	7	0	10.10
02	Middle & Other Managers	20	2	15.00
03	Professionals	26	9	31.50
04	Semi-Professionals & Technicians	40	8	23.40
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	4	2	15.60
07	Administrative & Senior Clerical Personnel	2	0	37.30
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	32	10	16.20
10	Clerical Personnel	21	2	48.10
11	Intermediate Sales & Service Personnel	1	0	48.90
12	Semi-Skilled Manual Workers	2	0	57.50
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	1	51.80
<b>Total</b>		<b>156</b>	<b>34</b>	<b>25.7</b>

		Table 7: Members of Visible Minorities		
		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
#	#	%		
	10	1	11.5	
	24	5	17.6	
	32	11	34.5	
	38	9	26.2	
	1	0	51.5	
	4	1	21.2	
	5	2	40.6	
	0	0	0.0	
	26	7	16.4	
	23	4	52.2	
	1	0	54.7	
	7	1	62.9	
	1	0	58.2	
	2	1	56.3	
	<b>174</b>	<b>42</b>	<b>30.3</b>	

**\* Source:**  
2011 National Household Survey

**\* Source:**  
2016 Census

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Indal Technologies Inc.**  
**[Date: 2019-02-22]**

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	1

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	01	31

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
01/02	Managers	27	0	4.30
03	Professionals	26	0	3.80
04	Semi-Professionals & Technicians	40	1	4.60
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	4	0	7.80
07	Administrative & Senior Clerical Personnel	2	0	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	32	0	3.80
10	Clerical Personnel	21	0	7.00
11	Intermediate Sales & Service Personnel	1	0	5.60
12	Semi-Skilled Manual Workers	2	0	4.80
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	0	5.30
<b>Total</b>		<b>156</b>	<b>1</b>	<b>4.7</b>

		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
	34	1	5.0	
	32	0	8.9	
	38	1	7.6	
	1	0	27.5	
	4	0	10.1	
	5	0	10.0	
	0	0	0.0	
	26	0	7.8	
	23	0	9.3	
	1	0	10.8	
	7	0	10.3	
	1	0	10.7	
	2	0	6.8	
	<b>174</b>	<b>2</b>	<b>8.0</b>	

**\* Source:**  
2012 Canadian Survey on Disability

**\* Source:**  
2017 Canadian Survey on Disability

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>Indal Technologies Inc.</b>
<b>[Date: 2019-02-22]</b>

Start Date of Flow Data		
YYYY	MM	DD
2,015	12	1

End Date of Flow Data		
YYYY	MM	DD
2019	01	31

<b>Data from Form 4 - Employees Hired</b>
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<b>Data from Form 5 - Employees Promoted</b>
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<b>Data from Form 6 - Employees Terminated</b>
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Employment Equity Occupational Group (EEOG)	Table 1: Women			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	2	1	0	0
02 Middle & Other Managers	9	2	0	0
03 Professionals	23	2	0	0
04 Semi-Professionals & Technicians	12	1	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	7	1	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	1	0	0	0
<b>Total</b>	<b>56</b>	<b>7</b>	<b>0</b>	<b>0</b>

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	1	1	0	0
	3	2	0	0
	1	0	0	0
	3	0	0	0
	0	0	0	0
	2	0	0	0
	1	1	0	0
	0	0	0	0
	0	0	0	0
	3	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>14</b>	<b>4</b>	<b>0</b>	<b>0</b>

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	4	2	0	0
	9	2	0	0
	15	2	0	0
	15	1	0	0
	0	0	0	0
	2	0	0	0
	1	1	0	0
	0	0	0	0
	11	0	0	0
	10	4	0	0
	0	0	0	0
	1	0	0	0
	0	0	0	0
	0	0	0	0
<b>Total</b>	<b>68</b>	<b>12</b>	<b>0</b>	<b>0</b>

## Federal Contractors Program Achievement Report

### Part 2: Flow Data Analysis

**Indal Technologies Inc.**

[Date: 2019-02-22]

Start Date of Flow Data		
YYYY	MM	DD
2015	12	1

End Date of Flow Data		
YYYY	MM	DD
2019	01	31

#### Data from Form 4 - Employees Hired



#### Table 2: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	2	0	0	0
02 Middle & Other Managers	9	0	0	0
03 Professionals	23	0	0	0
04 Semi-Professionals & Technicians	12	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	7	2	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	1	0	0	0
<b>Total</b>	<b>56</b>	<b>2</b>	<b>0</b>	<b>0</b>

#### Data from Form 5 - Employees Promoted



#### Table 6: Aboriginal Peoples

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
1	0	0	0
3	0	0	0
1	0	0	0
3	0	0	0
0	0	0	0
2	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
3	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Data from Form 6 - Employees Terminated



#### Table 10: Aboriginal Peoples

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
4	0	0	0
9	0	0	0
15	0	0	0
15	1	0	0
0	0	0	0
2	0	0	0
1	0	0	0
0	0	0	0
11	0	0	0
10	1	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
<b>68</b>	<b>2</b>	<b>0</b>	<b>0</b>





<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>Indal Technologies Inc.</b>
<b>[Date: 2019-02-22]</b>

Start Date of Flow Data			End Date of Flow Data		
YYYY	MM	DD	YYYY	MM	DD
2015	12	1	2019	01	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	2	1	0	0	1	0	0	0	4	0	0	0
02 Middle & Other Managers	9	3	0	0	3	1	0	0	9	1	0	0
03 Professionals	23	7	0	0	1	0	0	0	15	3	0	0
04 Semi-Professionals & Technicians	12	3	0	0	3	0	0	0	15	4	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0	2	1	0	0	2	1	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	1	0	0	0	1	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	11	5	0	0
10 Clerical Personnel	7	2	0	0	3	1	0	0	10	2	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	1	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	1	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>56</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>68</b>	<b>16</b>	<b>0</b>	<b>0</b>

Federal Contractors Program Achievement Report

Part 3: Goals

Indal Technologies Inc.

[Date: 2019-02-22]

004631

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EOG)		All Employees							First/Previous Short-term Goals												
		Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Projected	YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2015-12-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-12-1	Annually	Over 3 Years	Annually		Over 3 Years	YYYY - YYYY					
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01	Senior Managers	7	12.6%		0	47.1%		0	0	3	0.0%	0	-1	0	27.4%	1	1	42.9%	42.9%		
02	Middle & Other Managers	20	6.3%		0	40.9%		0	0	4	0.0%	0	4	0	38.9%	-4	-4	20.0%	20.0%		
03	Professionals	26	7.2%		0	51.7%		0	0	3	0.0%	0	2	0	18.3%	-2	-2	11.5%	11.5%		
04	Semi-Professionals & Tech	40	-1.7%		0	38.5%		0	0	5	0.0%	0	0	0	13.2%	0	0	12.5%	12.5%		
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	4	0.0%		0	50.0%		0	0	0	0.0%	0	0	0	8.9%	0	0	0.0%	0.0%		
07	Administrative & Sr Clerical	2	35.7%		0	28.6%		0	0	2	0.0%	0	0	0	80.1%	0	0	100.0%	100.0%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	32	-6.7%		0	37.9%		0	0	0	0.0%	0	1	0	3.6%	-1	-1	0.0%	0.0%		
10	Clerical Personnel	21	3.1%		0	45.5%		0	0	9	0.0%	0	5	0	65.2%	-5	-5	42.9%	42.9%		
11	Intermediate Sales & Service	1	0.0%		0	0.0%		0	0	1	0.0%	0	0	0	63.9%	0	0	100.0%	100.0%		
12	Semi-Skilled Manual	2	51.8%		0	22.2%		0	0	0	0.0%	0	0	0	22.0%	0	0	0.0%	0.0%		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	1	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	32.6%	0	0	0.0%	0.0%		
Total		156	3.7%		0	41.2%		0	0	27	0.0%	0	11	0	24.3%	-11	-11	17.3%	17.3%		

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

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

Table 2: Women

Employment Equity Occupational Group (EOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	2	0.0	2	0.0	
03	Professionals	1	0.0	1	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	1	0.0	0	0.0	
10	Clerical Personnel	1	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		5		3		

Federal Contractors Program Achievement Report

Part 3: Goals

Indal Technologies Inc.

[Date: 2019-02-22]

004632

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		All Employees										Aboriginal Peoples												
		First/Previous Short-term Goals										3 Year Goals												
		Number			Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	From - To		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	Over 3 Years	YYYY-MM-DD	Annually		Over 3 Years	Annually	Over 3 Years	2015		2018						
		2015-12-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2015-12-1	Annually	Over 3 Years	#	#	#	%	%	%	#	#	%	%		
01	Senior Managers	7	12.6%		0	47.1%		0	0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%				
02	Middle & Other Managers	20	6.3%		0	40.9%		0	0	0.0%	0	0	0	0	2.2%	0	0	0.0%	0.0%					
03	Professionals	26	7.2%		0	51.7%		0	0	0.0%	0	0	0	0	0.8%	0	0	0.0%	0.0%					
04	Semi-Professionals & Tech	40	-1.7%		0	38.5%		0	0	0.0%	0	1	0	0	1.9%	0	0	2.5%	2.5%					
05	Supervisors	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!					
06	Supervisors: Crafts & Trades	4	0.0%		0	50.0%		0	0	0.0%	0	0	0	0	1.9%	0	0	0.0%	0.0%					
07	Administrative & Sr Clerical	2	35.7%		0	28.6%		0	0	0.0%	0	0	0	0	0.8%	0	0	0.0%	0.0%					
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!					
09	Skilled Crafts & Trades	32	-6.7%		0	37.9%		0	0	0.0%	0	1	0	0	2.6%	-1	-1	0.0%	0.0%					
10	Clerical Personnel	21	3.1%		0	45.5%		0	0	0.0%	0	0	0	0	0.7%	0	0	0.0%	0.0%					
11	Intermediate Sales & Service	1	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.6%	0	0	0.0%	0.0%					
12	Semi-Skilled Manual	2	51.8%		0	22.2%		0	0	0.0%	0	0	0	0	0.7%	0	0	0.0%	0.0%					
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!					
14	Other Manual Workers	1	26.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.8%	0	0	0.0%	0.0%					
Total		156	3.7%		0	41.2%		0	0	1	0.0%	0	2	0	1.7%	-2	-2	0.6%	0.6%					

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

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

Table 4: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Indal Technologies Inc.

[Date: 2019-02-22]

004633

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)		All Employees										Persons with Disabilities											
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years	2015		2018						
		2015-12-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-1	Annually	Over 3 Years	Annually	Over 3 Years	2015	2018								
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%		
01/02	Managers	27	9.4%		0	44.0%		0	0	0	0.0%	0	1	0	4.3%	-1	-1	0.0%	0.0%				
03	Professionals	26	7.2%		0	51.7%		0	0	0	0.0%	0	1	0	3.8%	-1	-1	0.0%	0.0%				
04	Semi-Professionals & Tech	40	-1.7%		0	38.5%		0	0	1	0.0%	0	1	0	4.6%	-1	-1	2.5%	2.5%				
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
06	Supervisors: Crafts & Trades	4	0.0%		0	50.0%		0	0	0	0.0%	0	0	0	7.8%	0	0	0.0%	0.0%				
07	Administrative & Sr Clerical	2	35.7%		0	28.6%		0	0	0	0.0%	0	0	0	3.4%	0	0	0.0%	0.0%				
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
09	Skilled Crafts & Trades	32	-6.7%		0	37.9%		0	0	0	0.0%	0	1	0	3.8%	-1	-1	0.0%	0.0%				
10	Clerical Personnel	21	3.1%		0	45.5%		0	0	0	0.0%	0	1	0	7.0%	-1	-1	0.0%	0.0%				
11	Intermediate Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	5.6%	0	0	0.0%	0.0%				
12	Semi-Skilled Manual	2	51.8%		0	22.2%		0	0	0	0.0%	0	0	0	4.8%	0	0	0.0%	0.0%				
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
14	Other Manual Workers	1	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	5.3%	0	0	0.0%	0.0%				
Total		156	3.7%		0	41.2%		0	0	1	0.0%	0	6	0	4.7%	-6	-6	0.6%	0.6%				

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	2	0.0	2	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	1	0.0	1	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	1	0.0	1	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	3	0.0	5	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	1	0.0	1	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		8		10		

Federal Contractors Program Achievement Report

Part 3: Goals

Indal Technologies Inc.

[Date: 2019-02-22]

004634

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities									
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)	Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years			From - To	Present Availability					
		2015-12-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-1	Annually	Over 3 Years	2015	2018								
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01	Senior Managers	7	12.6%		0	47.1%		0	0	0	0.0%	0	1	0	10.1%	-1	-1	0.0%	0.0%		
02	Middle & Other Managers	20	6.3%		0	40.9%		0	0	2	0.0%	0	1	0	15.0%	-1	-1	10.0%	10.0%		
03	Professionals	26	7.2%		0	51.7%		0	0	9	0.0%	0	-1	0	31.5%	1	1	34.6%	34.6%		
04	Semi-Professionals & Tech	40	-1.7%		0	38.5%		0	0	8	0.0%	0	1	0	23.4%	-1	-1	20.0%	20.0%		
05	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
06	Supervisors: Crafts & Trades	4	0.0%		0	50.0%		0	0	2	0.0%	0	-1	0	15.6%	1	1	50.0%	50.0%		
07	Administrative & Sr Clerical	2	35.7%		0	28.6%		0	0	0	0.0%	0	1	0	37.3%	-1	-1	0.0%	0.0%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	32	-6.7%		0	37.9%		0	0	10	0.0%	0	-5	0	16.2%	5	5	31.3%	31.3%		
10	Clerical Personnel	21	3.1%		0	45.5%		0	0	2	0.0%	0	8	0	48.1%	-8	-8	9.5%	9.5%		
11	Intermediate Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	48.9%	0	0	0.0%	0.0%		
12	Semi-Skilled Manual	2	51.8%		0	22.2%		0	0	0	0.0%	0	1	0	57.5%	-1	-1	0.0%	0.0%		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	1	26.0%		0	0.0%		0	0	1	0.0%	0	0	0	51.8%	0	0	100.0%	100.0%		
Total		156	3.7%		0	41.2%		0	0	34	0.0%	0	6	0	25.7%	-6	-6	21.8%	21.8%		

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

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

Table 8: Members of Visible Minorities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Indal Technologies Inc.

[Date: 2019-02-22]

004635

Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																				
		All Employees								Women												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-01-31		Annually	Over 3 Years	Annually	Over 3 Years		2019	2022					
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%				
01	Senior Managers	10	12.6%		0	47.1%		0	0	4	0.0%	0	-1	0		27.6%	1	1	40.0%	40.0%		
02	Middle & Other Managers	24	6.3%		0	40.9%		0	0	5	0.0%	0	4	0	39.4%	39.4%	-4	-4	20.8%	20.8%		
03	Professionals	32	7.2%		0	51.7%		0	0	1	0.0%	0	4	0	15.3%	15.3%	-4	-4	3.1%	3.1%		
04	Semi-Professionals & Tech	38	-1.7%		0	38.5%		0	0	6	0.0%	0	0	0		14.9%	0	0	15.8%	15.8%		
05	Supervisors	1	0.0%		0	0.0%		0	0	0	0.0%	0	1	0	50.0%	52.0%	-1	-1	0.0%	0.0%		
06	Supervisors: Crafts & Trades	4	0.0%		0	50.0%		0	0	0	0.0%	0	0	0		11.6%	0	0	0.0%	0.0%		
07	Administrative & Sr Clerical	5	35.7%		0	28.6%		0	0	4	0.0%	0	0	0		79.1%	0	0	80.0%	80.0%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	26	-6.7%		0	37.9%		0	0	0	0.0%	0	1	0	3.0%	3.0%	-1	-1	0.0%	0.0%		
10	Clerical Personnel	23	3.1%		0	45.5%		0	0	9	0.0%	0	6	0	50.0%	65.5%	-6	-6	39.1%	39.1%		
11	Intermediate Sales & Service	1	0.0%		0	0.0%		0	0	1	0.0%	0	0	0		65.7%	0	0	100.0%	100.0%		
12	Semi-Skilled Manual	7	51.8%		0	22.2%		0	0	0	0.0%	0	1	0	20.1%	20.1%	-1	-1	0.0%	0.0%		
13	Other Sales & Service	1	0.0%		0	0.0%		0	0	1	0.0%	0	0	0		55.0%	0	0	100.0%	100.0%		
14	Other Manual Workers	2	26.0%		0	0.0%		0	0	0	0.0%	0	1	0	31.3%	31.3%	-1	-1	0.0%	0.0%		
Total		174	3.7%		0	41.2%		0	0	31	0.0%	0	16	0		26.9%	-16	-16	17.8%	17.8%		

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		0.0			
02	Middle & Other Managers		39.4		39.4	
03	Professionals		15.3		15.3	
04	Semi-Professionals & Tech		0.0			
05	Supervisors		50.0		50.0	
06	Supervisors: Crafts & Trades		0.0			
07	Administrative & Sr Clerical		0.0			
08	Skilled Sales & Service		0.0			
09	Skilled Crafts & Trades		3.0		3.0	
10	Clerical Personnel		50.0		50.0	
11	Intermediate Sales & Service		0.0			
12	Semi-Skilled Manual		20.1		20.1	
13	Other Sales & Service		0.0			
14	Other Manual Workers		31.3		31.3	
Total			0.0			

Federal Contractors Program Achievement Report

Part 3: Goals

Indal Technologies Inc.

[Date: 2019-02-22]

004636

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)		All Employees							Aboriginal Peoples												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	From - To		YYYY - YYYY								
		2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-01-31	Annually	Over 3 Years	2019	2022								
		#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%			
01	Senior Managers	10	12.6%		0	47.1%		0	0	0	0.0%	0	0	0		3.2%	0	0	0.0%	0.0%	
02	Middle & Other Managers	24	6.3%		0	40.9%		0	0	0	0.0%	0	1	0	2.7%		-1	-1	0.0%	0.0%	
03	Professionals	32	7.2%		0	51.7%		0	0	0	0.0%	0	0	0		1.0%	0	0	0.0%	0.0%	
04	Semi-Professionals & Tech	38	-1.7%		0	38.5%		0	0	0	0.0%	0	1	0	2.4%		-1	-1	0.0%	0.0%	
05	Supervisors	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.9%	0	0	0.0%	0.0%	
06	Supervisors: Crafts & Trades	4	0.0%		0	50.0%		0	0	0	0.0%	0	0	0		2.5%	0	0	0.0%	0.0%	
07	Administrative & Sr Clerical	5	35.7%		0	28.6%		0	0	0	0.0%	0	0	0		0.8%	0	0	0.0%	0.0%	
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	26	-6.7%		0	37.9%		0	0	0	0.0%	0	1	0	3.0%		-1	-1	0.0%	0.0%	
10	Clerical Personnel	23	3.1%		0	45.5%		0	0	1	0.0%	0	-1	0		0.8%	1	1	4.3%	4.3%	
11	Intermediate Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.8%	0	0	0.0%	0.0%	
12	Semi-Skilled Manual	7	51.8%		0	22.2%		0	0	0	0.0%	0	0	0		0.8%	0	0	0.0%	0.0%	
13	Other Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.0%	0	0	0.0%	0.0%	
14	Other Manual Workers	2	26.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.0%	0	0	0.0%	0.0%	
Total		174	3.7%		0	41.2%		0	0	1	0.0%	0	2	0		2.0%	-2	-2	0.6%	0.6%	

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	0.0		
02	Middle & Other Managers	2.7	2.7	
03	Professionals	0.0		
04	Semi-Professionals & Tech	2.4	2.4	
05	Supervisors	0.0		
06	Supervisors: Crafts & Trades	0.0		
07	Administrative & Sr Clerical	0.0		
08	Skilled Sales & Service	0.0		
09	Skilled Crafts & Trades	3.0	3.0	
10	Clerical Personnel	0.0		
11	Intermediate Sales & Service	0.0		
12	Semi-Skilled Manual	0.0		
13	Other Sales & Service	0.0		
14	Other Manual Workers	0.0		
Total		0.0		



Federal Contractors Program Achievement Report

Part 3: Goals

Indal Technologies Inc.

[Date: 2019-02-22]

004637

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						
	2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-01-31	Annually	Over 3 Years	2019	2022	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	34	9.4%		0	44.0%		0	0	1	0.0%	0	1	0	5.0%	5.0%	-1	-1	2.9%	2.9%	
03 Professionals	32	7.2%		0	51.7%		0	0	0	0.0%	0	3	0	8.9%	8.9%	-3	-3	0.0%	0.0%	
04 Semi-Professionals & Tech	38	-1.7%		0	38.5%		0	0	1	0.0%	0	2	0	7.6%	7.6%	-2	-2	2.6%	2.6%	
05 Supervisors	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	27.5%	0	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	4	0.0%		0	50.0%		0	0	0	0.0%	0	0	0	10.1%	0	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	5	35.7%		0	28.6%		0	0	0	0.0%	0	1	0	10.0%	10.0%	-1	-1	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	26	-6.7%		0	37.9%		0	0	0	0.0%	0	2	0	7.8%	7.8%	-2	-2	0.0%	0.0%	
10 Clerical Personnel	23	3.1%		0	45.5%		0	0	0	0.0%	0	2	0	9.3%	9.3%	-2	-2	0.0%	0.0%	
11 Intermediate Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	10.8%	0	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	7	51.8%		0	22.2%		0	0	0	0.0%	0	1	0	10.3%	10.3%	-1	-1	0.0%	0.0%	
13 Other Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	10.7%	0	0	0	0.0%	0.0%	
14 Other Manual Workers	2	26.0%		0	0.0%		0	0	0	0.0%	0	0	0	6.8%	0	0	0	0.0%	0.0%	
Total	174	3.7%		0	41.2%		0	0	2	0.0%	0	12	0	8.0%	8.0%	-12	-12	1.1%	1.1%	

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		5.0		5.0	
03 Professionals		8.9		8.9	
04 Semi-Professionals & Tech		7.6		7.6	
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		0.0			
07 Administrative & Sr Clerical		10.0		10.0	
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		7.8		7.8	
10 Clerical Personnel		9.3		9.3	
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		10.3		10.3	
13 Other Sales & Service		0.0			
14 Other Manual Workers		0.0			
Total		0.0			

Federal Contractors Program Achievement Report

Part 3: Goals

Indal Technologies Inc.

[Date: 2019-02-22]

004638

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Turnover	Turnover	From - To									
		2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-01-31	Annually	Over 3 Years	2019	2022									
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%			
01	Senior Managers	10	12.6%		0	47.1%		0	0	1	0.0%	0	0	0	0	11.5%	0	0	10.0%	10.0%		
02	Middle & Other Managers	24	6.3%		0	40.9%		0	0	5	0.0%	0	-1	0	0	17.6%	1	1	20.8%	20.8%		
03	Professionals	32	7.2%		0	51.7%		0	0	11	0.0%	0	0	0	0	34.5%	0	0	34.4%	34.4%		
04	Semi-Professionals & Tech	38	-1.7%		0	38.5%		0	0	9	0.0%	0	1	0	26.2%	26.2%	-1	-1	23.7%	23.7%		
05	Supervisors	1	0.0%		0	0.0%		0	0	0	0.0%	0	1	0	51.5%	51.5%	-1	-1	0.0%	0.0%		
06	Supervisors: Crafts & Trades	4	0.0%		0	50.0%		0	0	1	0.0%	0	0	0	0	21.2%	0	0	25.0%	25.0%		
07	Administrative & Sr Clerical	5	35.7%		0	28.6%		0	0	2	0.0%	0	0	0	0	40.6%	0	0	40.0%	40.0%		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	26	-6.7%		0	37.9%		0	0	7	0.0%	0	-3	0	0	16.4%	3	3	26.9%	26.9%		
10	Clerical Personnel	23	3.1%		0	45.5%		0	0	4	0.0%	0	8	0	52.2%	52.2%	-8	-8	17.4%	17.4%		
11	Intermediate Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	1	0	54.7%	54.7%	-1	-1	0.0%	0.0%		
12	Semi-Skilled Manual	7	51.8%		0	22.2%		0	0	1	0.0%	0	3	0	62.9%	62.9%	-3	-3	14.3%	14.3%		
13	Other Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	1	0	58.2%	58.2%	-1	-1	0.0%	0.0%		
14	Other Manual Workers	2	26.0%		0	0.0%		0	0	1	0.0%	0	0	0	0	56.3%	0	0	50.0%	50.0%		
Total		174	3.7%		0	41.2%		0	0	42	0.0%	0	11	0	0	30.3%	-11	-11	24.1%	24.1%		

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	0.0		
02	Middle & Other Managers	0.0		
03	Professionals	0.0		
04	Semi-Professionals & Tech	26.2	26.2	
05	Supervisors	51.5	51.5	
06	Supervisors: Crafts & Trades	0.0		
07	Administrative & Sr Clerical	0.0		
08	Skilled Sales & Service	0.0		
09	Skilled Crafts & Trades	0.0		
10	Clerical Personnel	52.2	52.2	
11	Intermediate Sales & Service	54.7	54.7	
12	Semi-Skilled Manual	62.9	62.9	
13	Other Sales & Service	58.2	58.2	
14	Other Manual Workers	0.0		
Total		0.0		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Indal Technologies Inc.**

**[Date: 2019-02-22]**

004639

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			Gap				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	7	3	42.9	27.4	2	1	156.4																
	2019	10	4	40.0	27.6	3	1	144.9	2	1	50.0	1	0	1	1	100.0	0	1	4	2	50.0	2	0	
02 Middle & Other Managers	2015	20	4	20.0	38.9	8	-4	51.4																
	2019	24	5	20.8	39.4	9	-4	52.9	9	2	22.2	4	-2	3	2	66.7	1	1	9	2	22.2	2	0	
03 Professionals	2015	26	3	11.5	18.3	5	-2	63.1																
	2019	32	1	3.1	15.3	5	-4	20.4	23	2	8.7	4	-2	1	0	0.0	0	0	15	2	13.3	2	0	
04 Semi-Professionals & Technicians	2015	40	5	12.5	13.2	5	0	94.7																
	2019	38	6	15.8	14.9	6	0	106.0	12	1	8.3	2	-1	3	0	0.0	0	0	15	1	6.7	2	-1	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																
	2019	1	0	0.0	52.0	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	4	0	0.0	8.9	0	0	0.0																
	2019	4	0	0.0	11.6	0	0	0.0	2	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women	Women		Women		Women		Women			
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	%	%	%	%	%	%				
01 Senior Managers	2019	3	2	66.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	3	2	66.7									
02 Middle & Other Managers	2019	12	4	33.3	2	200.0	0.0	0.0	2	200.0	0.0	0.0	
	2022	12	4	33.3									
03 Professionals	2019	24	2	8.3	1	200.0	0.0	0.0	1	200.0	0.0	0.0	
	2022	24	2	8.3									
04 Semi-Professionals & Technicians	2019	15	1	6.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	15	1	6.7									
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0									
06 Supervisors: Crafts & Trades	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	4	0	0.0									

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Indal Technologies Inc.**

**[Date: 2019-02-22]**

004640

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			Gap				All Employees	Women			All Employees	Women			All Employees	Women					
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference		
#	#	%	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#	%	%	#	#		
07 Administrative & Senior Clerical	2015	2	2	100.0	80.1	2	0	124.8																
	2019	5	4	80.0	79.1	4	0	101.1	0	0	0.0	0	0	0	1	1	100.0	1	0	1	1	100.0	1	0
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2015	32	0	0.0	3.6	1	-1	0.0																
	2019	26	0	0.0	3.0	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	11	0	0.0	0	0
10 Clerical Personnel	2015	21	9	42.9	65.2	14	-5	65.7																
	2019	23	9	39.1	65.5	15	-6	59.7	7	1	14.3	5	-4	3	0	0.0	1	-1	10	4	40.0	4	0	
11 Intermediate Sales & Service Personnel	2015	1	1	100.0	63.9	1	0	156.5																
	2019	1	1	100.0	65.7	1	0	152.2	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2015	2	0	0.0	22.0	0	0	0.0																
	2019	7	0	0.0	20.1	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	1	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	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	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women	Women		Women		Women		Women			
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%		
07 Administrative & Senior Clerical	2019	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	1	1	100.0									
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0									
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0									
10 Clerical Personnel	2019	10	1	10.0	1	100.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	10	1	10.0									
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0									
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0									

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Indal Technologies Inc.**

**[Date: 2019-02-22]**

004641

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
		#	#	%	Availability	#	%	#	%	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference				
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0	0.0																
	2019	1	1	100.0	55.0	1	0	181.8		0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
14 Other Manual Workers	2015	1	0	0.0	32.6	0	0	0.0																	
	2019	2	0	0.0	31.3	1	-1	0.0	1	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0
Total	2015	156	27	17.3	24.3	38	-11	71.2																	
	2019	174	31	17.8	26.9	47	-16	66.2	56	7	12.5	15	-8	14	4	28.6	2	2	68	12	17.6	12	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women	Women		Women		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	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	1	0	0.0			31.3	0.0			31.3	0.0	
Total	2019	70	11	15.7	5	220.0	0.0	0.0	3	366.7	0.0	0.0	
	2022	70	11	15.7			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Indal Technologies Inc.**

**[Date: 2019-02-22]**

004642

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
		#	Representation	Availability		Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%						
01 Senior Managers	2015	7	0	0.0	2.9	0	0	0.0																	
	2019	10	0	0.0	3.2	0	0	0.0	2	0	0.0	0	0	0	1	0	0.0	0	0	0	4	0	0.0	0	0
02 Middle & Other Managers	2015	20	0	0.0	2.2	0	0	0.0																	
	2019	24	0	0.0	2.7	1	-1	0.0	9	0	0.0	0	0	0	3	0	0.0	0	0	0	9	0	0.0	0	0
03 Professionals	2015	26	0	0.0	0.8	0	0	0.0																	
	2019	32	0	0.0	1.0	0	0	0.0	23	0	0.0	0	0	0	1	0	0.0	0	0	0	15	0	0.0	0	0
04 Semi-Professionals & Technicians	2015	40	1	2.5	1.9	1	0	131.6																	
	2019	38	0	0.0	2.4	1	-1	0.0	12	0	0.0	0	0	0	3	0	0.0	0	0	0	15	1	6.7	0	1
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																	
	2019	1	0	0.0	0.9	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2015	4	0	0.0	1.9	0	0	0.0																	
	2019	4	0	0.0	2.5	0	0	0.0	2	0	0.0	0	0	0	2	0	0.0	0	0	0	2	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2019	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	3	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2019	12	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2022	12	0	0.0			2.7	0.0			2.7	0.0		
03 Professionals	2019	24	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	24	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	15	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	15	0	0.0			2.4	0.0			2.4	0.0		
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	4	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Indal Technologies Inc.**

**[Date: 2019-02-22]**

004643

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
		#	Representation	Availability		Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#								
07 Administrative & Senior Clerical	2015	2	0	0.0	0.8	0	0	0.0																		
	2019	5	0	0.0	0.8	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	0	1	0	0.0	0	0	
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2015	32	0	0.0	2.6	1	-1	0.0																		
	2019	26	0	0.0	3.0	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	11	0	0.0	0	0	
10 Clerical Personnel	2015	21	0	0.0	0.7	0	0	0.0																		
	2019	23	1	4.3	0.8	0	1	543.5	7	2	28.6	0	2	3	0	0.0	0	0	0	0	10	1	10.0	0	1	
11 Intermediate Sales & Service Personnel	2015	1	0	0.0	0.6	0	0	0.0																		
	2019	1	0	0.0	0.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2015	2	0	0.0	0.7	0	0	0.0																		
	2019	7	0	0.0	0.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	1	0	0.0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	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
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			3.0	0.0			3.0	0.0		
10 Clerical Personnel	2019	10	2	20.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	10	2	20.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Indal Technologies Inc.**

**[Date: 2019-02-22]**

004644

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Aboriginal Peoples				EE Result				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	%	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																		
	2019	1	0	0.0	1.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2015	1	0	0.0	0.8	0	0	0.0																		
	2019	2	0	0.0	1.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0
Total	2015	156	1	0.6	1.7	3	-2	37.7																		
	2019	174	1	0.6	2.0	3	-2	28.7	56	2	3.6	1	1	14	0	0.0	0	0	0	68	2	2.9	0	2		

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples	Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%	
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0								
14 Other Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	1	0	0.0								
Total	2019	70	2	2.9	1	200.0	0.0	0.0	3	66.7	0.0	0.0
	2022	70	2	2.9								



**Federal Contractors Program Achievement Report**

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

**Indal Technologies Inc.**

**[Date: 2019-02-22]**

004645

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 & 02 Managers	2015	27	0	0.0	4.3	1	-1	0.0																		
	2019	34	1	2.9	5.0	2	-1	58.8	11	1	9.1	1	0	4	0	0.0	0	0	0	13	1	7.7	0	0	1	
03 Professionals	2015	26	0	0.0	3.8	1	-1	0.0																		
	2019	32	0	0.0	8.9	3	-3	0.0	23	0	0.0	2	-2	1	0	0.0	0	0	0	15	0	0.0	0	0	0	
04 Semi-Professionals & Technicians	2015	40	1	2.5	4.6	2	-1	54.3																		
	2019	38	1	2.6	7.6	3	-2	34.6	12	0	0.0	1	-1	3	0	0.0	0	0	0	15	0	0.0	0	0	0	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																		
	2019	1	0	0.0	27.5	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	
06 Supervisors: Crafts & Trades	2015	4	0	0.0	7.8	0	0	0.0																		
	2019	4	0	0.0	10.1	0	0	0.0	2	0	0.0	0	0	2	0	0.0	0	0	0	2	0	0.0	0	0	0	

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
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2019	15	1	6.7	2	50.0	0.0	0.0	2	50.0	0.00	0.0		
	2022	15	1	6.7		5.0	133.3		5.00	133.3				
03 Professionals	2019	24	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	24	0	0.0		8.9	0.0		8.90	0.0				
04 Semi-Professionals & Technicians	2019	15	0	0.0	1	0.0	0.0	0.0	1	0.0	0.00	0.0		
	2022	15	0	0.0		7.6	0.0		7.60	0.0				
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	0	0	0.0		0.0	0.0		0.00	0.0				
06 Supervisors: Crafts & Trades	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	4	0	0.0		0.0	0.0		0.00	0.0				

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Indal Technologies Inc.

[Date: 2019-02-22]

004646

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		All Employees	Workforce							Hires				Promotions				Terminations								
			Persons with Disabilities							Persons with Disabilities				Persons with Disabilities				Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2015	2	0	0.0	3.4	0	0	0.0																		
	2019	5	0	0.0	10.0	1	-1	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	0	1	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2015	32	0	0.0	3.8	1	-1	0.0																		
	2019	26	0	0.0	7.8	2	-2	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	11	0	0.0	0	0	0
10 Clerical Personnel	2015	21	0	0.0	7.0	1	-1	0.0																		
	2019	23	0	0.0	9.3	2	-2	0.0	7	0	0.0	1	-1	3	0	0.0	0	0	0	0	10	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2015	1	0	0.0	5.6	0	0	0.0																		
	2019	1	0	0.0	10.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2015	2	0	0.0	4.8	0	0	0.0																		
	2019	7	0	0.0	10.3	1	-1	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	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	
		All Employees	Persons with Disabilities	Short-term Goals				Long-term Goals					
				Persons with Disabilities				Persons with Disabilities					
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	%	%	#	%	%	%	#	%	%	%		
07 Administrative & Senior Clerical	2019	1	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	
	2022	1	0	0.0			10.0	0.0			10.0	0.0	
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			7.8	0.0			7.8	0.0	
10 Clerical Personnel	2019	10	0	0.0	3	0.0	0.0	0.0	5	0.0	0.0	0.0	
	2022	10	0	0.0			9.3	0.0			9.3	0.0	
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
12 Semi-Skilled Manual Workers	2019	0	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	
	2022	0	0	0.0			10.3	0.0			10.3	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Indal Technologies Inc.

[Date: 2019-02-22]

004647

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Persons with Disabilities				EE Result				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	Actual	Expected	Difference								
#	#	%	%	#	%	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																		
	2019	1	0	0.0	10.7	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	1	0	0.0	5.3	0	0	0.0																		
	2019	2	0	0.0	6.8	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
Total	2015	156	1	0.6	4.7	7	-6	13.6																		
	2019	174	2	1.1	8.0	14	-12	14.4	56	1	1.8	4	-3	14	0	0.0	0	0	0	68	1	1.5	0	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
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		
Total	2019	70	1	1.4	8	12.5	0.0	0.0	10	10.0	0.0	0.0		
	2022	70	1	1.4			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Indal Technologies Inc.

[Date: 2019-02-22]

004648

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
		#	Representation	Availability	Gap	EE Result	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference							
#	#	%	%	%	#	#	%	#	#	%	%	#	#	%	%	#	%								
01 Senior Managers	2015	7	0	0.0	10.1	1	-1	0.0																	
	2019	10	1	10.0	11.5	1	0	87.0	2	1	50.0	0	1	1	0	0.0	0	0	0	4	0	0.0	0	0	0
02 Middle & Other Managers	2015	20	2	10.0	15.0	3	-1	66.7																	
	2019	24	5	20.8	17.6	4	1	118.4	9	3	33.3	2	1	3	1	33.3	0	1	9	1	11.1	1	0	0	
03 Professionals	2015	26	9	34.6	31.5	8	1	109.9																	
	2019	32	11	34.4	34.5	11	0	99.6	23	7	30.4	8	-1	1	0	0.0	0	0	15	3	20.0	5	-2	0	
04 Semi-Professionals & Technicians	2015	40	8	20.0	23.4	9	-1	85.5																	
	2019	38	9	23.7	26.2	10	-1	90.4	12	3	25.0	3	0	3	0	0.0	1	-1	15	4	26.7	3	1	0	
05 Supervisors	2015	0	0	0.0	0.0	0	0	0.0																	
	2019	1	0	0.0	51.5	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2015	4	2	50.0	15.6	1	1	320.5																	
	2019	4	1	25.0	21.2	1	0	117.9	2	0	0.0	0	0	2	1	50.0	1	0	2	1	50.0	1	0	0	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		Visible Minorities					
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	%	%	%	%	%	%					
01 Senior Managers	2019	3	1	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	3	1	33.3			0.0	0.0			0.0	0.0	
02 Middle & Other Managers	2019	12	4	33.3	1	400.0	0.0	0.0	1	400.0	0.0	0.0	
	2022	12	4	33.3			0.0	0.0			0.0	0.0	
03 Professionals	2019	24	7	29.2	1	700.0	0.0	0.0	1	700.0	0.0	0.0	
	2022	24	7	29.2			0.0	0.0			0.0	0.0	
04 Semi-Professionals & Technicians	2019	15	3	20.0	1	300.0	0.0	0.0	1	300.0	0.0	0.0	
	2022	15	3	20.0			26.2	76.3			26.2	76.3	
05 Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			51.5	0.0			51.5	0.0	
06 Supervisors: Crafts & Trades	2019	4	1	25.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	4	1	25.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**Indal Technologies Inc.**

**[Date: 2019-02-22]**

004649

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires				Promotions					Terminations						
			Visible Minorities							Visible Minorities				Visible Minorities					Visible Minorities						
			Representation	Availability		Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	%	#	#	%	#	#	#	%	%	#	#	%	#	#					
07 Administrative & Senior Clerical	2015	2	0	0.0	37.3	1	-1	0.0																	
	2019	5	2	40.0	40.6	2	0	98.5	0	0	0.0	0	0	0	1	0	0.0	0	0	0	1	0	0.0	0	0
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2015	32	10	31.3	16.2	5	5	192.9																	
	2019	26	7	26.9	16.4	4	3	164.2	0	0	0.0	0	0	0	0	0	0.0	0	0	0	11	5	45.5	3	2
10 Clerical Personnel	2015	21	2	9.5	48.1	10	-8	19.8																	
	2019	23	4	17.4	52.2	12	-8	33.3	7	2	28.6	4	-2	3	1	33.3	0	1	1	10	2	20.0	1	1	
11 Intermediate Sales & Service Personnel	2015	1	0	0.0	48.9	0	0	0.0																	
	2019	1	0	0.0	54.7	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2015	2	0	0.0	57.5	1	-1	0.0																	
	2019	7	1	14.3	62.9	4	-3	22.7	0	0	0.0	0	0	0	0	0.0	0	0	0	0	1	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		All Employees	Flow Data			Short-term Goals				Long-term Goals				
			Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	10	3	30.0	1	300.0	0.0	0.0	1	300.0	0.0	0.0		
	2022	10	3	30.0			52.2	57.5			52.2	57.5		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			54.7	0.0			54.7	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			62.9	0.0			62.9	0.0		

**Federal Contractors Program Achievement Report**

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

**Indal Technologies Inc.**

**[Date: 2019-02-22]**

004650

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities			EE Result				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
		#	#	%	Availability	Gap	EE Result	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference			
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2019	1	0	0.0	58.2	1	-1	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	1	1	100.0	51.8	1	0	193.1																	
	2019	2	1	50.0	56.3	1	0	88.8	1	0	0.0	1	-1	0	0	0.0	0	0	0	0	0	0	0.0	0	0
Total	2015	156	34	21.8	25.7	40	-6	84.8																	
	2019	174	42	24.1	30.3	53	-11	79.7	56	16	28.6	17	-1	14	3	21.4	3	0	68	16	23.5	15	1		

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities			
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			58.2	0.0			58.2	0.0	
14 Other Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	1	0	0.0			0.0	0.0			0.0	0.0	
Total	2019	70	19	27.1	5	380.0	0.0	0.0	5	380.0	0.0	0.0	
	2022	70	19	27.1			0.0	0.0			0.0	0.0	

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Indal Technologies Inc.</b>
<b>[Date: 2019-02-22]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

### **Operational Context**

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

- Impact of economic and industrial conditions on the organization.

To remain competitive headcount is always a focus.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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



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

- Other.

**Additional Details**

Please provide any additional information (optional):

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Indal Technologies Inc.

**Primary Location:** Toronto, Ontario

**Number of Employees:** 174

Ontario                    174

**Organization Overview:**

NAICS # 3329 (Other Fabricated Metal Product Manufacturing)

Indal Technologies, Inc. designs and develops ship-borne helicopter handling systems, cable handling systems, specialized structures, and other sophisticated systems for the U.S. and international navies, and commercial aviation industries. It provides security after landing and through all on-deck operations; and a secure and traverse system to support ship borne helicopter operations. The company also offers ship aviation support systems, modeling and simulation systems, and aircraft handling systems.

**Key Dates – First Year Assessment**

Initiated:                2015-10-27  
 Received:                2015-12-01  
 Closed:                    2015-12-11  
 Workforce                2015-12-01  
 Analysis:

**Key Dates – Subsequent Assessment**

Initiated:                2018-10-17; extension granted – 2019-02-28  
 Received:                2019-02-25  
 Workforce                2019-01-31  
 Analysis:

**DATA VERIFICATION**

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

Yes  No

Comments:

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

Yes  No

Comments:

The period reported on the Achievement report is 2015-12-01 to 2019-01-31. The data from the current workforce analysis included in the Achievement report is consistent with that found in Forms 1 to 6 from WEIMS.

### ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment, many gaps were found in different EEOG's in each designated group. In the previous assessment, all short-term and long-term goals were set in numbers format only.

#### *Women*

02	Middle & Other Managers	Goal met (achieved 200.0% ).
03	Professionals	Goal met (achieved 200.0%).
09	Skilled Crafts & Trades Workers	Goal not met (achieved 0.0%)
10	Clerical Personnel	Goal met (achieved 100.0%)

#### Assessment/Observations

- EEOG 02 - Out of 12 new entrants in this EEOG, four were from this designated group. The market availability is 38.9%. The company had set a goal of hiring / promoting 2 individuals. By hiring / promoting four entrants from this designated group, they achieved 200.0% of the goal set.
- EEOG 03 - Out of 24 new entrants in this EEOG, two were from this designated group. The market availability is 3.6%. The company had set a goal of hiring / promoting one individual. By hiring / promoting two new entrants from this designated group, they achieved 200.0% of the goal set.
- EEOG 09 - There were no new entrants in this EEOG. The market availability is 27.4%. The company had set a goal of hiring / promoting one individual. By hiring / promoting none new entrants in this designated group, they achieved 0.0% of the goal set.
- EEOG 10 - Out of 10 new entrants in this EEOG, one was from this designated group. The market availability is 65.2%. The company had set a goal of hiring / promoting one individual. By hiring / promoting one new entrants from this designated group, they achieved 100.0% of the goal set.

**Aboriginal Peoples**

09	Skilled Crafts & Trades Workers	Goal not met (achieved 0.0%)
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## Assessment/Observations

- There were no new entrants in this EEOG. The market availability is 2.6%. The company had set a goal of hiring / promoting one individual. By hiring / promoting none new entrants in this designated group, they achieved 0.0% of the goal set.

**Persons with Disabilities**

01/02	Managers	Goal not met (achieved 50.0%)
03	Professionals	Goal not set
04	Semi-Professionals & Technicians	Goal not met (achieved 0.0%)
09	Skilled Crafts & Trades Workers	Goal not set
10	Clerical Personnel	Goal not met (achieved 0.0%)

## Assessment/Observations

- EEOG 01/02 - Out of 15 new entrants in this EEOG, one was from this designated group. The market availability is 4.3%. The company had set a goal of hiring / promoting two individuals. By hiring / promoting one new entrants from this designated group, they achieved 50.0% of the goal set.
- EEOG 03 – Out of 24 new entrants in this EEOG, none were from this designated group. The market availability is 3.8%. Effort from the company was not able to assess since no goal was set in the previous assessment.
- EEOG 04 - Out of 15 new entrants in this EEOG, none were from this designated group. The market availability is 4.3%. The company had set a goal of hiring / promoting two individuals. By hiring / promoting one new entrants from this designated group, they achieved 50.0% of the goal set.
- EEOG 09 – There were no new entrants in this EEOG. The market availability is 3.8%. Effort from the company was not able to assess since no goal was set in the previous assessment.
- EEOG 10 - Out of 10 new entrants in this EEOG, none were from this designated group. The market availability is 7.0%. The company had set a goal of hiring / promoting three individuals. By hiring / promoting none new entrants from this designated group, they achieved 00.0% of the goal set.

**Members of Visible Minorities**

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal met (achieved 400.0%)

04	Semi-Professionals & Technicians	Goal met (achieved 300.0%)
07	Admin. & Senior Clerical Personnel	Goal not set
10	Clerical Personnel	Goal met (achieved 300.0%)
12	Semi-Skilled Manual Workers	Goal not set

### Assessment/Observations

- EEOG 01 - Out of three new entrants in this EEOG, one was from this designated group. The market availability is 10.1%. Effort from the company was not able to assess since no goal was set in the previous assessment.
- EEOG 02 - Out of 12 new entrants in this EEOG, four were from this designated group. The market availability is 15.0%. The company had set a goal of hiring / promoting one individual. By hiring / promoting four new entrants from this designated group, they achieved 400.0% of the goal set.
- EEOG 04 - Out of 24 new entrants in this EEOG, seven were from this designated group. The market availability is 23.4%. The company had set a goal of hiring / promoting one individual. By hiring / promoting seven new entrants from this designated group, they achieved 700.0% of the goal set.
- EEOG 07 – There was one new entrant in this EEOG and that was not from this designated group. The market availability is 37.3%. Effort from the company was not able to assess since no goal was set in the previous assessment.
- EEOG 10 - Out of 10 new entrants in this EEOG, three were from this designated group. The market availability is 48.1%. The company had set a goal of hiring / promoting one individual. By hiring / promoting three new entrants from this designated group, they achieved 300.0% of the goal set.
- EEOG 12 - There were no new entrants in this EEOG. The market availability is 57.5%. Effort from the company was not able to assess since no goal was set in the previous assessment.

### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2015-12-01 to 2019-01-31.
  - During their initial assessment, the organization set 11 short-term goals. Out of the 11 short-term goal set - six goals were achieved above 80% while five were not. In addition, five short-term goals were not set.

### ASSESSMENT OF GOALS

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

**Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
02	Middle & Other Managers	-4	39.4	39.4	20.8	39.4
03	Professionals	-4	15.3	15.3	3.1	15.3
05	Supervisors	-1	50.0	50.0	0.0	52.0
09	Skilled Crafts & Trades Workers	-1	3.0	3.0	0.0	3.0
10	Clerical Personnel	-6	50.0	50.0	39.1	65.5
12	Semi-Skilled Manual Workers	-1	20.1	20.1	0.0	20.1
14	Other Manual Workers	-1	31.3	31.3	0.0	31.3

## Observations:

- Although availability is higher in EEOG 05 and EEOG 10, short and long term goals were appropriately set at 50% so as not to encourage the occupational clustering of women in this occupation, and to ensure that they are inclusive of all genders.
- All other short and long-term goals are set as per the market availability.

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
02	Middle & Other Managers	-1	2.7	2.7	0.0	2.7
04	Semi-Professionals & Technicians	-1	2.4	2.4	0.0	2.4
09	Skilled Crafts & Trades Workers	-1	3.0	3.0	0.0	3.0

## Observations:

- All short and long-term goals are set as per the market availability.

**Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01/02	Managers	-1	5.0	5.0	2.9	5.0
03	Professionals	-3	8.9	8.9	0.0	8.9
04	Semi-Professionals & Technicians	-2	7.6	7.6	2.6	7.6
07	Admin. & Senior Clerical Personnel	-1	10.0	10.0	0.0	10.0
09	Skilled Crafts and Trade	-2	7.8	7.8	0.0	7.8
10	Clerical Personnel	-2	9.3	9.3	0.0	9.3
12	Semi-Skilled Manual Workers	-1	10.3	10.3	0.0	10.3

## Observations:

- All short and long-term goals are set as per the market availability.

**Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
04	Semi-Professionals & Technicians	-1	26.2	26.2	23.7	26.2
05	Supervisors	-1	51.5	51.5	0.0	51.5
10	Clerical Personnel	-8	52.2	52.2	17.4	52.2
11	Inter. Sales & Service Personnel	-1	54.7	54.7	0.0	54.7
12	Semi-Skilled Manual Workers	-3	62.9	62.9	14.3	62.9
13	Other Sales & Service Personnel	-1	58.2	58.2	0.0	58.2

## Observations:

- All short and long-term goals are set as per the market availability.

**RECOMMENDATION**

I recommend that the employer be found:

in compliance    in non-compliance

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

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

**Name of Analyst:** Neena Sharan

**Date:** March 11, 2019



**From:** Sharan, Neena N [NC] **On Behalf Of** EE-EME

**Sent:** March 22, 2019 9:04 AM

**To:** 'cwilliams@curtisswright.com' <cwilliams@curtisswright.com>; 'jasullivan@curtisswright.com' <jasullivan@curtisswright.com>

**Subject:** Government of Canada Agreement Number: 10000180 – Notification of Compliance with the Federal Contractors Program

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

Dear Colleen Williams:

I am writing to inform you that the subsequent compliance assessment initiated on October 17, 2018 has been completed. As a result of the assessment, Indal Technologies Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

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

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on October 17, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;

- tailored programs to attract and retain designated group members in areas where they are 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.

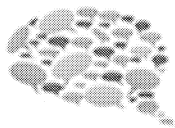
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

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

Sincerely,

Workplace Equity Team

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



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

**From:** Sullivan, Jo-ann <JASULLIVAN@curtisswright.com>  
**Sent:** December 14, 2018 11:38 AM  
**To:** Sharan, Neena N [NC] <neena.sharan@labour-travail.gc.ca>  
**Subject:** RE: Government of Canada Agreement 10000180 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program [EXTERNAL]

Hi Neena,  
Please see our extension request attached,  
Thanks for your help,  
Jo

**Jo-Ann Sullivan**  
HR Manager

INDAL Technologies, Defense Solutions Division  
**Curtiss-Wright**  
3570 Hawkestone Road, Mississauga, ON, L5C 2V8, Canada  
T: 905 281 4363 | F: 647 484 0156 | M: 647 532 3796  
[jasullivan@curtisswright.com](mailto:jasullivan@curtisswright.com) | <http://www.curtisswrightds.com>

**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>  
**Sent:** Thursday, December 13, 2018 10:23 AM  
**To:** Sullivan, Jo-ann <JASULLIVAN@curtisswright.com>  
**Subject:** RE: Government of Canada Agreement 10000180 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program [EXTERNAL]

Hi Jo-Ann,

Please complete the attached extension form and send it to us since your organization is already late in submitting these documents.

Also if I can be of assistance in helping you in completing the achievement report then please do not hesitate to contact me.

Thank you and have a nice day.

Neena Sharan.

**From:** Sullivan, Jo-ann [<mailto:JASULLIVAN@curtisswright.com>]  
**Sent:** December-13-18 10:01 AM  
**To:** Sharan, Neena N [NC]; Williams, Colleen  
**Subject:** RE: Government of Canada Agreement 10000180 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program [EXTERNAL]

Hi Neena,

I do apologize for the delay in my response. I have completed Forms 1 to 6, and done the analysis in WEIMS. I am struggling with the Achievement Report and I would request additional time to complete this report. Thank you for your understanding,  
Happy Holidays!

Regards

**Jo-Ann Sullivan**

HR Manager

Defense Solutions Division

**Curtiss-Wright**

3570 Hawkestone Road, Mississauga, ON, L5C 2V8, Canada

T: 905 281 4363 | F: 647 484 0156 | M: 647 532 3796

[jasullivan@curtisswright.com](mailto:jasullivan@curtisswright.com) |

**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) <[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)>

**Sent:** Friday, November 30, 2018 9:33 AM

**To:** Williams, Colleen <[CWilliams@curtisswright.com](mailto:CWilliams@curtisswright.com)>; Sullivan, Jo-ann <[JASULLIVAN@curtisswright.com](mailto:JASULLIVAN@curtisswright.com)>

**Subject:** RE: Government of Canada Agreement 10000180 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program [EXTERNAL]

Hi Colleen,

This e-mail is just a reminder that we have not received the submission for the subsequent assessment that was due on October 17, 2018. Please send all the requested Forms and reports mentioned below as soon as possible since it is already past the due date.

If you have any questions please do not hesitate to contact me.

Thank you and have a nice day.

Neena Sharan.

Assessment Officer, Programme du travail

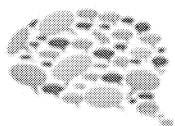
Emploi et Développement social Canada / Gouvernement du Canada

[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) / Tél. : 873-396-0405

Assessment Officer, Labour Program

Employment and Social Development Canada / Government of Canada

[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) / Tel: 873-396-0405



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:** Sharan, Neena N [NC] **On Behalf Of** EE-EME  
**Sent:** September-17-18 10:26 AM  
**To:** 'cwilliams@curtisswright.com'; 'jasullivan@curtisswright.com'  
**Subject:** Government of Canada Agreement 10000180 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

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

Dear Colleen Williams:

Further to your initial compliance assessment which was concluded on December 11, 2015, Indal Technologies Inc. is now subject to a subsequent compliance assessment under the Federal Contractors Program (FCP). The goal of this subsequent 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 subsequent assessment, Indal Technologies Inc. is required to submit the following information to the Labour Program by **October 17, 2018**:

- Forms 1 to 6 covering your workforce data at the national level (including hiring, promotion and termination data between the previous and subsequent compliance assessments);
- an updated workforce analysis including the Summary Report and Detailed Report; and
- a completed Achievement Report in Excel format that includes revised short-term and long-term numerical goals for any gaps in representation.

### **Tools and Resources**

In order to support this work, we encourage you to use the Workplace Equity Information Management System (WEIMS). For your reference, please refer to the *Quick Reference Guide for Contractors: How to Complete a Compliance Assessment Submission under the Federal Contractors Program*. This document can be accessed under FCP Documents of WEIMS Help page.

WEIMS is a secure, cost-free, web-based reporting system available to assist your organization in meeting its obligations. Through this application, you can upload your workforce data, then conduct and submit your workforce analysis (step 3 above). This application has the capability to:

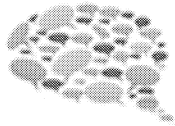
- store and maintain your organization's employment equity information;
- create backup files of your data; and
- generate a workforce analysis using the latest Census data.

If your organization does not have access to WEIMS, please complete and submit an Authorization Form to Access WEIMS.

Should you have any questions or require assistance, please send them by email to [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Workplace Equity Team

Workplace Equity Division, Labour Program



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

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