s.19(1)

s.24(1)

Emploi et Développement social Canada Social Development Canada

Labour Program Federal Contractors Program

PROTECTED WHEN COMPLETED - B

OFFICIAL USE ON	LY
Agreement N°:	

Agreement to Implement Employment Equity

New Agreement	(All sections n	nust be complet	ted)			
Revised Agreement						
		INIZATION				
Legal Name of Organization	UNG/	MIZATION	Parent company is	s located outsi	te Canada	
Indal Technologies Inc.			arem company i	Z IOCOICO OLIGI	20 00.1000	
**************************************] Yes	□ No	
Operating Name (if different from Legal Na	me of Organization)		Business Numbe	r		
			Total number of e (Permanent Full-T			155
Organization's North American Industry Cla	assification System (NAICS) Gode	e Number				
To find your organization's four-digit NAICS http://www.statcan.gc.ca/subjects-sujets/st		of Kinto and blos	Federally R	egulated		
3329 Other Fabricated Met			X Provincially	Regulated		
	UEA.	D OFFICE			***************************************	
Address (building number, street, suite, etc		City		Province	Posta	l Code
3570 Hawkestone Road	~I	Mississauga		ON	15C	
		Telephone Number	r			
		905 275 530	0			
	EMPLOYMENT	EQUITY CONT	ACT	***************************************		
Name (print)		Tille		***************************************		
Jo-Ann Sullivan		HR Manager				
Telephone Number	E-mail Address		Į f	referred Lang	uage of Co	rrespondence
905 281 4363	jasullivan@curtis	swright.com		[Z] Englist		French
	CERT	IFICATION				
The above-named organization:					***************************************	
instrument, in keeping with the Federa please refer to: http://www.esdc.gc.ca/ important note: If an audit of the Agra	eng/labour/equality/fcp/index eement to Implement Employi	shtml: ment Equity uncov		,		
the procurement instrument(s) with the	e Government of Canada may	r be terminated.				
	SIG	NATORY	***************************************			
NOTE: The signatory must be the Ch contract on behalf of the orga		uthorized person in	n an executive po	sition with le	gal author	ity to sign a
Name (print)		Tille				
Colleen Williams	A Commission of the Commission	General Man	ager	D-4		
Telephone Number	E-mail Address					Correspondence
905 281 4388	cwilliams@curtis	swright.com		∠ En	glish	French
Signature		Date (YYYY-MM-D	D)			
		2015	5-06	.30		
Privacy monce.						
The information you provide on this form is Contractors Program (FCP).	collected under the authority of s	ection 42 of the <i>Emp</i>	жоутен Едину ACI	io delermine y	our eligibli	ty for the Federa
Completion of this form is mandatory. Refu to Bid List, loss of the right to bid on federa	isal to provide personal information Il government goods or services (on will result in the or contracts of any value	ganization's name t and may also resu	seing placed o	n the FCP t ation of the	Limited Eligibility contract.
The information you provide may be used a disclosures of your personal information wi	and/or disclosed for policy analys ill never result in an administrative	is, research and/or e a decision being mad	valuation purposes le about you.	However, the	se addition	al uses and/or
Your personal information is administered your personal information, which is describ government publication entitled <i>info Source</i> accessed online at any Service Canada Co	ed in Personal Information Bank e, which is available at the followi	ESOC PPU 721. Insl	lructions for obtainir	ig this informa	ion are out	lined in the
	RETURN I	INSTRUCTIONS				
IMPORTANT						
The signed Agreement to imple		orm must be sent	to the Labour P	rogram by		
e-mail at: ee-eme@hrsdc-rhdcc	.gc.ca.					

Emploi et Développement social Canada

APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

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

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) <u>60177</u>, 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				Cens	us Metropolitan	Areas	
		anent I-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
Total Employee	es in Canada	•			174	Total Empl	loyees in Canada	>		174



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Occupational Group		Δ	II Employees	5	Ab	original Peor	ples	Perso	ons with Disa	bilities	Members	s of Visible M	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4	4	3	1							1	1	
Top Range: \$100,000 and over	3	1		1									
Bottom Range: Under \$5,000	2												
	1	5	3	2									
	Total	10	6	4							1	1	
Middle and Other Managers	4	11	10	1				1		1	2	2	
Top Range: \$100,000 and over	3	11	7	4							2	2	
Bottom Range: Under \$5,000	2												
	1	2	2								1	1	
	Total	24	19	5				1		1	5	5	
Professionals	4	10	10								2	2	
Top Range: \$100,000 and over	3	14	14								6	6	
Bottom Range: Under \$5,000	2	3	3								2	2	
	1	5	4	1							1		1
	Total	32	31	1							11	10	,
Semi-Professionals and Technicians	4	15	12	3							4	3	1
Top Range: \$ 95,000 - \$99,999	3	16	13	3				1	1		4	4	
Bottom Range: Under \$5,000	2												
	1	7	7								1	1	
	Total	38	32	6				1	1		9	8	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Occupational Group		P	All Employee:	s	Ak	original Peo	ples	Perso	ons with Disa	bilities	Member	rs of Visible N	√inorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors	4												
Top Range: \$ 85,000 - \$89,999	3												
Bottom Range: \$ 85,000 - \$89,999	2												
	1	1	1										
	Total	1	1										
Supervisors: Crafts and Trades	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$ 75,000 - \$79,999	2	2	2								1	1	
	1	1	1										
	Total	4	4								1	1	
Administrative and Senior Clerical Personnel	4	3	1	2							2		2
Top Range: \$ 70,000 - \$74,999	3	1		1									
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	5	1	4							2		2
Skilled Crafts and Trades Workers	4	14	14								4	4	
Top Range: \$ 75,000 - \$79,999	3												
Bottom Range: Under \$5,000	2												
	1	12	12								3	3	
	Total	26	26								7	7	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Occupational Group		ļ ,	All Employees	s	Abo	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Clerical Personnel	4	2	1	1									
Top Range: \$100,000 and over	3	9	7	2	1	1					1	1	
Bottom Range: Under \$5,000	2	5	3	2							2	1	1
	1	7	3	4							1		1
	Total	23	14	9	1	1					4	2	2
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Semi-Skilled Manual Workers	4	1	1										
Top Range: \$ 70,000 - \$74,999	3												
Bottom Range: \$ 70,000 - \$74,999	2												
	1	6	6								1	1	
	Total	7	7								1	1	
Other Sales and Service Personnel	4												
Top Range: \$ 75,000 - \$79,999	3												
Bottom Range: \$ 75,000 - \$79,999	2												
	1	1		1									
	Total	1		1									

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Indal Technologies Inc. (certificate # 10000180)

Occupational Group		,	All Employee:	S	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Other Manual Workers	4	1	1								1	1	
Top Range: \$ 60,000 - \$64,999	3												
Bottom Range: \$ 40,000 - \$44,999	2												
	1	1	1										
	Total	2	2								1	1	
Total Number of Employees		174	143	31	1	1		2	1	1	42	36	6

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

		All Employees		Α	boriginal Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	40	31	9							7	5	2
\$ 40,000 - \$44,999	1	1										
\$ 50,000 - \$59,999	12	8	4	1	1					2	1	,
\$ 60,000 - \$69,999	19	16	3				1	1		6	6	
\$ 70,000 - \$84,999	43	36	7							13	10	3
\$ 85,000 - \$99,999	19	18	1							6	6	
\$100,000 and over	40	33	7				1		1	8	8	
Total Number of Employees	174	143	31	1	1		2	1	1	42	36	(

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

		All Employees		Ał	original Peopl		Perso	ons with Disab	oilities	Member	s of Visible Mir	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	2	1	1							1	1	
Middle and Other Managers	9	7	2				1		1	3	3	
Professionals	23	21	2							7	7	
Semi-Professionals and Technicians	12	11	1							3	3	
Supervisors: Crafts and Trades	2	2										
Clerical Personnel	7	6	1	2	2					2	2	
Other Manual Workers	1	1										
Total Number of Employees Hired	56	49	7	2	2		1		1	16	16	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Ontario

				porting i on	54 2 5 15 67 61	10 20 13-01-01						
	Employe	es promoted (Employees pro	moted during	the year are to	be reported on	ly in the occup	ational groups	in which or to	which they have	e been last pro	moted.)
O	,	All Employees		Α	boriginal Peop	les	Pers	sons with Disak	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1		1									
Middle and Other Managers	3	1	2							1	1	
Professionals	1	1										
Semi-Professionals and Technicians	3	3										
Supervisors: Crafts and Trades	2	2								1	1	
Administrative and Senior Clerical Personnel	1		1									
Clerical Personnel	3	3								1	1	
Total Number of Employees Promoted	14	10	4							3	3	
Total Number of Promotions	14	10	4							3	3	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

		All Employees		Al	ooriginal Peop	es	Pers	ons with Disab	oilities	Membe	ers of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
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										
Total Number of Employees Terminated	68	56	12	2	1	1	1		1	16	14	2



Workforce Analysis - Detailed Report

Date: 2019-01-31

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repre	sentation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	10	4	40.0 %	27.6 %	3	1	National
02 : Middle and Other Managers	National	24	5	20.8 %	39.4 %	9	-4	National
03 : Professionals		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
04 : Semi-Professionals and Technicians		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
05 : Supervisors		1	0	0.0 %	52.0 %	1	-1	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	52.0 %	1	-1	Toronto



Workforce Analysis - Detailed Report

Date: 2019-01-31

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	sentation %	Avail %	lability #	Gap #	Recruitment Area
06 : Supervisors: Crafts and Trades		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
07 : Administrative and Senior Clerical Personnel	Ontario	5	4	80.0 %	79.1 %	4	0	Ontario
Employment Equity Occupational Group	Toronto	5	4	80.0 %	79.1 %	4	0	Toronto
	TOTOTILO		0	0.0 %	3.0 %	1		TOTOTILO
09 : Skilled Crafts and Trades Workers	Ontorio	26 5	0	0.0 %	3.0 % 4.1 %	0	-1 0	Ontario
7231 : Machinists and machining and tooling inspectors	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
10 : Clerical Personnel		23	9	39.1 %	65.5 %	15	-6	
Employment Equity Occupational Group	Toronto	23	9	39.1 %	65.5 %	15	-6	Toronto
11 : Intermediate Sales and Service Personnel		1	1	100.0 %	65.7 %	1	0	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	65.7 %	1	0	Toronto
12 : Semi-Skilled Manual Workers		7	0	0.0 %	20.1 %	1	-1	
Employment Equity Occupational Group	Toronto	7	0	0.0 %	20.1 %	1	-1	Toronto
13 : Other Sales and Service Personnel		1	1	100.0 %	55.0 %	1	0	
Employment Equity Occupational Group	Toronto	1	1	100.0 %	55.0 %	1	0	Toronto
14 : Other Manual Workers		2	0	0.0 %	31.3 %	1	-1	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	31.3 %	1	-1	Toronto
Total		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	•	entation	Availa	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	10	0	0.0 %	3.2 %	0	0	National
02 : Middle and Other Managers	National	24	0	0.0 %	2.7 %	1	-1	National
03 : Professionals		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
04 : Semi-Professionals and Technicians		38	0	0.0 %	2.4 %	1	-1	
2332: Mechanical engineering technologists and technicians	Ontario	8	0	0.0 %	1.7 %	0	0	Ontario
233: Industrial engineering and manufacturing technologists and technicians	Ontario	3	0	0.0 %	1.4 %	0	0	Ontario
234 : 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
261 : Non-destructive testers and inspection technicians	Ontario	10	0	0.0 %	4.0 %	0	0	Ontario
282 : 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
5 : Supervisors		1	0	0.0 %	0.9 %	0	0	
Employment Equity Occupational Group	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	Repres	entation	Availa	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
06 : Supervisors: Crafts and Trades		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
07 : Administrative and Senior Clerical Personnel		5	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Toronto	5	0	0.0 %	0.8 %	0	0	Toronto
9 : Skilled Crafts and Trades Workers		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
10 : Clerical Personnel		23	1	4.3 %	0.8 %	0	1	
Employment Equity Occupational Group	Toronto	23	1	4.3 %	0.8 %	0	1	Toronto
11 : Intermediate Sales and Service Personnel		1	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.8 %	0	0	Toronto
12 : Semi-Skilled Manual Workers		7	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Toronto	7	0	0.0 %	0.8 %	0	0	Toronto
13 : Other Sales and Service Personnel		1	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	1.0 %	0	0	Toronto
14 : Other Manual Workers		2	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Toronto	2	0	0.0 %	1.0 %	0	0	Toronto
Total		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

					f Visible Mind				
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	sentation %	Avail %	ability #	Gap #	Recruitment Area	
01 : Senior Managers	National	10	1	10.0 %	11.5 %	1	0	National	
02 : Middle and Other Managers	National	24	5	20.8 %	17.6 %	4	1	National	
03 : Professionals		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	
04 : Semi-Professionals and Technicians		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	
05 : Supervisors		1	0	0.0 %	51.5 %	1	-1		
Employment Equity Occupational Group	Toronto	1	0	0.0 %	51.5 %	1	-1	Toronto	



Workforce Analysis - Detailed Report

Date: 2019-01-31

Members of Visible Minorities

Franksynant Fauity Cooperational Cooper	lutamal lacation	All Employees			f Visible Mind		C	Doomsitus and Auso	
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	sentation %	%	lability #	Gap #	Recruitment Area	
06 : Supervisors: Crafts and Trades		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	
7 : Administrative and Senior Clerical Personnel		5	2	40.0 %	40.6 %	2	0		
Employment Equity Occupational Group	Toronto	5	2	40.0 %	40.6 %	2	0	Toronto	
9 : Skilled Crafts and Trades Workers		26	7	26.9 %	16.4 %	4	3		
231 : Machinists and machining and tooling inspectors	Ontario	5	1	20.0 %	23.9 %	1	0	Ontario	
235 : Structural metal and platework fabricators and fitters	Ontario	9	2	22.2 %	13.8 %	1	1	Ontario	
237 : Welders and related machine operators	Ontario	6	2	33.3 %	23.9 %	1	1	Ontario	
312 : Heavy-duty equipment mechanics	Ontario	6	2	33.3 %	6.6 %	0	2	Ontario	
0 : Clerical Personnel		23	4	17.4 %	52.2 %	12	-8		
Employment Equity Occupational Group	Toronto	23	4	17.4 %	52.2 %	12	-8	Toronto	
1 : Intermediate Sales and Service Personnel		1	0	0.0 %	54.7 %	1	-1		
Employment Equity Occupational Group	Toronto	1	0	0.0 %	54.7 %	1	-1	Toronto	
2 : Semi-Skilled Manual Workers		7	1	14.3 %	62.9 %	4	-3		
Employment Equity Occupational Group	Toronto	7	1	14.3 %	62.9 %	4	-3	Toronto	
3 : Other Sales and Service Personnel		1	0	0.0 %	58.2 %	1	-1		
Employment Equity Occupational Group	Toronto	1	0	0.0 %	58.2 %	1	-1	Toronto	
4 : Other Manual Workers		2	1	50.0 %	56.3 %	1	0		
Employment Equity Occupational Group	Toronto	2	1	50.0 %	56.3 %	1	0	Toronto	
otal		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

		Persons with Disabilities								
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ilability 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		
Total		174	2	1.1 %	8.0 %	14	-12			

Total may not equal sum of components due to rounding.

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

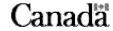


Workforce Analysis - Detailed Report

Date: 2019-01-31

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
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



Workforce Analysis - Summary Report

Date: 2019-01-31

Women

	Women						
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	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	
Total	174	31	17.8 %	26.9 %	48	-17	



Workforce Analysis - Summary Report

Date: 2019-01-31

Aboriginal Peoples

	Aboriginal Peoples					
Employment Equity Occupational Group	All Employees	Repres	entation		ability	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
Total	174	1	0.6 %	2.0 %	3	-2



Workforce Analysis - Summary Report

Date: 2019-01-31

Members of Visible Minorities

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
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	
Total	174	42	24.1 %	30.3 %	53	-11	



Workforce Analysis - Summary Report

Date: 2019-01-31

Persons with Disabilities

		Persons with Disabilities							
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	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			
Total	174	2	1.1 %	8.0 %	14	-12			



Workforce Analysis - Summary Report

Date: 2019-01-31

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
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

WFA Defaults - Persons with Disabilities

Perform Analysis By	Recruitment Area
EEOG	National
	EEOG EEOG EEOG EEOG EEOG EEOG EEOG EEOG



Part 1: Workforce Analysis

Indal Technologies Inc.

[Date: 2019-02-22]

Data from First/Previous Workforce Analysis

Data from Su	ıbsequent/Curreı Analysis	nt Workforce
\	\	\

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2,015	12	1

Data from Subse	equent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	01	31

		Table 1: Women		
		First/Previous Workforce Analysis		
Emplo	yment Fauity Occupational Croup (FFOC)	All Employees	Wor	men
Empio	yment Equity Occupational Group (EEOG)		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
Total		156	27	24.3

Table 5: Women Subsequent/Current Workforce Analysis		
	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
174	31	26.9

* Source:			
2011 Nation	al Household Su	rvey	

* Source:			
2016 Censu	S		

Part 1: Workforce Analysis

Indal Technologies Inc.

[Date: 2019-02-22]

Data from First/Previous Workforce Analysis

1 1

Data from Su	bsequent/Curr Analysis	ent Workforce
\	1	\

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	12	1

2019	01	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 2: Aboriginal Peoples				
		First/Previous Workforce Analysis				
Emale	ryment Fauity Occupational Crown (FFOC)	All Employees	Aborigina	al Peoples		
լուսիւ	yment Equity Occupational Group (EEOG)		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		
Total		156	1	1.7		

Table 6: Aboriginal Peoples					
Subsequent	/Current Workford	e 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			
174	1	2.0			

2011 No	tional I	Jauce	hold	Cin	rvev	7				
12011 INC	ilionai i	10usc	noru	Sui	ı٧Cy	Y				

* Source:	
2016 Census	

Part 1: Workforce Analysis

Indal Technologies Inc.

[Date: 2019-02-22]

Data from First/Previous Workforce Analysis

↓ ↓

Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2015	12	1

Data from S	ubsequent/Curre Analysis	nt Workforce
T	7	J

2019	01	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 3: Members of Visible Minorities				
		First/Previous Workforce Analysis				
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Members of Visible Minorities			
Embio	yment Equity Occupational Group (EEOG)		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		
Total	•	156	34	25.7		

Table 7: Members of Visible Minorities					
Subsequent	/Current Workford	e 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			
174	42	30.3			

2011	Notional	Hausah	J.J. Cum			
2011	national	Househo	na Sur	vey		

* Source:	
2016 Census	

Part 1: Workforce Analysis

Indal Technologies Inc.

[Date: 2019-02-22]

Data from First/Previous Workforce Analysis

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	12	1

Data Irom S	ubsequent/Curro Analysis	ent workloree
Ţ	1	1

2019	01	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

			Persons with Di	
	A.E. is O ii I.C (EEOC)	All Employees	Persons with	•
Етрю	yment Equity Occupational Group (EEOG)		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
Total		156	1	4.7

Table 8: Persons with Disabilities											
Subsequent/Current Workforce Analysis											
All Employees	Persons with	h 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	ol	9.3									
1	0	10.8									
7	ol	10.3									
1	ol	10.7									
2	o	6.8									
174	2	8.0									

* Source:	
2012 Canadian Survey on Disability	у

* Source: 2017 Canadian Survey on Disability

Part 2: Flow Data Analysis

Indal Technologies Inc.

[Date: 2019-02-22]

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

End I	Date of Flow	Data
YYYY	MM	DD
2019	01	31

Data from Form 4 - Employees Hired

																																											ė				
×	8	4	w	00	4	*	**	4	4	***	٥	٥	20	20	×	٥	×	20																													

Data from Form 6 - Employees Terminated

Table 9: Women

		Table 1: Women									
		Full-time	/ National	Part-time / National							
	ployment Equity Occupational Group EOG)	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	ol	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						

Total

56

	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								
14	4	0	0								

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
68	12	0	0

Part 2: Flow Data Analysis

Indal Technologies Inc.

[Date: 2019-02-22]

Start	Date of Flov	v Data
YYYY	MM	DD
2015	12	1

End I	Date of Flow	Data
YYYY	MM	DD
2019	01	31

Data from Form 4 - Employees Hired

Hired

Data from Form 5 - Employees Promoted

moted Terminated

↓ ↓ ↓ ↓ ↓ ↓

		•	Ψ	Ψ	Ψ
		Tab	le 2: Abor	iginal Peo	ples
		Full-time	/ National	Part-time	/ National
	nployment Equity Occupational Group EOG)	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
14	Other Manual Workers	l l	0	0	

Total

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										
14	0	0	0										

			•										
Tabl	e 10: Aboi	riginal Peo	ples										
Full-time	/ National	Part-time / Nation											
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										
68	2	0	0										

Data from Form 6 - Employees

Part 2: Flow Data Analysis

Indal Technologies Inc.

[Date: 2019-02-22]

Start	Date of Flov	v Data
YYYY	MM	DD
2015	12	1

End I	Date of Flow	Data
YYYY	MM	DD
2019	01	31

Data from Form 4 - Employees Hired

Table 3: Parsons with Disabilities

Data from Form 5 - Employees Promoted

Table 7: Damaga with Disabilities

	l'able .	3: Persons	with Disa	bilities
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	2	0	0	0
02 Middle & Other Managers	9	1	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	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	1	0	0	0
Total	56	1	0	0

	7: Persons / National		/ National							
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities 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							
14	0	0	0							

Data from Form 6 - Employees Terminated

Table 1 Full-time	/ National		/ National
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
4	1	0	(
9	0	0	(
15	0	0	(
15	0	0	(
0	0	0	(
2	0	0	(
1	0	0	(
0	0	0	(
11	0	0	(
10	0	0	(
0	0	0	(
1	0	0	(
0	0	0	(
0	0	0	(
68	1	0	(

Part 2: Flow Data Analysis

Indal Technologies Inc.

[Date: 2019-02-22]

Start	Date of Flov	v Data
YYYY	MM	DD
2015	12	1

End I	Date of Flow	Data
YYYY	MM	DD
2019	01	31

Data from Form 4 - Employees Hired

																							Ò													

Data from Form 6 - Employees Terminated

	Table 4:	Members o	of Visible N	Ainorities
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	2	1	0	0
02 Middle & Other Managers	9	3	0	0
03 Professionals	23	7	0	0
04 Semi-Professionals & Technicians	12	3	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	2	0	0	0
07 Administrative & Senior Clerical Personn	el 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

Total

Table 8: I	Members o	f Visible N	linorities	Table 12:	Members	of Visible	Minorities		
Full-time	/ National	Part-time	/ National	Full-time	/ National	Part-time	/ National		
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		
#	#	#	#	#	#	#	#		
1	0	0	0	4	0	0	0		
3	1	0	0	9	1	0	0		
1	0	0	0	15	3	0	0		
3	0	0	0	15	4	0	0		
0	0	0	0	0	0	0	0		
2	1	0	0	2	1	0	0		
1	0	0	0	1	0	0	0		
0	0	0	0	0	0	0	0		
0	0	0	0	11	5	0	0		
3	1	0	0	10	2	0	0		
0	0	0	0	0	0	0	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		
14	3	0	0	68	16	0	0		

Full-time	/ National	Part-time / National						
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated					
#	#	#	#					
4	0	0	0					
9	1	0	0					
15	3	0	0					
15	4	0	0					
0	0	0	0					
2	1	0	0					
1	0	0	0					
0	0	0	0					
11	5	0	0					
10	2	0	0					
0	0	0	0					
1	0	0	0					
0	0	0	0					
0	0	0	0					
68	16	0	0					

									Data	for First/P	Previous C	Goals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	К÷С	(K - M + O) ÷ (C + F)
<u> </u>	·	,		V	<u> </u>	\	, V	<u> </u>	<u>, </u>	,	<u> </u>	<u> </u>	Ψ			¥	<u> </u>		
										Table 1:									
									First	Previous Sh	ort-term G	oals							
		,		All En	nployees									W	omen			,	,
	Number	Gres	vth (New Posit	ions)	Turnover (R	teplacement o	f Terminated		Number	Turnavar (De	eplacement of			r Goals					
Employment Equity Occupational						Employees)		Anticipated		Terminated		Hires Required		n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2015-12-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	- Cars	2015-12-1	Annually	Over 3 Years	Years	2015	2018					· Car
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	7	12.6%		(47.1%		C	0	3	0.0%	0	-1	0		27.4%	1	1	42.9%	42.9%
02 Middle & Other Managers	20	6.3%		(40.9%		C	0	4	0.0%	0	4	0		38.9%	-4	-4	20.0%	20.0%
03 Professionals	26			(51.7%		C	0	3	0.0%	0	2	0		18.3%	-2	-2	11.5%	11.5%
04 Semi-Professionals & Tech	40	-1.7%		(38.5%		C	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	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	4	0.0%		(50.0%			0	(0.0%	0	0	0		8.9%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	2	35.7%		(28.6%			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%	1 .	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	32	-6.7%		(37.9%	ol .	1 (Д 0	(0.0%	1 0	1	1 0	1	3.6%	ı -1	j -1	0.0%	0.0%

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

45.5%

0.0%

22.2%

0.0%

0.0%

41.2%

21

3.1%

0.0%

51.8%

0.0%

26.0%

3.7%

10

11

12

13

Total

Clerical Personnel

Semi-Skilled Manual

Other Sales & Service

14 Other Manual Workers

Intermediate Sales & Service

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

0.0%

0.0%

0.0%

0.0%

0.0%

65.2%

63.9%

22.0%

0.0%

32.6%

24.3%

	workforce Analysis) = 2) x 10	v.				
						Table 2: Women
E	Essite Ossessites at		Wome	n		
	oyment Equity Occupational (EEOG)	Short-ter	m Goals	Long-terr	n Goals	Comments
Grou	(EEOG)	#	%	#	%	
	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	
	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	
	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		5		3		

42.9%

100.0%

#DIV/0!

0.0%

0.0%

17.3%

42.9%

100.0%

#DIV/0!

0.0%

0.0%

17.3%

[Date: 2019-02-22]

A B	С	D	F																
		\	E E	<u> </u>	G	Н	I	J	K	L	M	N	O	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]		СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(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)
_	1	1	1	1	1	1	↓	1	1	1	1	1	1	1		1	1		1

		1 able 3: Aboriginal Peoples First/Previous Short-term Goals																			
				All En	ployees				Aboriginal Peoples												
	Number	Centre	th (New Posit	inne)	Turnover (Re	placement o	f Terminated		Number				3 Year	Goals							
Employment Equity Occupational	Number	Giun	in (New Yosh	ionsi		Employees)		Anticipated	Number	Terminated	eplacement of Employees)	Hires Required	Fron	- To	Present		Projected	Present	Projected		
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years		
	2015-12-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	, car,	2015-12-1	Annually	Over 3 Years	Years	2015	2018					· car		
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01 Senior Managers	7	12.6%		0	47.1%		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	1	0.0%	0	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%	0	1	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)^{1/3} - 1) x 100.

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis) + 70 x 100

* Workforce Analysis) ÷ 2) x 1	00.				
					Table 4: Aboriginal Peoples
Employment Equity Occupational		Aboriginal Pe	eoples		
Group (EEOG)	Short-te	rm Goals	Long-te	erm Goals	Comments
	#	%	#	%	
01 Senior Managers	(0.0	0	0.0	o l
02 Middle & Other Managers	(0.0	2	2 0.0	$_{ m D}$
03 Professionals	(0.0	1	1 0.0	5
04 Semi-Professionals & Tech	(0.0	0	0.0	
05 Supervisors	(0.0	0	0.0	
06 Supervisors: Crafts & Trades	(0.0	0	0.0	o l
07 Administrative & Sr Clerical	(0.0	0	0.0	$_{ m D}$
08 Skilled Sales & Service	(0,0	0	0.0	$_{ m o}$
09 Skilled Crafts & Trades	1	0.0	0	0.0	
10 Clerical Personnel	(0.0	0	0.0	
11 Intermediate Sales & Service	(0.0	0	0.0	\circ
12 Semi-Skilled Manual	(0.0	0	0.0	$_{ m I}$
13 Other Sales & Service	(0.0	0	0.0	5[
14 Other Manual Workers	(0.0	0	0.0	o[
Total		1	3	3	

[Date: 2019-02-22]

									Data	for First/I	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	t KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
-	V	Ţ	1	1	↓	↓	Ų.	\	Ų.	1	\	1	↓	1	↓	1	1	↓	↓
										: Persons									
				All Em	nlevese				First	Previous SI	hort-term G	oals		Dorcone w	ith Disabilitie	9			
				An Em	•		T	I				1	3 Ves	r Goals	ttii Disabiitte	, 			
	Number	Gro	wth (New Posi	tions)		eplacement of Employees)	Terminated		Number		Replacement of	Hires		m - To	-				
Employment Equity Occupational	YYYY-MM-DD	Actual	Proi	jected	Actual	Proje	ected	Anticipated Hires Over 3	YYYY-MM-DD		d Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	2015-12-1	Annually	Annually	Years	Annually	Annually	Years		2015-12-1	Annually	Years		2015	2018					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	27	9.4%	6	0	44.0%		0	0	C	0.0%	6 0	1	C)	4.3%	-1	-1	0.0%	0.0%
03 Professionals	26	7.2%		0	51.7%		0	0	C	0.0%	6 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%	6 0	1	0)	4.6%	-1	-1	2.5%	2.5%
05 Supervisors	0	0.0%	ó	0	0.0%		0	0	C	0.0%	6 0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	4	0.0%	6	0	50.0%		0	0	0	0.0%	6 0	0	0)	7.8%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	2	35.7%		0	28.6%		0	0	C	0.0%	6 0	0	0)	3.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	C	0.0%	6 0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	32	-6.7%	ó	0	37.9%		0	0	C	0.0%	6 0	1	0)	3.8%	-1	-1	0.0%	0.0%
10 Clerical Personnel	21	3.1%	6	0	45.5%		0	0	C	0.0%	6 0	1	0)	7.0%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	1	0.0%		0	0.0%		0	0	C	0.0%	6 0	0	C)	5.6%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	2	51.8%		0	22.2%		0	0	0	0.0%	6 0	0	0)	4.8%	0	0	0.0%	0.0%
13 Other Sales & Service	0	0.0%	6	0	0.0%		0	0	0	0.0%	6 0	0	C)	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	1	26.0%	ó	0	0.0%		0	0	C	0.0%	6 0	0	C)	5.3%	0	0	0.0%	0.0%
Total	156	3.7%	ó	0	41.2%		0	0	1	0.0%	6 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)^{1/3} - 1) x 100.

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

					Table 6: Persons with Disabilities
Employment Equity Occupational	P	Persons with D			
Group (EEOG)	Short-ter	rm Goals	Long-te	erm Goals	Comments
	#	%	#	%	
01/02 Managers	2	0.0	2	2 0.0	
03 Professionals	0	0.0	(0.0	
04 Semi-Professionals & Tech	1	0.0	1	0.0	
05 Supervisors	0	0.0	(0.0	
06 Supervisors: Crafts & Trades	0	0.0	(0.0	
07 Administrative & Sr Clerical	1	0.0	1	0.0	
08 Skilled Sales & Service	0	0.0	(0.0	
09 Skilled Crafts & Trades	0	0.0	(0.0	
10 Clerical Personnel	3	0.0	5	5 0.0	
11 Intermediate Sales & Service	0	0.0	(0.0	
12 Semi-Skilled Manual	1	0.0	1	0.0	
13 Other Sales & Service	0	0.0	(0.0	
14 Other Manual Workers	0	0.0	(0.0	
Total	8		10	D	

									Data	for First/F	Previous C	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
		Ţ	1	\	Ţ	Ţ	Ţ	\	Ţ	1	↓	Ţ	Ţ	Ţ	↓	Ţ	Ţ	↓	1
									Table 7: M First	embers of Previous St			S						
				All Er	mployees								M	lembers of V	visible Minor	ities			
	Number	Grov	vth (New Posit	tions)	Turnover (F	teplacement o	f Terminated		Number		eplacement of	Hires		r Goals m - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3		- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3
Group (EEOG)	2015-12-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2015-12-1	Annually	Over 3 Years	Years	2015	2018	Avanabiniy		Cap	Representation	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	7	12.6%		(0 47.1%		0	0	C	0.0%	0	1)	10.1%	ó -1	-1	0.0%	0.0%
02 Middle & Other Managers	20	6.3%		(0 40.9%		0	0	2	0.0%	0	1	C)	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)	23.4%	1	-1	20.0%	20.0%
05 Supervisors	0	0.0%		(0.0%		0	0	0	0.0%	0	0	l c)	0.0%	1	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	1 4	0.0%		1 (0 50.0%		®Ι Δ		1 2					. .	15.6%	'I 1	1 1	50.0%	50.0%
07 Administrative & Sr Clerical]	35.7%		1	0 28.6%		1 9	ή '	4	0.0% 0.0%	1 .	1 -1	1 5	ή	37.3%	1	'.	0.0%	0.0%

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

0.0%

37.9%

45.5%

0.0%

22.2%

0.0%

0.0%

41.2%

0.0%

-6.7%

3.1%

0.0%

51.8%

0.0%

26.0%

3.7%

21

08 Skilled Sales & Service

Clerical Personnel

Semi-Skilled Manual

Other Sales & Service

14 Other Manual Workers

Skilled Crafts & Trades

Intermediate Sales & Service

09

11

12

13

Total

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

Workforce Analysis) ÷ 2) x 100

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

16.2%

48.1%

48.9%

57.5%

0.0%

51.8%

25.7%

* Workforce Analysis) ÷ 2) x 1	100.				
					Table 8: Members of Visible Minorities
Early Committee	Me	mbers of Visible	Minorities		
Employment Equity Occupationa Group (EEOG)	Short-te	rm Goals 1	Long-term Go:	als	Comments
Group (EEOG)	#	%	# %	6	
01 Senior Managers	(0.0	0	0.0	
02 Middle & Other Managers	1	0.0	1	0.0	
03 Professionals		0.0	1	0.0	
04 Semi-Professionals & Tech	j	0.0	1	0.0	
05 Supervisors	(0.0	0	0.0	
06 Supervisors: Crafts & Trades	. (0.0	o	0.0	
07 Administrative & Sr Clerical	(0.0	0	0.0	
08 Skilled Sales & Service	(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	
12 Semi-Skilled Manual	(0.0	0	0.0	
13 Other Sales & Service	(0.0	0	0.0	
14 Other Manual Workers	(0.0	0	0.0	
Total	-	5	5		

#DIV/0!

31.3%

0.0%

#DIV/0!

100.0%

21.8%

#DIV/0!

31.3%

9.5%

0.0%

0.0%

21.8%

#DIV/0! 100.0%

										Data for	Subseque	ent/Curre	nt Goals							
[A]	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:		From Workforce Analysis	From Workforce Analysis [†]	Data Entry		From Flow Data Analysis & Workforce Analysis [‡]	Data Ent	гу СхНх3	F+I	From Workforce Analysis	Equivalent to H	t KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + e O) - ((C + F) x Q)		(K - M + O) ÷ (C + F)
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 | Subsequ

 | ent/Current | Short-tern | Goals
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| | | | All En | ployees | | |

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 | | W | omen | |
 | | |
| N | | | | Turnover (Re | placement of | Terminated |

 | N

 | | | | |
 | 3 Year | Goals | | |
 | | |
| Number | Grow | in (ivew Posit | ions) | | Employees) | | Anticipated

 | Number

 | | | ****
 | From | - To | | |
 | | Projected |
| YYYY-MM-DD | Actual | Proj | ected | Actual | Proj | ected | Hires Over 3

 | YYYY-MM-DD

 | Terminateu | employees | | |
 | YYYY - | YYYY | | Present Gap |
 | | Representation in 3 |
| 2019-01-31 | Annually | Annually | Over 3 | Annually | Annually | Over 3 | Years

 | 2019-01-31

 | Annually | Over 3 | Years
 | 2019 | 2022 | | | Сир
 | representation. | Years |
| 2019-01-51 | rannany | annuany | Years | Annuany | zamuany . | Years |

 | 2017-01-31

 | zunaany | Years | | |
 | 2017 | 2022 | | |
 | | |
| # | % | % | # | % | % | # | #

 | #

 | % | # | #
 | # | % | % | # | #
 | % | % |
| 10 | 12.6% | | 0 | 47.1% | | 0 | 0

 | 4

 | 0.0% | 0 | -1
 | 0 | | 27.6% | 1 | 1
 | 40.0% | 40.0% |
| 24 | 6.3% | | 0 | 40.9% | | 0 | 0

 | 5

 | 0.0% | 0 | 4
 | 0 | 39,4% | 39.4% | -4 | -4
 | 20.8% | 20.8% |
| 32 | 7.2% | | 0 | 51.7% | | 0 | 0

 | 1

 | 0.0% | 0 | 4
 | 0 | 15.3% | 15.3% | -4 | -4
 | 3.1% | 3.1% |
| 38 | -1.7% | | 0 | 38.5% | | 0 | 0

 | 6

 | 0.0% | 0 | 0
 | 0 | | 14.9% | 0 | 0
 | 15.8% | 15.8% |
| 1 | 0.0% | | 0 | 0.0% | | 0 | 0

 | 0

 | 0.0% | 0 | 1
 | 0 | 50.0% | 52.0% | -1 | -1
 | 0.0% | 0.0% |
| 4 | 0.0% | | 0 | 50.0% | | 0 | 0

 | 0

 | 0.0% | 0 | 0
 | 0 | | 11.6% | 0 | 0
 | 0.0% | 0.0% |
| 5 | 35.7% | | 0 | 28.6% | | 0 | 0

 | 4

 | 0.0% | 0 | 0
 | 0 | | 79.1% | 0 | 0
 | 80.0% | 80.0% |
| 0 | 0.0% | | 0 | 0.0% | | 0 | 0

 | 0

 | 0.0% | 0 | 0
 | 0 | | 0.0% | 0 | 0
 | #DIV/0! | #DIV/0! |
| 26 | -6.7% | | 0 | 37.9% | | 0 | 0

 | 0

 | 0.0% | 0 | 1
 | 0 | 3.0% | 3.0% | -1 | -1
 | 0.0% | 0.0% |
| 23 | 3.1% | | 0 | 45.5% | | 0 | 0

 | 9

 | 0.0% | 0 | 6
 | 0 | 50.0% | 65.5% | -6 | -6
 | 39.1% | 39.1% |
| 1 | 0.0% | | 0 | 0.0% | | 0 | 0

 | 1

 | 0.0% | 0 | 0
 | 0 | | 65.7% | 0 | 0
 | 100.0% | 100.0% |
| 7 | 51.8% | | 0 | 22.2% | | 0 | 0

 | 0

 | 0.0% | 0 | 1
 | 0 | 20.1% | 20.1% | -1 | -1
 | 0.0% | 0.0% |
| 1 | 0.0% | | 0 | 0.0% | | 0 | 0

 | 1

 | 0.0% | 0 | 0
 | 0 | | 55.0% | 0 | 0
 | 100.0% | 100.0% |
| 2 | 26.0% | | 0 | 0.0% | | 0 | 0

 | 0

 | 0.0% | 0 | 1
 | 0 | 31.3% | 31.3% | -1 | -1
 | 0.0% | 0.0% |
| 174 | 3.7% | | 0 | 41.2% | | 0 | 0

 | 31

 | 0.0% | 0 | 16
 | 0 | | 26.9% | -16 | -16
 | 17.8% | 17.8% |
| | # 10
24
32
38
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2 | (YYY-MM-DD Actual 2019-01-31 Annually # % 10 12.6% 24 6.3% 32 7.2% 38 -1.7% 1 0.0% 4 0.0% 5 35.7% 0 0.0% 26 -6.7% 23 3.1% 1 0.0% 7 51.8% 1 0.0% 7 51.8% 1 0.0% 2 26.0% 174 3.7% | Actual Project | Number Growth (New Positions) XYYY-MM-DD Actual Projected 2019-01-31 Annually Annually Over 3 Years # % # 10 12.6% 0 24 6.3% 0 32 7.2% 0 38 -1.7% 0 1 0.0% 0 4 0.0% 0 5 35.7% 0 0 0.0% 0 26 -6.7% 0 23 3.1% 0 1 0.0% 0 7 51.8% 0 1 0.0% 0 2 26.0% 0 174 3.7% 0 | Actual Projected Actual | Number Growth (New Positions) Turnover (Replacement of Employees) XYYY-MM-DD Actual Projected Actual Projected 2019-01-31 Annually Over 3 Years Annually Annually # % # % % 10 12.6% 0 47.1% 24 6.3% 0 40.9% 32 7.2% 0 51.7% 38 -1.7% 0 38.5% 1 0.0% 0 0.0% 4 0.0% 0 50.0% 5 35.7% 0 28.6% 0 0.0% 0 0.0% 26 -6.7% 0 37.9% 23 3.1% 0 45.5% 1 0.0% 0 0.0% 23 3.1% 0 45.5% 1 0.0% 0 0.0% 7 51.8% 0 22.2% 1 0.0% | Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Average Projected Actual Projected 2019-01-31 Annually Annually Vears Annually Vears Annually Annually Vears Annually Vears Annually Vears Over 3 Vears # % # % # % # 10 12.6% 0 47.1% 0 0 24 6.3% 0 40.9% 0 0 32 7.2% 0 51.7% 0 0 38 -1.7% 0 38.5% 0 0 1 0.0% 0 0.0% 0 0 4 0.0% 0 0.0% 0 0 4 0.0% 0 0.0% 0 0 5 35.7% 0 28.6% 0 0 0 0.0% 0 0.0% 0 0 23 3.1% 0 45.5% <td< td=""><td>Number Growt (New Positions) Turnover (Replacement of Terminated Employees) Anticipated Hires Over 3 Years 2019-01-31 Annually Annually Over 3 Years Annually Annually Annually Annually Annually Over 3 Years # % % # % # # 10 12.6% 0 47.1% 0 0 0 0 24 6.3% 0 40.9% 0<td> Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Number Anticipated Employees Anticipated Hires Over 3 Years Years 2019-01-31 Annually Annually Over 3 Years Annually Annually Over 3 Years Years 2019-01-31 Annually Over 3 Years Years 2019-01-31 Annually Over 3 Years Over 3 Year</td><td> Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Number CYYY-MM-DD Actual Projected Actual Projected Hires Over 3 Years Annually Turnover (Replacement of Terminated Employees) Turnover (Replacement of Terminated Employees) Turnover (Replacement of Terminated Hires Over 3 Years Turnover (Replacement of Terminated Hires Over 3 Tu</td><td> Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Number CYYY-MM-DD Actual Projected Actual Projected Hires Over 3 Years Years Turnover (Replacement of Terminated Employees) Turnover (Replacement of Tur</td><td> Number Number Number Number Growt New Position Number Strongers Strongers Number Strongers </td><td> Number Crowth (New Position Project Project Crowth (New Position Project Project </td><td>Number Cryyy-Mt-Do Actual Project Actual Project Annually Over 3 years Project Project</td><td>Number Cryy-MM-D Actual Project Annually Over 3 Annually Over 3 Ov</td><td> Number Number </td><td>Number Crow New Power Crow New Power New New New Power New New New New New New New New New New</td><td>Number Number N</td></td></td<> | Number Growt (New Positions) Turnover (Replacement of Terminated Employees) Anticipated Hires Over 3 Years 2019-01-31 Annually Annually Over 3 Years Annually Annually Annually Annually Annually Over 3 Years # % % # % # # 10 12.6% 0 47.1% 0 0 0 0 24 6.3% 0 40.9% 0 <td> Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Number Anticipated Employees Anticipated Hires Over 3 Years Years 2019-01-31 Annually Annually Over 3 Years Annually Annually Over 3 Years Years 2019-01-31 Annually Over 3 Years Years 2019-01-31 Annually Over 3 Years Over 3 Year</td> <td> Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Number CYYY-MM-DD Actual Projected Actual Projected Hires Over 3 Years Annually Turnover (Replacement of Terminated Employees) Turnover (Replacement of Terminated Employees) Turnover (Replacement of Terminated Hires Over 3 Years Turnover (Replacement of Terminated Hires Over 3 Tu</td> <td> Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Number CYYY-MM-DD Actual Projected Actual Projected Hires Over 3 Years Years Turnover (Replacement of Terminated Employees) Turnover (Replacement of Tur</td> <td> Number Number Number Number Growt New Position Number Strongers Strongers Number Strongers </td> <td> Number Crowth (New Position Project Project Crowth (New Position Project Project </td> <td>Number Cryyy-Mt-Do Actual Project Actual Project Annually Over 3 years Project Project</td> <td>Number Cryy-MM-D Actual Project Annually Over 3 Annually Over 3 Ov</td> <td> Number Number </td> <td>Number Crow New Power Crow New Power New New New Power New New New New New New New New New New</td> <td>Number Number N</td> | Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Number Anticipated Employees Anticipated Hires Over 3 Years Years 2019-01-31 Annually Annually Over 3 Years Annually Annually Over 3 Years Years 2019-01-31 Annually Over 3 Years Years 2019-01-31 Annually Over 3 Years Over 3 Year | Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Number CYYY-MM-DD Actual Projected Actual Projected Hires Over 3 Years Annually Turnover (Replacement of Terminated Employees) Turnover (Replacement of Terminated Employees) Turnover (Replacement of Terminated Hires Over 3 Years Turnover (Replacement of Terminated Hires Over 3 Tu | Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Number CYYY-MM-DD Actual Projected Actual Projected Hires Over 3 Years Years Turnover (Replacement of Terminated Employees) Turnover (Replacement of Tur | Number Number Number Number Growt New Position Number Strongers Strongers Number Strongers | Number Crowth (New Position Project Project Crowth (New Position Project Project | Number Cryyy-Mt-Do Actual Project Actual Project Annually Over 3 years Project Project | Number Cryy-MM-D Actual Project Annually Over 3 Annually Over 3 Ov | Number Number | Number Crow New Power Crow New Power New New New Power New | Number N |

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

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

Workforce Analysis + 2) x 100

•	Workforce Analysis) ÷ 2) x 100	0.			
					Table 10: Women
Emm	loyment Equity Occupational		Women		
	p (EEOG)	Short-teri	m Goals L	ong-term Goals	Comments
			%	%	
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		

									Data for	Subseque	nt/Currei	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	↓	Ţ	1	↓	1	↓	↓	\	Ţ	Ţ	\	Ţ	Ţ	Ţ	↓	Ţ	Ţ	1	1
										11: Abor									
									Subsequ	ent/Current	Short-tern	ı Goals							
				All En	ployees					·		,			nal Peoples				,
	Number	Grov	vth (New Posit	ions)	Turnover (R	eplacement of	Terminated		Number	Turnavar (P.	eplacement of			r Goals					
Employment Equity Occupational						Employees)		Anticipated		Terminated		Hires Required		m - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	rears	2019-01-31	Annually	Over 3 Years	Years	2019	2022					rears
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	10			0	47.1%		0	0	C	0.0%	0	0	()	3.2%	0	0	0.0%	0.0%
02 Middle & Other Managers	24			0	40.9%		0	0	C	0.0%	0	1	(2,7%	2.7%	-1	-1	0.0%	0.0%
03 Professionals	32			0	51.7%		0	0	C	0.0%	0	0	()	1.0%	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	38	1.,,,		0	38.5%		0	0	C	0.0%	0	1		2.4%	2.4%	-1	-1	0.0%	0.0%
05 Supervisors	1	0.0%		0	0.0%		0	0		0.0%	0	0)	0.9%		0	0.0%	0.0%
06 Supervisors: Crafts & Trades	4	0.0%		0	50.0%		0	0		0.0%	0	0	()	2.5%		0	0.0%	0.0%
07 Administrative & Sr Clerical	5	35.7%		0	28.6%		0	0		0.0%	0	0)	0.8%		1 0	0.0%	0.0%
08 Skilled Sales & Service 09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0		0.0%	0	0		3.0%	0.0%		0	#DIV/0!	#DIV/0! 0.0%
09 Skilled Crafts & Trades 10 Clerical Personnel	26	-6.7% 3.1%			37.9% 45.5%		0	١	'	0.0%	"	1 1		3.0%	3.0% 0.8%] -1	-1	0.0% 4.3%	4.3%
11 Intermediate Sales & Service	23	0.0%		۱ °	0.0%		1 0	l 0] ;	0.0%	١	-1		(0.8%		1 6	0.0%	0.0%
12 Semi-Skilled Manual	1	51.8%		1 0	22.2%		ا ا	۱	1 6	0.0%	١	١		()	0.8%	1 6	1 0	0.0%	0.0%
13 Other Sales & Service	l 'i	0.0%			0.0%		1 0	١ ٥		0.0%	١ ٥	١٠٠			1.0%	1 0	۱ °	0.0%	0.0%
13 Joines Sales & Service	1 *	1 0.070		ľ	1 0.070	l	ľ	ľ	ľ	1 0.070	l v	l v	1		1.070	Ί	I	1 0.070	1 0.070

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

14 Other Manual Workers

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

	workforce Analysis) ÷ 2) x 100	υ.			
					Table 12: Aboriginal Peoples
Empl	yment Equity Occupational		Aboriginal Peop		
	(EEOG)	Short-teri	m Goals Lo	ng-term Goals	Comments
			%	%	
01	Senior Managers		0.0		
02	Middle & Other Managers		2.7	2.7	
	Professionals		0.0		
	Semi-Professionals & Tech		2.4	2.4	
	Supervisors		0.0		
	Supervisors: Crafts & Trades		0.0		
	Administrative & Sr Clerical		0.0		
	Skilled Sales & Service		0.0		
	Skilled Crafts & Trades		3.0	3,0	
	Clerical Personnel		0.0		
	Intermediate Sales & Service		0.0		
	Semi-Skilled Manual		0.0		
	Other Sales & Service		0.0		
	Other Manual Workers		0.0		
Total			0.0		

0.0%

0.0% 0.6% [Date: 2019-02-22]

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	Ţ	1	\	1	↓	1	\	Ţ	Ţ	1	↓	Ţ	↓	\	Ţ	1	1	↓
										: Persons									
									Subsequ	ent/Current	t Short-terr	n Goals							
				All En	iployees										th Disabilities	S			
	Number	Gros	oth (New Posit	ions)		eplacement of	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity Occupational						Employees)		Anticipated		Terminated	i Employees)	Required		m - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj		Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	,	2019-01-31	Annually	Over 3 Years	Years	2019	2022					
	- 44	%	%	1 cars	%	%	rears 4	44	ц	%	1 cars	11	44	%	9/4	4	ц	%	%
01/02 Managers	34	9.4%	/0	#	44.0%	/0	# 0	7 0	1	0.0%		1	"	5.0%	5.0%	_1	-1	2.9%	2.9%
03 Professionals	32	7.2%		0	51.7%		0	0		0.0%	هٔ ا	3	6	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%	ه ا	2	(7.6%	7.6%	-2	-2	2.6%	2.6%
05 Supervisors	l 1	0.0%		0	0.0%		0	0	l c	0.0%	. 0	0	()	27.5%	. 0	l 0	0.0%	0.0%
06 Supervisors: Crafts & Trades	4	0.0%		0	50.0%		0	0	c	0.0%	. 0	0	()	10.1%	. 0	0	0.0%	0.0%
07 Administrative & Sr Clerical	5	35.7%		0	28.6%		0	0	C	0.0%	0	1		10.0%	10.0%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	c	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	26	-6.7%		0	37.9%		0	0	C	0.0%	0	2	(7.8%	7.8%	-2	-2	0.0%	0.0%
10 Clerical Personnel	23	3.1%		0	45.5%		0	0	C	0.0%	0	2	(9.3%	9.3%	-2	-2	0.0%	0.0%
11 Intermediate Sales & Service	1	0.0%		0	0.0%		0	0	C	0.0%	0	0	()	10.8%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	7	51.8%		0	22.2%		0	0	C	0.0%	0	1	(10.3%	10.3%	-1	-1	0.0%	0.0%
13 Other Sales & Service	1	0.0%		0	0.0%		0	0	C	0.0%	0	0)	10.7%	0	0	0.0%	0.0%

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

41.2%

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

14 Other Manual Workers

	Workforce Analysis) · 2) x 10	- •			
					Table 14: Persons with Disabilities
Empl	oyment Equity Occupational	Po	ersons with Dis:	abilities	
	p (EEOG)	Short-teri	m Goals 1	Long-term Goals	Comments
			%	%	
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		

0.0%

1.1%

8.0%

[Date: 2019-02-22]

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]		СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
		Ţ	1	J	Ţ	V	Ţ	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	V	1	<u> </u>	1	<u> </u>	<u> </u>	Ţ
								,	Fable 15: N				·S						
									Subsequ	ent/Curren	t Short-terr	n Goals							
				All En	aployees								N	lembers of '	Visible Minor	ities			
		l .			Turnover (R	eplacement of	Terminated						3 Ye:	ır Goals					
E 1	Number	Gro	wth (New Posi	HOUS)		Employees)		Anticipated	Number		eplacement of I Employees)	i annes	Fro	m - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD	Terminates	i employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Group (EEOG)	2019-01-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-01-31	Annually	Over 3 Years	Years	2019	2022	······abinity		Зар	is presentation	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	10	12.6%	,	C	47.1%		0	0]	0.0%	0	0		0	11.5%	5 0	0	10.0%	10.0%
02 Middle & Other Managers	24	6.3%	,	1 0	40.9%		0	ol d		0.0%	ه ا	ol -1		ol	17.6%	sl 1	1 1	20.8%	20.8%

0.0%

0.0%

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0.0%

0.0%

0.0%

0.0%

34.5%

26.2%

51.5%

21.2%

40.6%

0.0%

16.4%

52.2%

54.7%

62.9%

58.2%

56.3%

30.3%

26.2%

51.5%

54.7%

62.9%

58.2%

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

51.7%

38.5%

0.0%

50.0%

28.6%

0.0%

37.9%

45.5%

0.0%

22.2%

0.0%

0.0%

41.2%

32

38

23

7.2%

-1.7%

0.0%

0.0%

35.7%

0.0%

-6.7%

3.1%

0.0%

51.8%

0.0%

26.0%

3.7%

03

04

05

06

07

08

09

10

11

12

13

Total

Professionals

Supervisors

Semi-Professionals & Tech

Supervisors: Crafts & Trades

Administrative & Sr Clerical

Intermediate Sales & Service

Skilled Sales & Service

Skilled Crafts & Trades

Clerical Personnel

Semi-Skilled Manual

Other Sales & Service

14 Other Manual Workers

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

	Workforce Analysis) ÷ 2) x 10	0.			
					Table 16: Members of Visible Minorities
Emolo	vment Equity Occupational	Men	nbers of Visible Minori	ties	
	(EEOG)	Short-ter		m Goals	Comments
			%	%	
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 1	ntermediate 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		

34.4%

23.7%

0.0%

25.0%

40.0%

#DIV/0!

26.9%

17.4%

14.3%

0.0%

50.0%

24.1%

34.4%

23.7%

0.0%

25.0%

40.0%

26.9%

17.4%

0.0%

14.3%

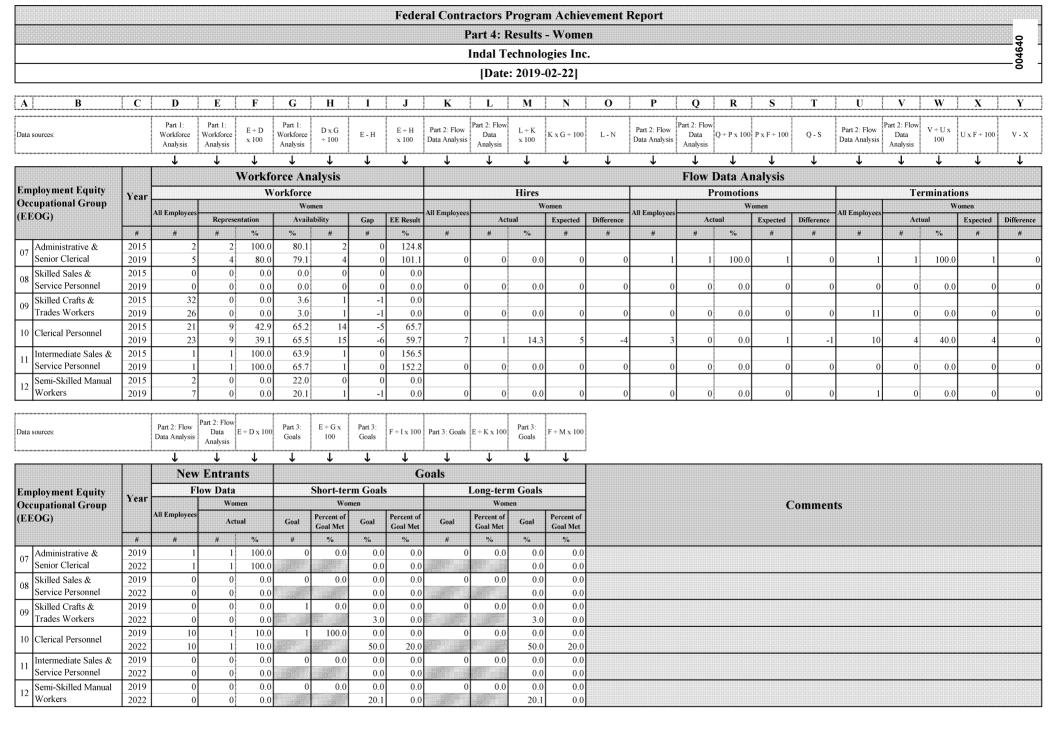
0.0%

50.0%

24.1%

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A	В	С	D	E	F	G	Н	T	J	K	Date	: 2019- M	02-22 <u>]</u> N	0	P	0	R	S	T	U	V	W	X	Y
***************************************	sources:		Part 1:	Part 1: Workforce	E ÷ D	Part 1: Workforce	DxG	E-H	E÷H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100		Part 2: Flow Data Analysis	Part 2: Flow Data	Q÷Px100		Q - S	Part 2: Flow	Part 2: Flow Data	V ÷ U x	UxF÷100	
	»»»»««««««««««««««««««««««««««««««««««		Analysis J	Analysis J	x 100	Analysis	÷ 100	J.	x 100	Data Analysis J	Analysis J	x 100	Į Į	1	Data Analysis	Analysis J	Į Į	Ţ	J	Data Analysis	Analysis J	100 J	<u> </u>	l l
			•	•	Vorkfo	orce An		•	•		•	•				······································	Data Ar		•	•	•	•		
	ployment Equity	Year			W	orkforce						Hires				P	romotion				Te	rminati		
20000000	upational Group OG)		All Employees	Represen	tation	Wor Availa		Gap	EE Result	All Employees	Act		omen Expected	Difference	All Employees	Ar	tual	Expected	Difference	All Employees	Acti		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	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 Middle & Other 2015 20 4 20.0 38.9 8 -4 51.4															100.0							
-	Middle & Other 2015 20 4 20.0 38.9 8 -4 51.4 51.4 51.4 51.4 51.4 51.4 51.4 51.															1	100.0	0	1	4	2	50.0	2	
02	Managers 2019 24 5 20.8 39.4 9 -4 52.9 9 2 22.2 4 -2 3 Professionals 2015 26 3 11.5 18.3 5 -2 63.1 -2 8.7 4 -2 1															2	66.7	1	1	. 9	2	22.2	2	0
03	Professionals 2015 26 3 11.5 18.3 5 -2 63.1 9 63.1 9 <th< td=""><td></td><td>0</td><td>0</td><td>15</td><td>2</td><td>13.3</td><td>,</td><td></td></th<>																0	0	15	2	13.3	,		
03 Professionals 2019 32 1 3.1 15.3 5 -4 20.4 23 2 8.7 4 -2 1 0 0.0 0 0 04 Semi-Professionals & Technicians 2015 40 5 12.5 13.2 5 0 94.7<															13		13.3	2	0					
2019 32 1 3.1 15.3 5 -4 20.4 23 2 8.7 4 -2 1 0 0.0 0 0 15 04 Semi-Professionals & 2015 40 5 12.5 13.2 5 0 94.7															1	6.7	2	-1						
05	Supervisors	2015 2019	0	0	0.0	0.0 52.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
06	Supervisors: Crafts &	2015	4	0	0.0	8.9		0	0.0	0	0	0.0	0		0	-	0.0			, ,	0	0.0		
00	Trades	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 E Analysis	÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷K x 100	Part 3: Goals	F÷M x 100											
			<u> </u>		1	1		1	1		<u> </u>	1		I										
				Entran	ts		Cl			oals		<u> </u>												
	ployment Equity upational Group	Year	FIG	ow Data Wom	en			rm Goals ^{men}			Long-teri Wom							(Commen	ıts				
**********	OG)		All Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						· • • • • • • • • • • • • • • • • • • •					
		#	#	#	%	#	o/ ₀	%	%	#	%	%	%											
01	Senior Managers	2019	3	2	66.7 66.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
02	Middle & Other	2019	12	4	33.3	2	200.0	0.0	0.0	2	200.0	0.0	0.0											
02	Managers	2022	12	4	33.3	,	200.0	39.4	84.6		200.0	39.4	84.6											
03	Professionals	2019 2022	24	2	8.3 8.3	1	200.0	0.0 15.3	0.0 54.5	I	200.0	0.0 15.3	0.0 54.5											
04	Semi-Professionals &	2019	15	1	6.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
-	Technicians	2022 2019	15	0	6.7 0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
05	Supervisors	2019	0	0	0.0	U	0.0	50.0	0.0	U	0.0	50.0	0.0											
06	Supervisors: Crafts &	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Trades	2022	4	0	0.0			0.0	0.0			0.0	0.0											



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										Indal T	echnolo	ogies Inc.	•										004641
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										[Dutt	2017	<u> </u>											
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	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	Е-Н	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
		Ţ	↓ ↓	Ţ	V	Ţ	Ţ	Ţ	Ų.	J.	Ţ	<u> </u>	1	Ţ	<u> </u>	Ų.	1	Ţ	↓ ↓	1	Ų.	Ţ	<u> </u>
			1	Workfo	orce An	alysis									Flow I	Data Ai	nalysis						
Employment Equity	Year			W	orkforce						Hires				P	romotio				Te	rminatio		
Occupational Group (EEOG)		All Employees			Wo			T	All Employees			omen		All Employees			omen		All Employees			omen	
(LLOG)	#	#	Represe	ntation %	Avail:	ability #	Gap #	EE Result	#	Ac	tual %	Expected #	Difference #	H	Act	ual %	Expected #	Difference #	#	Acti	ual %	Expected #	Difference #
Other Sales & Service		# 0	7 0	0.0	0.0	,,,	- 0	0.0	n	F	/6	#	#	#	н	/0	Ħ	Ħ	#	#	/0	n	#
Personnel	2019	1	1	100.0	55.0		0	181.8	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															
14 Other Manual Workers	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
Total	2015	156 174		17.3	24.3 26.9				56		12.5	1.5		14		28.6			(0)	1.2	15.6	12	
<u>i</u>	2019	1/4	31	17.8	26.9	47	-16	00.2	36	7	12.5	15	-8	14	4	28.0	2		68	12	17.6	12	
Data sources:		Part 2: Flow Data Analysis	Analysis	E ÷ D x 100	Goals	E÷Gx 100	Part 3: Goals		Part 3: Goals		Goals	F ÷ M x 100											
	1	—		↓	1																		
			/ Entrai	ıts					oals														
Employment Equity	Year	F	low Data				rm Goals			Long-ter													
Occupational Group		All Employees	Won	nen		Wo Percent of		Percent of		Won Percent of	1	Percent of					C	ommen	ts				
(EEOG)			Acti		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
T	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service Personnel	2019	0	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	0.0												
14 Other Manual Workers	2022	1	0	0.0			31.3	0.0			31.3												
Total	2019	70	11	15.7	5	220.0	0.0		3	366.7	0.0	1											
	2022	70	11	15.7			0.0	0.0			0.0	0.0											

									Feder	al Contr	actors I	Program	n Achie	vement	Report									
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]	Indal To			:.										004642
											[Date	: 2019-	02-22]											
Α	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
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Į			Analysis 1	Analysis L	L	Analysis L	L	J	T	L	Analysis L	T	J		<u> </u>	Analysis	J	J	J	J	Analysis	T	<u> </u>	L L
			•	<u> </u>		orce An	•	•	<u> </u>	•	•		•	•		· · · · · · · · · · · · · · · · · · ·	Data A	•	•				•	•
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	cupational Group EOG)		All Employees	D		Aborigina Availa		6 1	DE D. L	All Employees	Act		nal Peoples	l ner	All Employees		Aborigi tual	nal Peoples	n:m	All Employees	Act		nal Peoples	5.00
\	,	#	#	Represent:	% %	%	# #	Gap #	EE Result	#	#	uai %	Expected #	Difference #	#	#	- %	Expected #	Difference #	#	#	uai %	Expected #	Difference #
01	Senior Managers	2015	7	0	0.0	2.9		0	0.0	-		0.0										^ ^		
	Middle & Other 2015 20 0 0.0 2.2 0 0 0.0 2 0 0.0 0 0 0 0 0 0 0															0								
02	Managers 2019 24 0 0.0 2.7 1 -1 0.0 9 0 0.0 0 3 0 0.0 0 0 9 0 0.0 0 Professionals 2019 32 0 0.0 1.0 0 0 0.0 23 0 0.0 0 0 1 0 0.0 0 0 15 0 0.0 0															0								
03	3 Professionals 2015 26 0 0.0 0.8 0 0 0.0 0.0 23 0 0.0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																							
0.4	Semi-Professionals & 2019 32 0 0.0 1.0 0 0 0.0 23 0 0.0 0 0 1 0 0.0 0 0 15 0 0.0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0																							
04	2019 32 0 0.0 1.0 0 0 0.0 23 0 0.0 0 0 0 0 0 0 0															1								
05	4 Technicians 2019 38 0 0.0 2.4 1 -1 0.0 12 0 0.0 0 0 3 0 0.0 0 0 15 1 6.7 0 5 Supervisors 2019 1 0 0.0 0.0 0.0 0 0 0 0 0 0 0 0 0 0 0 0															0								
06	Supervisors: Crafts &	2019 1 0 0.0 0.9 0 0 0.0 0 0 0 0 0 0 0 0 0 0 0																						
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	ployment Equity	Year		w Data Aboriginal F	Pount		Short-tei Aborigini	m Goals			Long-teri								,					
	cupational Group EOG)		All Employees	Actual		Goal	Percent of	Goal	Percent of	Goal	Aboriginal Percent of	Goal	Percent of					(Commen	IS				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01	Senior Managers	2019	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
<u> </u>	Middle & Other	2022 2019	3 12	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0											
02	Managers	2019	12	0	0.0	U	0.0	2.7	0.0	2	0.0	2.7	0.0											
03	Professionals	2019 2022	24 24	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0											
04	Semi-Professionals &	2019	15	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Technicians	2022 2019	15	0	0.0	0	0.0	2.4 0.0	0.0	0	0,0	0.0	0.0											
05	Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
06	Supervisors: Crafts & Trades	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Trages	2022	4	0	0.0			0.0	0.0			0.0	0.0											

Administrative & Service Personnel 2015 2 0 0 0 0 0 0 0 0 0									Fede	ral Contr	actors	Prograi	m Achie	vement	Report										
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The content of the											Indal T	echnolo	gies Inc	:.										046	
Part											[Date	: 2019-	02-22]											_°]	
Part		1 6	Б		T3				· •	T 7	T +	3.4	i st		Б		. n :			. TT	% 7	***	3 7	X 7	
March Workforce Analysis Workforce Canalysis September S	A		L D		<u>r</u>	<u> </u>	<u>Н</u>	<u> </u>	J	<u> </u>	<u> </u>	[]VI	<u>I</u> IN	<u> </u>	<u> </u>	<u> </u>	K		<u> </u>	<u> </u>	V	YY	Λ	<u> </u>	
The properties of Composition of Cores (PECO) The properties o	Data sources:		Workforce	Workforce		Workforce		E-H			Data	L÷K	K x G ÷ 100	L-N		Data		P x F ÷ 100	Q - S		Data		U x F ÷ 100	V - X	
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Comparison of Equity Comparison of Equity Comparison of Comparison			Į į		· · ·	<u> </u>	•	•	•	•	•	•	•	•		•	•		•	•	•	•	•		
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Representation Repr		1 Cai	All Employees							All Employees		Aborigi	nal Peoples		All Employee		Aborigin	al Peoples		All Employage		Aborig	nal Peoples		
Oral	(EEOG)			Represe							Ac	-	Expected	Difference		Ac	-	Expected	Difference	All Elliployees	Act			Difference	
O Service From	latiti i		#					#		#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	
Skilled Sales & 2015 0 0 0 0 0 0 0 0 0			5			1		0			1 0	0.0			1	1	0.0	n	0	1	n	0.0	n		
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Oracle Workers 2019	1 0X I	2019	0	0			0	0	0.0	0	0	0.0	0	0	С	0	0.0	0	0	0	0	0.0	0	0	
Trades Workers 2019 26 0 0.0 3.0 1 -1 0.0 0 0 0 0 0 0 0 0	1 09 1							-1																	
Clerical Personnel 2019 23 1 4.3 0.8 0 1 543.5 7 2 28.6 0 2 3 0 0.0 0 0 10 1 10.0 0	Trades Workers	+					:	-1		0	0	0.0	0	0	C	0	0.0	0	0	11	0	0.0	0	0	
Intermediate Sales & 2015	10 Clerical Personnel							1		7	, ,	28.6	l	2	3		0.0	0	0	10	1	10.0	0	1	
12 Semi-Skilled Manual 2015 2 0 0.0 0.7 0 0 0 0 0 0 0 0 0	Intermediate Sales &	+	1			_		0		,		20.0	"				0.0	- 0		10	1	10.0			
Part 2: Flow Part 2: Flow Part 2: Flow Data Ambysis Part 3: Flow Data Ambysis Part 3: Flow Part	Service Personnel	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													
Data sources Part 2: Flow Part 2: Flow Data Analysis Part 2: Flow Data Analysis Part 2: Flow Data Analysis Part 3: P	1 1 / 1		2	-			<u> </u>	0																	
Part 2- From Part 2- From Part 2- From Part 3- From Part	workers	2019	7	0	0.0	0.8	0	0	0.0	0	0 0														
Analysis Data sources:				E ÷ D x 100				F÷Ix 100	Part 3: Goals	E÷K x 100		F ÷ M x 100													
Flow Data Short-term Goals			Part 2: Flow Data Analysis Data Analysis Data Analysis $A_{Analysis}$ Data A_{Analys																						
Flow Data Flow Data Short-term Goals Short																									
Cocupational Group (EEOG) All Employees Actual Goal Percent of Goal Met Goal					ıts	ļ					-														
CEOG All Employee		Year	ŀ		l Pannlar				<u> </u>										٠	4					
Figure F			All Employees	,		6.1		I	Percent of	6.1	1		Percent of					(Jommen	ıs					
07 Administrative & Senior Clerical 2019 1 0 0.0	·	-		Att				<u> </u>			·														
07 Senior Clerical 2022 1 0 0.0 <th< td=""><td>Administrative &</td><td></td><td># 1</td><td># n</td><td></td><td></td><td></td><td></td><td></td><td>#</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>	Administrative &		# 1	# n						#															
08 Skilled Sales & Service Personnel 2019 0 0 0.0			1				0.0				0,0														
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	09 Skilled Crafts & Trades Workers		0	1		***************************************	0.0				0.0														
LIDIC Terroal 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				 			0.0	1			0.0														
11 Intermediate Sales & 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 0 0 0 0 0 0 0			0				0.0	4			0.0														
Semi-Skilled Manual 2019 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Semi-Skilled Manual		0	 			0.0	4			0.0														
12 Workers 2022 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0			0	0						************															

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										Date	: 2019-	02-22]											
A B	С	D	Е	F	G	Н	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
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Employment Equity Occupational Group	Year			W	orkforce						Hires				Pi	romotio				Tei	rminatio		
(EEOG)		All Employees	Renres	entation	Aborigina Availa	al Peoples	Gap	EE Result	All Employees	Act		nal Peoples Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Acti		Expected	Difference
,	#	#	#	- %	%	#	#	%	#	#	%	#	#	#	#	%	#	#	Ħ	#	%	#	#
Other Sales & Service	2015	0	0	0.0	0.0	0	0	0.0															
Personnel	2019	1	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
14 Other Manual Workers	2015	1	0		0.8 1.0	0	0	0.0	1		0.0		0		0	0.0	0	0	0	0	0.0	0	0
T . 1	2015	156	U		1.7	3	-2	-	1		0.0		0	1		0.0		0		0	0.0	0	0
Total	2019	174	1	0.6	2.0	3	-2	28.7	56	2	3.6	1	1	. 14	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÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
3		.	Ų.	<u> </u>	Į.	Ų.	Ţ	Ţ	Ţ	V	Ų.	` ↓											
		New	/ Entra	nts				G	oals														
Employment Equity	Year	F	low Data				rm Goals	S		Long-ter													
Occupational Group		All Employees		al Peoples		Aborigin Percent of	al Peoples	Percent of		Aboriginal Percent of		Percent of					(Commen	ts				
(EEOG)			Ac	tual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Other Sales & Service	2019	#	# 0	0.0	#	0.0	0.0	%	#	0.0	0,0	0,0											
13 Personnel	2019	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
14 Other Manual Workers	2019 2022	1	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
T. 4.1	2022	70	Ů		1	200.0	0.0		3	66.7	0.0	0.0											
Total	2022	70					0.0	0.0			0.0	0.0											

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Α	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	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		P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X			
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	ployment Equity cupational Group	Year				orkforce	D: 1::::					Hires				I	Promotio				To	erminatio					
	EOG)		All Employees	Represe		Persons with Avails		Gap	EE Result	All Employees	Ac	Persons w	Expected	Difference	All Employee	s Ac	Persons w	Expected	Difference	All Employees	Ae		th Disabilitie Expected	S Difference			
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
01		2015	27	0	0.0	4.3	1	-1	0.0																		
& 02	Managers	2019	34	1	2.9	5.0	2	-1	58.8	11	1	9.1	1	0	4	1 0	0.0	0	0	13	1	7.7	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 15 0 0.0 0 0.0 1 -1 3 0 0.0 0 0 15 0 0.0 0															
04	Semi-Professionals & Technicians	2015	40 38	1	2.5	4.6 7.6	3	-1 -2	54.3 34.6	12	0	0.0															
05	Supervisors	2015	0	0	0.0	0.0	0	0	0.0																		
03	-	2019	1	0	0.0	27.5	0	0	0.0	0	0	0.0															
06	Supervisors: Crafts & Trades	2015	4	0	0.0	7.8 10.1	0	0	0.0	2	0	0.0															
	Trades	2019	1 4	U ₁	0.0	10.1	0	U	0.0			<u> </u>		0 0 2 0 0.0 0 2 0 0.0 0													
Data	sources:		Part 2: Flow Data Analysis	Analysis	E ÷ D x 100	Goals	E÷Gx 100	Part 3: Goals		Part 3: Goals	<u></u>	Goals	0 0 2 0 0.0 0 0 2 0 0.0 0 0 C														
		1		<u> </u>	↓		↓	<u> </u>	↓		<u> </u>		↓														
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	cupational Group EOG)		All Employees	Disabi			Persons wit	n Disabilities	Percent of		Persons with Percent of		Percent of					(Commen	ts							
				Acti		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met														
01	I	2019	# 15	# 1	% 6.7	# 2	50.0	0.0	0.0	#	50.0	0.00	%														
&	Managers	2019	15	1	6.7	2	30.0	5.0	133.3	2	30.0	5.00	133.3														
02		2022	24	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0														
03	Professionals	2019	24	0	0.0	0	0.0	8.9	0.0		0.0	8.90	0.0														
04	Semi-Professionals &	2019	15	0	0.0	1	0.0	0.0	0.0	1	0.0	0.00	0.00 0.0														
H	Technicians	2022	15	0	0.0	0	0.0	7.6 0.0	0.0	0	0.0	7.60 0.00	0.0														
05	Supervisors	2019	0	0	0.0	0	0.0	0.0	0.0	U	0.0	0.00	0.0														
06	Supervisors: Crafts &	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0														
1 "	Trades	2022	4	0	0.0			0.0	0.0			0.00	0.0														

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Employment Equity Occupational Group	Year	1			orkforce					1	Hires				I	romotio				Te	rminatio		
(EEOG)		All Employees	Represent		Persons with Availa	n Disabilities ability	Gap	EE Result	All Employees	Act		ith Disabilitie Expected	Difference	All Employee	S Ac	Persons w	th Disabilitie Expected	Difference	All Employees	Act		th Disabilities Expected	Difference
	#	#	# 1	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	Ħ	#	%	#	#
07 Administrative &	2015	2	0	0.0	3.4	i	0	0.0															
Senior Clerical	led Sales & 2015 0 0 0.0 0.0 0 0 0.0 0.0 0 0 0.0 0 0 0.0 0 0 0.0 0 0 0 0.0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0															0.0	0	0	1	0	0.0	0	0
08 Skilled Sales & Service Personnel	rice Personnel 2019 0 0 0.0 0.0 0 0 0.0 0 0 0 0 0 0 0 0 0															0.0	0	0	0	0	0.0	0	0
Service Personnel 2019 0 0 0.0 0.0 0.0 0 0 0 0.0 0 0 0 0 0 0															0.0	0							
Of Trades Workers 2019 26 0 0.0 7.8 2 -2 0.0 0															0	0.0	0	0					
10 Clerical Personnel	Trades Workers 2019 26 0 0.0 7.8 2 -2 0.0 0 0 0.0 0 0 0 0 0																						
Intermediate Sales &	Clerical Personnel 2015 21 0 0.0 7.0 1 -1 0.0															0							
10 Clerical Personnel 2019 23 0 0.0 9.3 2 -2 0.0 7 0 0.0 1 -1 3 0 0.0 0 0 10 0 0.0 0 0 1 1 0 0 0.0 0 1 1 1 1															0								
12 Semi-Skilled Manual	11 Intermediate Sales & 2015																						
Workers	2019	7	0	0.0	10.3	1	-1	0.0	0	0	0.0	0	0	(0	0.0	0	0	1	0	0.0	0	0
Data sources:	2 Semi-Skilled Manual 2015 2 0 0.0 4.8 0 0 0 0.0 0.0 0 0 0 0 0 0 0 0 0 0 0 0																						
	Part 2: Flow Data F = D v 100 Part 3: E = U x Part 3: F = L v 100 Part 3: Goods F = V v 100 Part 3: F = M v 100																						
		•		•	<u> </u>	<u> </u>			↓														
			Entrant ow Data	3		Chart to	rm Goals		oals	Long-teri	m Coals												
Employment Equity Occupational Group	Year	110	Persons v			Persons with				Persons with							,	Commen	t a				
(EEOG)		All Employees	Disabilit Actua		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						.ommen	ts .				
	#	ш	u :	%	#	Goal Met	%	Goal Met	4	Goal Met	%	Goal Met											
Administrative &	2019	1	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0											
O7 Senior Clerical	2022	1	0	0.0			10.0	0.0			10.0	0.0											
08 Skilled Sales &	2019	0	0	0.0	0	0.0	0.0	0.0		0.0		0.0											
Service Personnel Skilled Crafts &	2022 2019	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
09 Trades Workers	2019	0	0	0.0	U	0.0	7.8	0.0		0.0	7.8	0.0											
10 Clerical Personnel	2019	10	0	0.0	3	0.0	0.0	0.0		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											
Semi-Skilled Manual	2019	0	0	0.0	1	0.0	0.0	0.0		0.0	0.0	0.0											
Workers Wandan	2022	0	0	0.0	1	0.0	10.3	0.0		V.V	10.3	0.0											
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13 Other S Personi		2015 2019	1	0	0.0	0.0 10.7		0	0.0	C	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
14 Other N	Manual Workers	2015	1	0	0.0	5.3	0	0	0.0																
T Totaler 1	vicintati vi oncers	2019 2015	2 156	0	0.0	6.8 4.7		-6	0.0	1	0	0.0	0	0	0	0	0.0	0	(0	0	0.0	0	0	
Total		2019	174	2	1.1	8.0	8	-12	14.4	56	1	0 0.0 0 0 0 0.0 0 0 0 0 0 0 0 1 1.8 4 -3 14 0 0.0 0 0 68 1 1.5 0													
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14 Other N	Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0													
		2022 2019	70	0	0.0	8	12.5	0.0	0.0	10	10.0	0.0													
Total	-	2022	70	1	1.4	J	. 5.0	0.0	0.0		. 5,0	0.0													

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	cupational Group	Year			W	orkforce Visible N						Hires	Minorities			ŀ	romotioi	1S Minorities			Te	rminati	Minorities	
	eog)		All Employees	Represei	ntation	Avails		Gap	EE Result	All Employees	Act		Expected	Difference	All Employee	Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	2015	7	0	0.0	10.1	1	-1	0.0			50 O		-			0.0							
	Middle & Other	2019 2015	10 20	1 2	10.0	11.5 15.0		-1	87.0 66.7	2	1	50.0	0	1		. 0	0.0	0	0	4	0	0.0	1 0	0
02	Managers	2019	24	5	20.8	17.6		1	118.4	9	3	33.3	2	1	. 3	3 1	33.3	0	1	9	1	11.1	1	0
03	Professionals	2015	26	9	34.6	31.5		1	109.9															
- 05		2019	32	11	34.4	34.5			99.6	23	7	30.4	8	-1	. 1	. 0	0.0	0	0	15	3	20.0	5	-2
04	Semi-Professionals & Technicians	2015 2019	40 38	8	20.0	23.4 26.2	9	-1 -1	85.5 90.4	12	3	25.0	3	0) 3	3 0	0.0	1	_1	15	1	26.7	3	1
0.5		2015	0	0	0.0	0.0		0	0.0			25.0				,	0.0		-1	13	7	20.7	,	1
05	Supervisors	2019	1	0	0.0	51.5		-1	0.0	0	0	0.0	0	0) (0	0.0	0	0	0	0	0.0	0	0
06	Supervisors: Crafts &	2015	4	2	50.0	15.6		1	320.5	2		0.0				1	50.0	1		2		50.0		
	Trades	2019	4	1	25.0	21.2	I	0	117.9	2	0	0.0	1 0	0	' <u> </u>	2 1	50.0	1	- 0	2	1	50.0	1 1	0
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data 1 Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 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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	Ī	# 2019	# 3	# 1	% 33.3	# 0	% 0.0	% 0.0	0.0	# 0	0.0	0.0	0.0											
01	Senior Managers	2022	3	1	33.3	U	0.0	0.0	0.0		0.0	0.0	0.0											
02	Middle & Other	2019	12	4	33.3	1	400.0	0.0	0.0		400.0	0.0	0.0											
ļ_	Managers	2022	12	4	33.3	1	700.0	0.0	0.0		700.0	0.0	0.0											
03	Professionals	2019	24 24	7	29.2 29.2	1	700.0	0.0	0.0		700.0	0.0	0.0											
04	Semi-Professionals &	2019	15	3	20.0	1	300.0	0.0	0.0	*************************	300.0	0.0												
U4	Technicians	2022	15	3	20.0			26.2	76.3			26.2	76.3											
05	Supervisors	2019 2022	0	0	0.0	0	0.0	0.0 51.5	0.0		0.0													
-	Supervisors: Crafts &	2022	4	1	25.0	0	0.0	0.0	0.0		0.0	51.5 0.0	0.0											
06	Trades	2022	4	1	25.0	Ÿ	9.0	0.0	0.0	***************************************	0.0	0.0												
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07	Administrative &	2015	2	0	0.0	37.3		-1	0.0															
	08 Skilled Sales & 2015 0 0 0.0 0 <td>0</td> <td>0.0</td> <td>0</td> <td>0</td>															0	0.0	0	0					
08	Service Personnel 2019 0 0 0 0 0 0 0 0 0															0								
09	Skilled Crafts & 2015 32 10 31.3 16.2 5 5 192.9																							
	Trades Workers 2019 26 7 26.9 16.4 4 3 164.2 0 0 0.0 0 0 0 0 0 0															2								
10	0 Clerical Personnel 2015 21 2 9.5 48.1 10 -8 19.8 2 019 23 4 17.4 52.2 12 -8 33.3 7 2 28.6 4 -2 3 1 33.3 0 1 10 2 20.0 1 1 1 10 2 20.0 1 1 1 10 2 20.0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1															1								
11	Clerical Personnel 2019 23 4 17.4 52.2 12 -8 33.3 7 2 28.6 4 -2 3 1 33.3 0 1 10 2 20.0 1																							
	Service Personnel Semi-Skilled Manual	2019	2	0	0.0	54.7 57.5	1	-1 -1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12	Workers	2019	7	1	14.3	62.9		-3	22.7	0	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0
T	12 Workers 2019 7 1 14.3 62.9 4 -3 22.7 0 0 0.0 0 0 0 0 0 0																							
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	upational Group OG)		All Employees	Actus		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					,	Commen	LS				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met %											
07	Administrative &	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Senior Clerical	2022 2019	1	0	0.0	0	0.0	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	U	0.0	0.0	0.0											
09	Skilled Crafts &	2019	0	0	0.0	1	0.0	0.0	0.0	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	0.0	0.0	0.0											
	Trades Workers	2022 2019	10	3	0.0 30.0	1	300.0	0.0	0.0		300.0	0.0	0.0											
10	Clerical Personnel	2019	10	3	30.0	1	300.0	52.2	57.5		500.0	52.2	57.5											
11	Intermediate Sales &	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Service Personnel Semi-Skilled Manual	2022 2019	0	0	0.0	0	0.0	54.7 0.0	0.0		0.0	54.7 0.0	0.0											
12	Workers	2022	0	0	0.0	0	0.0	62.9	0.0		0.0	62.9	0.0											

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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÷Px 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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			1	Vorkf	orce An	alysis									Flow E	ata Ai	alysis						
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(EEOG)		All Employees	Passessan	tation	Visible M		6	PE D	All Employees	100		Minorities	Diff	All Employees	No.		Minorities	D:ff	All Employees	Anton		dinorities	Difference
Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected If															#								
Other Sales & Service	2015	0	0	0.0	0.0	0	0	0.0															
Personnel Personnel	2019	1	0	0.0	58.2	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
14 Other Manual Workers	2015 2019	1	1	100.0	51.8	1	0	193.1 88.8	1	0	0.0		-1		0	0.0				0	- 0.0	0	
	2019	156	34	50.0	56.3 25.7	40	-6	88.8 84.8	1	0	0.0	1	-1	. 0	0	0.0	0	U	0	0	0.0	0	
Total	2019	174	42	24.1	30.3	53	-11	79.7	56	16	28.6	17	-1	. 14	3	21.4	3	C	68	16	23.5	15	1
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F ÷ M x 100											
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(EEOG)		An Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
Personnel	2022 2019	1	0	0.0	0	0.0	58.2 0.0	0.0	0	0.0	58.2												
14 Other Manual Workers	2022	1	0	0.0		0.0	0.0	0.0	U	0.0	0.0												
Total	2019	70	19	27.1	5	380.0	0.0	0.0	5	380.0	0.0												
1000	2022	70	19	27.1			0.0	0.0			0.0	0.0											

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

Efforts

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

Rea	uire	d m	easu	res:
1100	unc	u III	casu	11 63.

equi	red measures:
V	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
V	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.
\checkmark	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.
V	Ensured that any new gaps identified are addressed accordingly.
J.	Maintained appropriate records in all required areas.
ther	measures:
V	Reviewed employment systems, policies and practices to ensure that they do not result in barriers

O

	to employment of designated group members, monitored their implementation and adjusted as appropriate.
V	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
V	Ensured ongoing senior-level support for employment equity and its implementation.
y	Established accountability mechanisms to ensure that the short-term goals would be met.
V	Communicated the goals to relevant managers as well as monitored and recorded the results.
√	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
V	Consulted employee/union representatives on communication and implementation of employment equity.
abla	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.

J	Put in place a strategy to ensure a barrier-free workplace.	
√	Undertook initiatives to increase representation where gaps in representation were found.	
J	Did all that might reasonably be expected to increase representation, taking into account reand constraints.	
	Other (please describe):	
per	cational Context	
	check the appropriate boxes and provide a brief overview of the events that have influenced your	
	zation's activities during the period between the first/previous and subsequent/current compliance ment.	
∪ 331	Impact of economic and industrial conditions on the organization.	
	To remain competitive headcount is aways a focus.	
	10 remain competitive neadecount is aways a rocus.	
	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).	

	employees).
	Other.
	Outer.
A .J.J.:4	ional Dotaila
	rional Details provide any additional information (optional):
r rease p	auditional 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 2015-12-11 Closed: 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:

X	Yes	Nο
	1 63	 110

Comments:



I have verified that the data provided in the Achievement Report is consistent with that found
in Forms 1 to 6:
⊠ Yes □ No

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

Comments:

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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# 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 Employment Equity Occupational Group		Goals			
Emp			Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3 +		
			years)	years)		
#	Description	#	# or %	# 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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# 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			
Emp	ployment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# 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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of 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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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@hrsdc-rhdcc.gc.ca



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF), a collaborative space for employers. Send us an email to join!

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 | http://www.curtisswrightds.com

From: neena.sharan@labour-travail.gc.ca < 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 |

From: neena.sharan@labour-travail.gc.ca <neena.sharan@labour-travail.gc.ca>

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

To: Williams, Colleen < CWilliams@curtisswright.com >; 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 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 / Tél.: 873-396-0405

Assessment Officer, Labour Program
Employment and Social Development Canada / Government of Canada neena.sharan@labour-travail.gc.ca / Tel: 873-396-0405



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: 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 <u>Federal Contractors Program</u> (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 <u>Workplace Equity Information Management System</u> (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.

<u>WEIMS</u> 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 <u>Authorization Form to Access WEIMS</u>.

Should you have any questions or require assistance, please send them by email to <u>ee-eme@hrsdc-rhdcc.gc.ca</u>.

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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