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 Employment and
Social Development Canada

 Emploi et
Développement social Canada

 Labour Program
Federal Contractors Program

| |
|-------------------|
| OFFICIAL USE ONLY |
| Agreement N°: |

Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

| ORGANIZATION | |
|---|--|
| Legal Name of Organization Integrated Distribution Systems, Limited Partnership, by its general partner Wajax Trust, by its trustee, Wajax, Holdco General Partner | Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Operating Name (if different from Legal Name of Organization) operating under the name Wajax Power Systems Wajax Power Systems | Procurement Business Number [REDACTED] |
| Organization's North American Industry Classification System (NAICS) Code N° 4172 | Total number of employees in Canada (Full-Time/Part-Time/Temporary) 800 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02l-eng.htm |

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

| HEAD OFFICE | | | |
|---|----------------------------------|----------------------------|------------------------|
| Address (building number, street, suite, etc.) 10025, 51e Avenue | City Edmonton | Province AL | Postal Code T6E 0A8 |
| | Telephone Number 780-437-8200 | Fax Number 780-437-5864 | |

| EMPLOYMENT EQUITY CONTACT | |
|----------------------------------|------------------------------------|
| Name (print) Lina Zotti | Title Human Resources Partner |
| Telephone Number 514-636-0680 | E-mail Address lzotti@wajax.com |

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

| SIGNATORY | |
|--|------------------------------------|
| NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization. | |
| Name (print) Lina Zotti | Title Human Resources Partner |
| Telephone Number 514-636-0680 | E-mail Address lzotti@wajax.com |
| Signature [REDACTED] | Date 2014-03-12 |

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



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) **Integrated Distribution Systems** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **V050033**, 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) January 31, 2019 for the following reason(s):

(Please describe) **Persons responsible is no longer with Wajax and a new team is being established to work on continuing the program and reporting, this includes becoming familiar with the program and requirements.**

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: **Marleen Eisenloeffel**

Position Title: **Director, Human Resources**

Email address: **meisenloeffel@wajax.com**

Telephone number: **(905) 288-2141**

Business address: **2250 Argentia Road, Mississauga, ON L5N 6A5**

Signature: _____

Date: **December 21, 2018**



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

Reporting Period 2016-10-04 to 2019-01-28

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)



| | Province | | | | Census Metropolitan Areas | | | | |
|---------------------------|---------------------|---------------------|-----------|---------------------------|---------------------------|---------------------|-----------|---------------------------|----|
| | Permanent Full-time | Permanent Part-time | Temporary | Total Number of Employees | Permanent Full-time | Permanent Part-time | Temporary | Total Number of Employees | |
| Ontario | 182 | 3 | 0 | 185 | Calgary | 71 | 1 | 0 | 72 |
| Québec | 220 | 3 | 0 | 223 | Edmonton | 60 | 1 | 0 | 61 |
| Nova Scotia | 17 | 0 | 0 | 17 | Montréal | 30 | 1 | 0 | 31 |
| New Brunswick | 13 | 0 | 0 | 13 | Regina | 12 | 0 | 0 | 12 |
| Manitoba | 20 | 0 | 0 | 20 | Toronto | 77 | 1 | 0 | 78 |
| British Columbia | 21 | 0 | 0 | 21 | Winnipeg | 20 | 0 | 0 | 20 |
| Saskatchewan | 25 | 0 | 0 | 25 | St. John's | 12 | 1 | 0 | 13 |
| Alberta | 177 | 2 | 0 | 179 | Moncton | 13 | 0 | 0 | 13 |
| Newfoundland and Labrador | 12 | 1 | 0 | 13 | Québec | 76 | 0 | 0 | 76 |
| Total Employees in Canada | | | | 696 | Ottawa - Gatineau | 18 | 0 | 0 | 18 |
| | | | | | Hamilton | 14 | 1 | 0 | 15 |
| | | | | | St. Catharines - Niagara | 17 | 0 | 0 | 17 |
| | | | | | London | 17 | 0 | 0 | 17 |
| | | | | | Greater Sudbury | 13 | 0 | 0 | 13 |
| | | | | | Thunder Bay | 11 | 0 | 0 | 11 |
| | | | | | Saskatoon | 13 | 0 | 0 | 13 |
| | | | | | Abbotsford - Mission | 6 | 0 | 0 | 6 |



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

Reporting Period 2016-10-04 to 2019-01-28

Census Metropolitan Areas

| | Permanent Full-time | Permanent Part-time | Temporary | Total Number of Employees |
|----------------------------------|---------------------|---------------------|-----------|---------------------------|
| Belleville | 2 | 0 | 0 | 2 |
| Alta. less CMAs | 46 | 0 | 0 | 46 |
| B.C. less CMAs | 15 | 0 | 0 | 15 |
| N.S. less CMA | 17 | 0 | 0 | 17 |
| Ont. less CMAs | 13 | 1 | 0 | 14 |
| Que. less CMAs | 114 | 2 | 0 | 116 |
| Total Employees in Canada | | | | 696 |



Integrated Distribution Systems LP (certificate # V050033)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National

Reporting Period 2016-10-04 to 2019-01-28

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 25,000 - \$29,999 | 4 | 3 | 3 | | | | | | | | | | |
| | 3 | 13 | 13 | | | | 2 | 2 | | 2 | 2 | | |
| | 2 | 13 | 11 | 2 | | | 2 | 2 | | 4 | 4 | | |
| | 1 | 7 | 7 | | | | 2 | 2 | | | | | |
| | Total | | 36 | 34 | 2 | | | 6 | 6 | | 6 | 6 | |
| Professionals Top Range: \$ 95,000 - \$99,999 Bottom Range: \$ 55,000 - \$59,999 | 4 | 2 | 2 | | | | 1 | 1 | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | 2 | 2 | | | | 1 | 1 | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 5 | 4 | 1 | | | 2 | 2 | | | | |
| Semi-Professionals and Technicians Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999 | 4 | 6 | 6 | | | | | | | | 2 | 2 | |
| | 3 | 5 | 4 | 1 | | | 1 | 1 | | 1 | 1 | | |
| | 2 | 5 | 5 | | | | 2 | 2 | | 1 | 1 | | |
| | 1 | 6 | 6 | | | | 1 | 1 | | 1 | 1 | | |
| | Total | | 22 | 21 | 1 | | | 4 | 4 | | 5 | 5 | |
| Supervisors Top Range: \$ 90,000 - \$94,999 Bottom Range: \$ 55,000 - \$59,999 | 4 | 8 | 7 | 1 | | | 2 | 2 | | | | | |
| | 3 | 3 | 3 | | | | 1 | 1 | | | | | |
| | 2 | 5 | 3 | 2 | | | | | | | | | |
| | 1 | 4 | 3 | 1 | | | | | | | | | |
| | Total | | 20 | 16 | 4 | | | 3 | 3 | | | | |



Integrated Distribution Systems LP (certificate # V050033)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National

004733

Reporting Period 2016-10-04 to 2019-01-28

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Supervisors: Crafts and Trades Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999 | 4 | 1 | 1 | | | | | 1 | 1 | | | | |
| | 3 | 1 | 1 | | | | | | | | | | |
| | 2 | 14 | 14 | | | | | 2 | 2 | | 1 | 1 | |
| | 1 | 21 | 19 | 2 | | | | 5 | 5 | | 1 | 1 | |
| | Total | | 37 | 35 | 2 | | | | 8 | 8 | | 2 | 2 |
| Administrative and Senior Clerical Personnel Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 40,000 - \$44,999 | 4 | 3 | 1 | 2 | | | | 1 | | 1 | 1 | | 1 |
| | 3 | 1 | | 1 | | | | | | | | | |
| | 2 | 1 | | 1 | | | | 1 | | 1 | | | |
| | 1 | 6 | 2 | 4 | | | | 1 | 1 | | | | |
| | Total | | 11 | 3 | 8 | | | | 3 | 1 | 2 | 1 | |
| Skilled Sales and Service Personnel Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 35,000 - \$39,999 | 4 | 2 | 2 | | | | | 1 | 1 | | | | |
| | 3 | 8 | 7 | 1 | | | | 3 | 3 | | 2 | 1 | 1 |
| | 2 | 15 | 12 | 3 | 1 | 1 | | 1 | 1 | | 1 | 1 | |
| | 1 | 13 | 13 | | 1 | 1 | | 2 | 2 | | | | |
| | Total | | 38 | 34 | 4 | 2 | 2 | | 7 | 7 | | 3 | 2 |
| Skilled Crafts and Trades Workers Top Range: \$100,000 and over Bottom Range: \$ 5,000 - \$ 9,999 | 4 | 26 | 26 | | 2 | 2 | | 9 | 9 | | | | |
| | 3 | 197 | 197 | | 2 | 2 | | 88 | 88 | | 9 | 9 | |
| | 2 | 88 | 87 | 1 | | | | 25 | 25 | | 9 | 9 | |
| | 1 | 2 | 2 | | | | | | | | | | |
| | Total | | 313 | 312 | 1 | 4 | 4 | | 122 | 122 | | 18 | 18 |



Integrated Distribution Systems LP (certificate # V050033)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National

004734

Reporting Period 2016-10-04 to 2019-01-28

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Clerical Personnel Top Range: \$100,000 and over Bottom Range: \$ 30,000 - \$34,999 | 4 | 3 | 2 | 1 | | | | 1 | 1 | | | | |
| | 3 | 14 | 10 | 4 | | | | 8 | 7 | 1 | | | |
| | 2 | 52 | 40 | 12 | 1 | | 1 | 20 | 19 | 1 | 2 | 2 | |
| | 1 | 105 | 58 | 47 | 4 | 2 | 2 | 24 | 16 | 8 | 5 | 3 | 2 |
| | Total | 174 | 110 | 64 | 5 | 2 | 3 | 53 | 43 | 10 | 7 | 5 | 2 |
| Intermediate Sales and Service Personnel Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 40,000 - \$44,999 | 4 | 1 | 1 | | | | | 1 | 1 | | | | |
| | 3 | 5 | 4 | 1 | | | | 1 | | 1 | | | |
| | 2 | 6 | 2 | 4 | | | | 1 | 1 | | 1 | | 1 |
| | 1 | 11 | 8 | 3 | | | | 2 | 2 | | | | |
| | Total | 23 | 15 | 8 | | | | 5 | 4 | 1 | 1 | | 1 |
| Other Manual Workers Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 35,000 - \$39,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | 3 | 3 | | | | | 1 | 1 | | | | |
| | 1 | 4 | 4 | | 1 | 1 | | 2 | 2 | | | | |
| | Total | 8 | 8 | | 1 | 1 | | 3 | 3 | | | | |
| Total Number of Employees | | 687 | 592 | 95 | 12 | 9 | 3 | 216 | 203 | 13 | 43 | 38 | 5 |



Integrated Distribution Systems LP (certificate # V050033)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National

Reporting Period 2016-10-04 to 2019-01-28

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|--|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Skilled Crafts and Trades Workers Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 20,000 - \$24,999 | 4 | 3 | 3 | | | | 2 | 2 | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 4 | 4 | | | | | 2 | 2 | | | | |
| Clerical Personnel Top Range: \$ 35,000 - \$39,999 Bottom Range: \$ 15,000 - \$19,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | 1 | 1 | |
| | Total | 2 | 1 | 1 | | | | | | | 1 | 1 | |
| Intermediate Sales and Service Personnel Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 45,000 - \$49,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| Other Manual Workers Top Range: \$ 30,000 - \$34,999 Bottom Range: \$ 30,000 - \$34,999 | 4 | 1 | 1 | | | | 1 | 1 | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | 1 | | 1 | | | | |
| | Total | 2 | 1 | 1 | | | | 2 | 1 | 1 | | | |



Integrated Distribution Systems LP (certificate # V050033)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National
Reporting Period 2016-10-04 to 2019-01-28

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|--|-----|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Total Number of Employees | | 9 | 6 | 3 | | | | 4 | 3 | 1 | 1 | | 1 |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2016-10-04 to 2019-01-28

| Salary Range | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Under \$15,000 | 1 | 1 | | | | | | | | | | |
| \$ 25,000 - \$29,999 | 1 | 1 | | | | | 1 | 1 | | | | |
| \$ 30,000 - \$34,999 | 4 | 2 | 2 | | | | | | | | | |
| \$ 35,000 - \$37,499 | 6 | 5 | 1 | 1 | 1 | | 1 | 1 | | | | |
| \$ 37,500 - \$39,999 | 14 | 12 | 2 | 2 | 1 | 1 | 5 | 5 | | 1 | 1 | |
| \$ 40,000 - \$44,999 | 60 | 38 | 22 | | | | 11 | 6 | 5 | | | |
| \$ 45,000 - \$49,999 | 74 | 54 | 20 | 2 | 1 | 1 | 18 | 16 | 2 | 4 | 3 | 1 |
| \$ 50,000 - \$59,999 | 121 | 98 | 23 | 3 | 2 | 1 | 30 | 28 | 2 | 12 | 10 | 2 |
| \$ 60,000 - \$69,999 | 118 | 108 | 10 | | | | 39 | 37 | 2 | 8 | 7 | 1 |
| \$ 70,000 - \$84,999 | 147 | 135 | 12 | 2 | 2 | | 66 | 64 | 2 | 9 | 8 | 1 |
| \$ 85,000 - \$99,999 | 95 | 94 | 1 | 1 | 1 | | 36 | 36 | | 6 | 6 | |
| \$100,000 and over | 46 | 44 | 2 | 1 | 1 | | 9 | 9 | | 3 | 3 | |
| Total Number of Employees | 687 | 592 | 95 | 12 | 9 | 3 | 216 | 203 | 13 | 43 | 38 | 5 |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

Reporting Period 2016-10-04 to 2019-01-28

004738

| Salary Range | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| \$ 17,500 - \$19,999 | 1 | | 1 | | | | | | | 1 | | 1 |
| \$ 20,000 - \$22,499 | 1 | 1 | | | | | | | | | | |
| \$ 30,000 - \$34,999 | 2 | 1 | 1 | | | | 2 | 1 | 1 | | | |
| \$ 35,000 - \$39,999 | 1 | 1 | | | | | | | | | | |
| \$ 40,000 - \$49,999 | 2 | 1 | 1 | | | | | | | | | |
| \$ 50,000 and over | 2 | 2 | | | | | 2 | 2 | | | | |
| Total Number of Employees | 9 | 6 | 3 | | | | 4 | 3 | 1 | 1 | | 1 |



Integrated Distribution Systems LP (certificate # V050033)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / National
Reporting Period 2016-10-04 to 2019-01-28

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|--|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 1 | 1 | | | | | | | | | | |
| Middle and Other Managers | 7 | 7 | | | | | 3 | 3 | | | | |
| Professionals | 1 | 1 | | | | | 1 | 1 | | | | |
| Semi-Professionals and Technicians | 5 | 5 | | | | | 1 | 1 | | 1 | 1 | |
| Supervisors | 4 | 4 | | | | | 2 | 2 | | | | |
| Supervisors: Crafts and Trades | 9 | 9 | | | | | 2 | 2 | | 1 | 1 | |
| Administrative and Senior Clerical Personnel | 5 | 1 | 4 | | | | | | | | | |
| Skilled Sales and Service Personnel | 16 | 13 | 3 | 1 | 1 | | 1 | 1 | | 3 | 2 | 1 |
| Skilled Crafts and Trades Workers | 152 | 150 | 2 | 2 | 2 | | 12 | 12 | | 14 | 14 | |
| Clerical Personnel | 72 | 35 | 37 | 3 | 2 | 1 | 8 | 4 | 4 | 9 | 4 | 5 |
| Intermediate Sales and Service Personnel | 8 | 8 | | | | | 2 | 2 | | | | |
| Other Manual Workers | 6 | 5 | 1 | 1 | 1 | | | | | 1 | 1 | |
| Total Number of Employees Hired | 286 | 239 | 47 | 7 | 6 | 1 | 32 | 28 | 4 | 29 | 23 | 6 |



Integrated Distribution Systems LP (certificate # V050033)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Part-Time / National

Reporting Period 2016-10-04 to 2019-01-28

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|---|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Skilled Crafts and Trades Workers | 2 | 2 | | | | | | | | | | |
| Clerical Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Intermediate Sales and Service Personnel | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Hired | 4 | 2 | 2 | | | | | | | 1 | | 1 |



Integrated Distribution Systems LP (certificate # V050033)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2016-10-04 to 2019-01-28

| Occupational Group | Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.) | | | | | | | | | | | |
|---|---|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 3 | 3 | | | | | 1 | 1 | | | | |
| Semi-Professionals and Technicians | 1 | 1 | | | | | | | | | | |
| Supervisors | 5 | 4 | 1 | | | | 1 | 1 | | | | |
| Supervisors: Crafts and Trades | 11 | 10 | 1 | | | | 4 | 4 | | 2 | 2 | |
| Administrative and Senior Clerical Personnel | 3 | 1 | 2 | | | | 1 | 1 | | | | |
| Skilled Sales and Service Personnel | 5 | 4 | 1 | | | | 2 | 2 | | | | |
| Skilled Crafts and Trades Workers | 6 | 6 | | 1 | 1 | | 1 | 1 | | | | |
| Clerical Personnel | 10 | 5 | 5 | | | | 2 | 1 | 1 | 1 | | 1 |
| Intermediate Sales and Service Personnel | 1 | 1 | | | | | | | | | | |
| Other Manual Workers | 1 | 1 | | | | | | | | | | |
| Total Number of Employees Promoted | 46 | 36 | 10 | 1 | 1 | | 12 | 11 | 1 | 3 | 2 | 1 |
| Total Number of Promotions | 49 | 39 | 10 | 1 | 1 | | 14 | 13 | 1 | 3 | 2 | 1 |



Integrated Distribution Systems LP (certificate # V050033)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Part-Time / National
Reporting Period 2016-10-04 to 2019-01-28

| Occupational Group | Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.) | | | | | | | | | | | |
|---|---|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Skilled Crafts and Trades Workers | 1 | 1 | | | | | | | | | | |
| Total Number of Employees Promoted | 1 | 1 | | | | | | | | | | |
| Total Number of Promotions | 2 | 2 | | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2016-10-04 to 2019-01-28

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|--|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 1 | 1 | | | | | | | | | | |
| Middle and Other Managers | 5 | 4 | 1 | | | | 5 | 4 | 1 | | | |
| Professionals | 2 | 1 | 1 | | | | 2 | 1 | 1 | | | |
| Supervisors | 4 | 4 | | | | | 4 | 4 | | | | |
| Supervisors: Crafts and Trades | 9 | 9 | | | | | 5 | 5 | | | | |
| Administrative and Senior Clerical Personnel | 4 | | 4 | | | | | | | | | |
| Skilled Sales and Service Personnel | 9 | 9 | | | | | 4 | 4 | | 2 | 2 | |
| Skilled Crafts and Trades Workers | 77 | 76 | 1 | | | | 38 | 38 | | 3 | 3 | |
| Clerical Personnel | 33 | 14 | 19 | | | | 14 | 6 | 8 | 3 | | 3 |
| Intermediate Sales and Service Personnel | 9 | 9 | | | | | 7 | 7 | | | | |
| Other Manual Workers | 2 | 1 | 1 | | | | | | | 1 | 1 | |
| Total Number of Employees Terminated | 155 | 128 | 27 | | | | 79 | 69 | 10 | 9 | 6 | 3 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2016-10-04 to 2019-01-28

004744

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|---|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 1 | 1 | | | | | 1 | 1 | | | | |
| Skilled Crafts and Trades Workers | 2 | 2 | | | | | 1 | 1 | | | | |
| Clerical Personnel | 2 | | 2 | | | | 2 | | 2 | | | |
| Total Number of Employees Terminated | 5 | 3 | 2 | | | | 4 | 2 | 2 | | | |



Workplace Equity Information Management System - Integrated Distribution Systems LP

Workforce Analysis - Summary Report

Date: 2019-01-28

Women

| Employment Equity Occupational Group | All Employees # | Representation | | Women Availability | | Gap # |
|---|--------------------|----------------|---------------|-----------------------|------------|------------|
| | | # | % | % | # | |
| 02 : Middle and Other Managers | 36 | 2 | 5.6 % | 39.4 % | 14 | -12 |
| 03 : Professionals | 5 | 1 | 20.0 % | 39.3 % | 2 | -1 |
| 04 : Semi-Professionals and Technicians | 22 | 1 | 4.5 % | 23.3 % | 5 | -4 |
| 05 : Supervisors | 20 | 4 | 20.0 % | 55.6 % | 11 | -7 |
| 06 : Supervisors: Crafts and Trades | 37 | 2 | 5.4 % | 6.3 % | 2 | 0 |
| 07 : Administrative and Senior Clerical Personnel | 11 | 8 | 72.7 % | 83.2 % | 9 | -1 |
| 08 : Skilled Sales and Service Personnel | 38 | 4 | 10.5 % | 28.3 % | 11 | -7 |
| 09 : Skilled Crafts and Trades Workers | 317 | 1 | 0.3 % | 1.4 % | 4 | -3 |
| 10 : Clerical Personnel | 176 | 65 | 36.9 % | 67.8 % | 119 | -54 |
| 11 : Intermediate Sales and Service Personnel | 24 | 9 | 37.5 % | 67.7 % | 16 | -7 |
| 14 : Other Manual Workers | 10 | 1 | 10.0 % | 17.4 % | 2 | -1 |
| Total | 696 | 98 | 14.1 % | 28.2 % | 195 | -97 |

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-01-28

Aboriginal Peoples

| Employment Equity Occupational Group | Aboriginal Peoples | | | | | |
|---|--------------------|----------------|--------------|--------------|-----------|------------|
| | All Employees | Representation | | Availability | | Gap |
| | # | # | % | % | # | # |
| 02 : Middle and Other Managers | 36 | 0 | 0.0 % | 2.7 % | 1 | -1 |
| 03 : Professionals | 5 | 0 | 0.0 % | 1.9 % | 0 | 0 |
| 04 : Semi-Professionals and Technicians | 22 | 0 | 0.0 % | 1.5 % | 0 | 0 |
| 05 : Supervisors | 20 | 0 | 0.0 % | 4.3 % | 1 | -1 |
| 06 : Supervisors: Crafts and Trades | 37 | 0 | 0.0 % | 3.5 % | 1 | -1 |
| 07 : Administrative and Senior Clerical Personnel | 11 | 0 | 0.0 % | 2.6 % | 0 | 0 |
| 08 : Skilled Sales and Service Personnel | 38 | 2 | 5.3 % | 2.0 % | 1 | 1 |
| 09 : Skilled Crafts and Trades Workers | 317 | 4 | 1.3 % | 4.6 % | 15 | -11 |
| 10 : Clerical Personnel | 176 | 5 | 2.8 % | 4.2 % | 7 | -2 |
| 11 : Intermediate Sales and Service Personnel | 24 | 0 | 0.0 % | 4.0 % | 1 | -1 |
| 14 : Other Manual Workers | 10 | 1 | 10.0 % | 4.7 % | 0 | 1 |
| Total | 696 | 12 | 1.7 % | 4.0 % | 27 | -15 |

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-01-28

004747

Members of Visible Minorities

| Employment Equity Occupational Group | Members of Visible Minorities | | | | | |
|---|-------------------------------|----------------|--------------|---------------|-----------|------------|
| | All Employees | Representation | | Availability | | Gap |
| | | # | # | % | % | |
| 02 : Middle and Other Managers | 36 | 6 | 16.7 % | 17.6 % | 6 | 0 |
| 03 : Professionals | 5 | 0 | 0.0 % | 28.5 % | 1 | -1 |
| 04 : Semi-Professionals and Technicians | 22 | 5 | 22.7 % | 21.9 % | 5 | 0 |
| 05 : Supervisors | 20 | 0 | 0.0 % | 18.5 % | 4 | -4 |
| 06 : Supervisors: Crafts and Trades | 37 | 2 | 5.4 % | 7.1 % | 3 | -1 |
| 07 : Administrative and Senior Clerical Personnel | 11 | 1 | 9.1 % | 11.5 % | 1 | 0 |
| 08 : Skilled Sales and Service Personnel | 38 | 3 | 7.9 % | 13.8 % | 5 | -2 |
| 09 : Skilled Crafts and Trades Workers | 317 | 18 | 5.7 % | 5.3 % | 17 | 1 |
| 10 : Clerical Personnel | 176 | 8 | 4.5 % | 15.7 % | 28 | -20 |
| 11 : Intermediate Sales and Service Personnel | 24 | 1 | 4.2 % | 22.3 % | 5 | -4 |
| 14 : Other Manual Workers | 10 | 0 | 0.0 % | 19.4 % | 2 | -2 |
| Total | 696 | 44 | 6.3 % | 11.1 % | 77 | -33 |

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-01-28

Persons with Disabilities

| Employment Equity Occupational Group | All Employees # | Persons with Disabilities | | | Gap # | |
|---|--------------------|---------------------------|---------------|--------------|-----------|------------|
| | | Representation | | Availability | | |
| | | # | % | % | | |
| 01/02 : Managers | 36 | 6 | 16.7 % | 5.0 % | 2 | 4 |
| 03 : Professionals | 5 | 2 | 40.0 % | 8.9 % | 0 | 2 |
| 04 : Semi-Professionals and Technicians | 22 | 4 | 18.2 % | 7.6 % | 2 | 2 |
| 05 : Supervisors | 20 | 3 | 15.0 % | 27.5 % | 6 | -3 |
| 06 : Supervisors: Crafts and Trades | 37 | 8 | 21.6 % | 10.1 % | 4 | 4 |
| 07 : Administrative and Senior Clerical Personnel | 11 | 3 | 27.3 % | 10.0 % | 1 | 2 |
| 08 : Skilled Sales and Service Personnel | 38 | 7 | 18.4 % | 8.0 % | 3 | 4 |
| 09 : Skilled Crafts and Trades Workers | 317 | 124 | 39.1 % | 7.8 % | 25 | 99 |
| 10 : Clerical Personnel | 176 | 53 | 30.1 % | 9.3 % | 16 | 37 |
| 11 : Intermediate Sales and Service Personnel | 24 | 5 | 20.8 % | 10.8 % | 3 | 2 |
| 14 : Other Manual Workers | 10 | 5 | 50.0 % | 6.8 % | 1 | 4 |
| Total | 696 | 220 | 31.6 % | 8.9 % | 63 | 157 |

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-01-28

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

| Employment Equity Occupational Group | Perform Analysis By | Recruitment Area |
|---|---------------------|------------------|
| 01 : Senior Managers | EEOG | National |
| 02 : Middle and Other Managers | EEOG | National |
| 03 : Professionals | NOC | National |
| 04 : Semi-Professionals and Technicians | NOC | Provincial |
| 05 : Supervisors | EEOG | CMA |
| 06 : Supervisors: Crafts and Trades | NOC | Provincial |
| 07 : Administrative and Senior Clerical Personnel | EEOG | CMA |
| 08 : Skilled Sales and Service Personnel | NOC | Provincial |
| 09 : Skilled Crafts and Trades Workers | NOC | Provincial |
| 10 : Clerical Personnel | EEOG | CMA |
| 11 : Intermediate Sales and Service Personnel | EEOG | CMA |
| 14 : Other Manual Workers | EEOG | CMA |



Workforce Analysis - Summary Report

Date: 2019-01-28

004750

WFA Defaults - Persons with Disabilities

| Employment Equity Occupational Group | Perform Analysis By | Recruitment Area |
|---|---------------------|------------------|
| 01/02 : Managers | EEOG | National |
| 03 : Professionals | EEOG | National |
| 04 : Semi-Professionals and Technicians | EEOG | National |
| 05 : Supervisors | EEOG | National |
| 06 : Supervisors: Crafts and Trades | EEOG | National |
| 07 : Administrative and Senior Clerical Personnel | EEOG | National |
| 08 : Skilled Sales and Service Personnel | EEOG | National |
| 09 : Skilled Crafts and Trades Workers | EEOG | National |
| 10 : Clerical Personnel | EEOG | National |
| 11 : Intermediate Sales and Service Personnel | EEOG | National |
| 14 : Other Manual Workers | EEOG | National |

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| Federal Contractors Program Achievement Report |
| Part 1: Workforce Analysis |
| Wajax Limited |
| 2019-01-30 |

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| Data from First/Previous Workforce Analysis |
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| Data from Subsequent/Current Workforce Analysis | | |
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| Employment Equity Occupational Group (EEOG) | | Table 1: Women | | |
|--|--|--|-----------------------|----------------------|
| | | First/Previous Workforce Analysis | | |
| | | All Employees | Women | |
| | | | Representation | Availability* |
| | # | # | % | |
| 01 | Senior Managers | 1 | 0 | 27.6 |
| 02 | Middle & Other Managers | 34 | 3 | 39.4 |
| 03 | Professionals | 6 | 2 | 45.5 |
| 04 | Semi-Professionals & Technicians | 17 | 1 | 22.4 |
| 05 | Supervisors | 20 | 4 | 56.5 |
| 06 | Supervisors: Crafts & Trades | 37 | 2 | 6.1 |
| 07 | Administrative & Senior Clerical Personnel | 10 | 8 | 82.4 |
| 08 | Skilled Sales & Service Personnel | 31 | 1 | 27.8 |
| 09 | Skilled Crafts & Trades Workers | 242 | 0 | 1.4 |
| 10 | Clerical Personnel | 138 | 48 | 67.8 |
| 11 | Intermediate Sales & Service Personnel | 24 | 8 | 68.1 |
| 12 | Semi-Skilled Manual Workers | 0 | 0 | 0.0 |
| 13 | Other Sales & Service Personnel | 0 | 0 | 0.0 |
| 14 | Other Manual Workers | 6 | 1 | 19.5 |
| Total | | 566 | 78 | 29.2 |

| Employment Equity Occupational Group (EEOG) | | Table 5: Women | | |
|--|----------|--|-----------------------|----------------------|
| | | Subsequent/Current Workforce Analysis | | |
| | | All Employees | Women | |
| | | | Representation | Availability* |
| | # | # | % | |
| | | 0 | 0 | 27.6 |
| | | 36 | 2 | 39.4 |
| | | 5 | 1 | 39.3 |
| | | 22 | 1 | 23.3 |
| | | 20 | 4 | 55.6 |
| | | 37 | 2 | 6.3 |
| | | 11 | 8 | 83.2 |
| | | 38 | 4 | 28.3 |
| | | 317 | 1 | 1.4 |
| | | 176 | 65 | 67.8 |
| | | 24 | 9 | 67.7 |
| | | 0 | 0 | 0.0 |
| | | 0 | 0 | 0.0 |
| | | 10 | 1 | 17.4 |
| Total | | 696 | 98 | 28.2 |

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| Federal Contractors Program Achievement Report |
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| Wajax Limited |
| 2019-01-30 |

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| Data from First/Previous Workforce Analysis | | |
| YYYY | MM | DD |
| 2016 | 10 | 03 |

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| Data from Subsequent/Current Workforce Analysis | | |
| YYYY | MM | DD |
| 2019 | 01 | 28 |

| Employment Equity Occupational Group (EEOG) | | Table 2: Aboriginal Peoples | | |
|--|--|--|---------------------------|----------------------|
| | | First/Previous Workforce Analysis | | |
| | | All Employees | Aboriginal Peoples | |
| | | | Representation | Availability* |
| # | # | % | | |
| 01 | Senior Managers | 1 | 0 | 3.2 |
| 02 | Middle & Other Managers | 34 | 0 | 2.7 |
| 03 | Professionals | 6 | 0 | 2.0 |
| 04 | Semi-Professionals & Technicians | 17 | 0 | 1.6 |
| 05 | Supervisors | 20 | 0 | 4.9 |
| 06 | Supervisors: Crafts & Trades | 37 | 0 | 3.6 |
| 07 | Administrative & Senior Clerical Personnel | 10 | 0 | 2.7 |
| 08 | Skilled Sales & Service Personnel | 31 | 1 | 1.6 |
| 09 | Skilled Crafts & Trades Workers | 242 | 2 | 4.6 |
| 10 | Clerical Personnel | 138 | 2 | 4.2 |
| 11 | Intermediate Sales & Service Personnel | 24 | 0 | 4.5 |
| 12 | Semi-Skilled Manual Workers | 0 | 0 | 0.0 |
| 13 | Other Sales & Service Personnel | 0 | 0 | 0.0 |
| 14 | Other Manual Workers | 6 | 0 | 4.8 |
| Total | | 566 | 5 | 0.0 |

| | | Table 6: Aboriginal Peoples | | |
|----------|------------|--|---------------------------|----------------------|
| | | Subsequent/Current Workforce Analysis | | |
| | | All Employees | Aboriginal Peoples | |
| | | | Representation | Availability* |
| # | # | % | | |
| | 0 | 0 | 3.2 | |
| | 36 | 0 | 2.7 | |
| | 5 | 0 | 1.9 | |
| | 22 | 0 | 1.5 | |
| | 20 | 0 | 4.3 | |
| | 37 | 0 | 3.5 | |
| | 11 | 0 | 2.6 | |
| | 38 | 2 | 2.0 | |
| | 317 | 4 | 4.6 | |
| | 176 | 5 | 4.2 | |
| | 24 | 0 | 4.0 | |
| | 0 | 0 | 0.0 | |
| | 0 | 0 | 0.0 | |
| | 10 | 1 | 4.7 | |
| | 696 | 12 | 4.0 | |

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| Federal Contractors Program Achievement Report |
| Part 1: Workforce Analysis |
| Wajax Limited |
| 2019-01-30 |

Data from First/Previous Workforce Analysis

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| Data from First/Previous Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2016 | 10 | 03 |

Data from Subsequent/Current Workforce Analysis

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| Data from Subsequent/Current Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2019 | 01 | 28 |

| Employment Equity Occupational Group (EOG) | | Table 3: Members of Visible Minorities | | |
|---|--|---|-------------------------------|---------------|
| | | First/Previous Workforce Analysis | | |
| | | All Employees | Members of Visible Minorities | |
| | | # | Representation | Availability* |
| 01 | Senior Managers | 1 | 0 | 11.5 |
| 02 | Middle & Other Managers | 34 | 6 | 17.6 |
| 03 | Professionals | 6 | 0 | 25.7 |
| 04 | Semi-Professionals & Technicians | 17 | 4 | 25.2 |
| 05 | Supervisors | 20 | 0 | 17.7 |
| 06 | Supervisors: Crafts & Trades | 37 | 0 | 7.2 |
| 07 | Administrative & Senior Clerical Personnel | 10 | 1 | 13.7 |
| 08 | Skilled Sales & Service Personnel | 31 | 2 | 15.6 |
| 09 | Skilled Crafts & Trades Workers | 242 | 7 | 5.3 |
| 10 | Clerical Personnel | 138 | 1 | 15.9 |
| 11 | Intermediate Sales & Service Personnel | 24 | 1 | 22.7 |
| 12 | Semi-Skilled Manual Workers | 0 | 0 | 0.0 |
| 13 | Other Sales & Service Personnel | 0 | 0 | 0.0 |
| 14 | Other Manual Workers | 6 | 0 | 19.3 |
| Total | | 566 | 22 | 11.6 |

| Employment Equity Occupational Group (EOG) | | Table 7: Members of Visible Minorities | | |
|---|--|---|-------------------------------|---------------|
| | | Subsequent/Current Workforce Analysis | | |
| | | All Employees | Members of Visible Minorities | |
| | | # | Representation | Availability* |
| | | 0 | 0 | 11.5 |
| | | 36 | 6 | 17.6 |
| | | 5 | 0 | 28.5 |
| | | 22 | 5 | 21.9 |
| | | 20 | 0 | 18.5 |
| | | 37 | 2 | 7.1 |
| | | 11 | 1 | 11.5 |
| | | 38 | 3 | 13.8 |
| | | 317 | 18 | 5.3 |
| | | 176 | 8 | 15.7 |
| | | 24 | 1 | 22.3 |
| | | 0 | 0 | 0.0 |
| | | 0 | 0 | 0.0 |
| | | 10 | 0 | 19.3 |
| Total | | 696 | 44 | 11.1 |

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Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Wajax Limited
2019-01-30

Data from First/Previous Workforce Analysis

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| Data from First/Previous Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2016 | 10 | 03 |

Data from Subsequent/Current Workforce Analysis

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| Data from Subsequent/Current Workforce Analysis | | |
|---|----|----|
| YYYY | MM | DD |
| 2019 | 01 | 28 |

| Employment Equity Occupational Group (EEOG) | | Table 4: Persons with Disabilities | | |
|---|--|------------------------------------|---------------------------|---------------|
| | | First/Previous Workforce Analysis | | |
| | | All Employees | Persons with Disabilities | |
| | | | Representation | Availability* |
| # | # | % | | |
| 01/02 | Managers | 35 | 9 | 4.3 |
| 03 | Professionals | 6 | 3 | 3.8 |
| 04 | Semi-Professionals & Technicians | 17 | 3 | 4.6 |
| 05 | Supervisors | 20 | 5 | 13.9 |
| 06 | Supervisors: Crafts & Trades | 37 | 11 | 7.8 |
| 07 | Administrative & Senior Clerical Personnel | 10 | 3 | 3.4 |
| 08 | Skilled Sales & Service Personnel | 31 | 10 | 3.5 |
| 09 | Skilled Crafts & Trades Workers | 242 | 151 | 3.8 |
| 10 | Clerical Personnel | 138 | 61 | 7.0 |
| 11 | Intermediate Sales & Service Personnel | 24 | 10 | 5.6 |
| 12 | Semi-Skilled Manual Workers | 0 | 0 | 0.0 |
| 13 | Other Sales & Service Personnel | 0 | 0 | 0.0 |
| 14 | Other Manual Workers | 6 | 5 | 5.3 |
| Total | | 566 | 271 | 5.3 |

| | | Table 8: Persons with Disabilities | | |
|---|------------|---------------------------------------|---------------------------|---------------|
| | | Subsequent/Current Workforce Analysis | | |
| | | All Employees | Persons with Disabilities | |
| | | | Representation | Availability* |
| # | # | % | | |
| | 36 | 6 | 5.0 | |
| | 5 | 2 | 8.9 | |
| | 22 | 4 | 7.6 | |
| | 20 | 3 | 27.5 | |
| | 37 | 8 | 10.1 | |
| | 11 | 3 | 10.0 | |
| | 38 | 7 | 8.0 | |
| | 317 | 124 | 7.8 | |
| | 176 | 53 | 9.3 | |
| | 24 | 5 | 10.8 | |
| | 0 | 0 | 0.0 | |
| | 0 | 0 | 0.0 | |
| | 10 | 5 | 6.8 | |
| | 696 | 220 | 8.9 | |

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Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Wajax Limited

43495

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 10 | 03 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2019 | 01 | 30 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

| Employment Equity Occupational Group (EOG) | Table 1: Women | | | | Table 5: Women | | | | Table 9: Women | | | |
|---|----------------------|-------------|----------------------|-------------|------------------------|----------------|------------------------|----------------|--------------------------|------------------|--------------------------|------------------|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Women Hired | All Employees Hired | Women Hired | All Employees Promoted | Women Promoted | All Employees Promoted | Women Promoted | All Employees Terminated | Women Terminated | All Employees Terminated | Women Terminated |
| | # | # | # | # | # | # | # | # | # | # | # | # |
| 01 Senior Managers | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| 02 Middle & Other Managers | 7 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 5 | 1 | 0 | 0 |
| 03 Professionals | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 1 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 5 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 05 Supervisors | 4 | 0 | 0 | 0 | 5 | 1 | 0 | 0 | 4 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 9 | 0 | 0 | 0 | 11 | 1 | 0 | 0 | 9 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 5 | 4 | 0 | 0 | 3 | 2 | 0 | 0 | 4 | 4 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 16 | 3 | 0 | 0 | 5 | 1 | 0 | 0 | 9 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 152 | 2 | 2 | 0 | 6 | 0 | 1 | 1 | 77 | 1 | 2 | 0 |
| 10 Clerical Personnel | 72 | 37 | 1 | 1 | 10 | 5 | 0 | 0 | 33 | 19 | 2 | 2 |
| 11 Intermediate Sales & Service Personnel | 8 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 9 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 6 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 1 | 0 | 0 |
| Total | 286 | 47 | 4 | 2 | 46 | 10 | 1 | 1 | 155 | 27 | 5 | 2 |

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Wajax Limited

43495

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 10 | 03 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2019 | 01 | 30 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EOG)

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| Table 2: Aboriginal Peoples | | | |
|-----------------------------|--------------------------|----------------------|--------------------------|
| Full-time / National | | Part-time / National | |
| All Employees Hired | Aboriginal Peoples Hired | All Employees Hired | Aboriginal Peoples Hired |
| # | # | # | # |

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| Table 6: Aboriginal Peoples | | | |
|-----------------------------|-----------------------------|------------------------|-----------------------------|
| Full-time / National | | Part-time / National | |
| All Employees Promoted | Aboriginal Peoples Promoted | All Employees Promoted | Aboriginal Peoples Promoted |
| # | # | # | # |

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| Table 10: Aboriginal Peoples | | | |
|------------------------------|-------------------------------|--------------------------|-------------------------------|
| Full-time / National | | Part-time / National | |
| All Employees Terminated | Aboriginal Peoples Terminated | All Employees Terminated | Aboriginal Peoples Terminated |
| # | # | # | # |

| | | | | | |
|--------------|--|------------|----------|----------|----------|
| 01 | Senior Managers | 1 | 0 | 0 | 0 |
| 02 | Middle & Other Managers | 7 | 0 | 0 | 0 |
| 03 | Professionals | 1 | 0 | 0 | 0 |
| 04 | Semi-Professionals & Technicians | 5 | 0 | 0 | 0 |
| 05 | Supervisors | 4 | 0 | 0 | 0 |
| 06 | Supervisors: Crafts & Trades | 9 | 0 | 0 | 0 |
| 07 | Administrative & Senior Clerical Personnel | 5 | 0 | 0 | 0 |
| 08 | Skilled Sales & Service Personnel | 16 | 1 | 0 | 0 |
| 09 | Skilled Crafts & Trades Workers | 152 | 2 | 2 | 0 |
| 10 | Clerical Personnel | 72 | 3 | 1 | 0 |
| 11 | Intermediate Sales & Service Personnel | 8 | 0 | 1 | 0 |
| 12 | Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 |
| 13 | Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 | Other Manual Workers | 6 | 1 | 0 | 0 |
| Total | | 286 | 7 | 4 | 0 |

| | | | |
|-----------|----------|----------|----------|
| 0 | 0 | 0 | 0 |
| 3 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 5 | 0 | 0 | 0 |
| 11 | 0 | 0 | 0 |
| 3 | 0 | 0 | 0 |
| 5 | 0 | 0 | 0 |
| 6 | 1 | 1 | 0 |
| 10 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 46 | 1 | 1 | 0 |

| | | | |
|------------|----------|----------|----------|
| 1 | 0 | 1 | 0 |
| 5 | 0 | 0 | 0 |
| 2 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 9 | 0 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 9 | 0 | 0 | 0 |
| 77 | 0 | 2 | 0 |
| 33 | 0 | 2 | 0 |
| 9 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 2 | 0 | 0 | 0 |
| 155 | 0 | 5 | 0 |

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Part 2: Flow Data Analysis

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| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 10 | 03 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2019 | 01 | 30 |

| Data from Form 4 - Employees Hired | | | |
|------------------------------------|--|--|--|
|------------------------------------|--|--|--|

| Data from Form 5 - Employees Promoted | | | |
|---------------------------------------|--|--|--|
|---------------------------------------|--|--|--|

| Data from Form 6 - Employees Terminated | | | |
|---|--|--|--|
|---|--|--|--|

| Employment Equity Occupational Group (EOG) | |
|--|--|
|--|--|

| Table 3: Persons with Disabilities | | | |
|------------------------------------|---------------------------------|----------------------|---------------------------------|
| Full-time / National | | Part-time / National | |
| All Employees Hired | Persons with Disabilities Hired | All Employees Hired | Persons with Disabilities Hired |
| # | # | # | # |

| Table 7: Persons with Disabilities | | | |
|------------------------------------|------------------------------------|------------------------|------------------------------------|
| Full-time / National | | Part-time / National | |
| All Employees Promoted | Persons with Disabilities Promoted | All Employees Promoted | Persons with Disabilities Promoted |
| # | # | # | # |

| Table 11: Persons with Disabilities | | | |
|-------------------------------------|--------------------------------------|--------------------------|--------------------------------------|
| Full-time / National | | Part-time / National | |
| All Employees Terminated | Persons with Disabilities Terminated | All Employees Terminated | Persons with Disabilities Terminated |
| # | # | # | # |

| | | | | | |
|--------------|--|------------|-----------|----------|----------|
| 01 | Senior Managers | 1 | 0 | 0 | 0 |
| 02 | Middle & Other Managers | 7 | 3 | 0 | 0 |
| 03 | Professionals | 1 | 1 | 0 | 0 |
| 04 | Semi-Professionals & Technicians | 5 | 1 | 0 | 0 |
| 05 | Supervisors | 4 | 2 | 0 | 0 |
| 06 | Supervisors: Crafts & Trades | 9 | 2 | 0 | 0 |
| 07 | Administrative & Senior Clerical Personnel | 5 | 0 | 0 | 0 |
| 08 | Skilled Sales & Service Personnel | 16 | 1 | 0 | 0 |
| 09 | Skilled Crafts & Trades Workers | 152 | 12 | 2 | 0 |
| 10 | Clerical Personnel | 72 | 8 | 1 | 0 |
| 11 | Intermediate Sales & Service Personnel | 8 | 2 | 1 | 0 |
| 12 | Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 |
| 13 | Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 | Other Manual Workers | 6 | 0 | 0 | 0 |
| Total | | 286 | 32 | 4 | 0 |

| | | | |
|-----------|-----------|----------|----------|
| 0 | 0 | 0 | 0 |
| 3 | 1 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 5 | 1 | 0 | 0 |
| 11 | 4 | 0 | 0 |
| 3 | 1 | 0 | 0 |
| 5 | 2 | 0 | 0 |
| 6 | 1 | 1 | 0 |
| 10 | 2 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 46 | 12 | 1 | 0 |

| | | | |
|------------|-----------|----------|----------|
| 1 | 0 | 1 | 1 |
| 5 | 5 | 0 | 0 |
| 2 | 2 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 4 | 4 | 0 | 0 |
| 9 | 5 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 9 | 4 | 0 | 0 |
| 77 | 38 | 2 | 1 |
| 33 | 14 | 2 | 2 |
| 9 | 7 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 2 | 0 | 0 | 0 |
| 155 | 79 | 5 | 4 |

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| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 10 | 03 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2019 | 01 | 30 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

| Employment Equity Occupational Group (EOG) | Table 4: Members of Visible Minorities | | | | Table 8: Members of Visible Minorities | | | | Table 12: Members of Visible Minorities | | | |
|---|--|-------------------------------------|----------------------|-------------------------------------|--|--|------------------------|--|---|--|--------------------------|--|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Members of Visible Minorities Hired | All Employees Hired | Members of Visible Minorities Hired | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Terminated | Members of Visible Minorities Terminated | All Employees Terminated | Members of Visible Minorities Terminated |
| | # | # | # | # | # | # | # | # | # | # | # | # |
| 01 Senior Managers | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 |
| 02 Middle & Other Managers | 7 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 5 | 0 | 0 | 0 |
| 03 Professionals | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 5 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 05 Supervisors | 4 | 0 | 0 | 0 | 5 | 0 | 0 | 0 | 4 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 9 | 1 | 0 | 0 | 11 | 2 | 0 | 0 | 9 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 5 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 4 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 16 | 3 | 0 | 0 | 5 | 0 | 0 | 0 | 9 | 2 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 152 | 14 | 2 | 0 | 6 | 0 | 1 | 0 | 77 | 3 | 2 | 0 |
| 10 Clerical Personnel | 72 | 9 | 1 | 1 | 10 | 1 | 0 | 0 | 33 | 3 | 2 | 0 |
| 11 Intermediate Sales & Service Personnel | 8 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 9 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 6 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 1 | 0 | 0 |
| Total | 286 | 29 | 4 | 1 | 46 | 3 | 1 | 0 | 155 | 9 | 5 | 0 |

Federal Contractors Program Achievement Report

Part 3: Goals

Wajax Limited

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004759

Data for First/Previous Goals

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

Table 1: Women

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | | | Women | | | | | | | | | | |
|---|---------------|------------------------|----------|--------------|--|-----------|--------------|--------------------------------|------------|--|--------------|-----------------------------|--------------|--------------|----------------------|-------------|---------------|------------------------|-------------------------------------|-----------|-------------|
| | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years | | |
| | | YYYY-MM-DD | Actual | Projected | Actual | Projected | Actual | | | Projected | Over 3 Years | | Over 3 Years | Over 3 Years | | | | | | From - To | YYYY - YYYY |
| | 2016-10-03 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | # | 2016-10-03 | Annually | Over 3 Years | # | 2016 | 2019 | % | % | % | # | # | % | % |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | % | # | # | % | % | |
| 01 Senior Managers | 1 | -100.0% | 5.0% | 0 | 400.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 27.6% | 0 | 0 | 0.0% | 0.0% | | |
| 02 Middle & Other Managers | 34 | 1.9% | 5.0% | 5 | 14.3% | 5.0% | 5 | 10 | 3 | 5.0% | 0 | 12 | 1 | 5.0% | 39.4% | -10 | -11 | 8.8% | 10.3% | | |
| 03 Professionals | 6 | -5.9% | 5.0% | 1 | 36.4% | 5.0% | 1 | 2 | 2 | 5.0% | 0 | 1 | 0 | 5.0% | 45.5% | -1 | -1 | 33.3% | 28.6% | | |
| 04 Semi-Professionals & Tech | 17 | 9.0% | 5.0% | 3 | 0.0% | 5.0% | 3 | 6 | 1 | 5.0% | 0 | 3 | 0 | 5.0% | 22.4% | -3 | -3 | 5.9% | 5.0% | | |
| 05 Supervisors | 20 | 0.0% | 5.0% | 3 | 20.0% | 5.0% | 3 | 6 | 4 | 5.0% | 1 | 10 | 0 | 5.0% | 56.5% | -7 | -10 | 20.0% | 13.0% | | |
| 06 Supervisors: Crafts & Trades | 37 | 0.0% | 5.0% | 6 | 24.3% | 5.0% | 6 | 12 | 2 | 5.0% | 0 | 1 | 1 | 5.0% | 6.1% | 0 | 0 | 5.4% | 7.0% | | |
| 07 Administrative & Sr Clerical | 10 | 3.2% | 5.0% | 2 | 38.1% | 5.0% | 2 | 4 | 8 | 5.0% | 1 | 3 | 0 | 5.0% | 82.4% | 0 | -3 | 80.0% | 58.3% | | |
| 08 Skilled Sales & Service | 31 | 7.0% | 5.0% | 5 | 26.1% | 5.0% | 5 | 10 | 1 | 5.0% | 0 | 9 | 1 | 5.0% | 27.8% | -8 | -8 | 3.2% | 5.6% | | |
| 09 Skilled Crafts & Trades | 242 | 9.4% | 5.0% | 36 | 28.3% | 5.0% | 36 | 72 | 0 | 5.0% | 0 | 4 | 4 | 5.0% | 1.4% | -3 | 0 | 0.0% | 1.4% | | |
| 10 Clerical Personnel | 138 | 8.4% | 5.0% | 21 | 22.3% | 5.0% | 21 | 42 | 48 | 5.0% | 7 | 67 | 2 | 5.0% | 67.8% | -46 | -65 | 34.8% | 27.0% | | |
| 11 Intermediate Sales & Service | 24 | 0.0% | 5.0% | 4 | 37.5% | 5.0% | 4 | 8 | 8 | 5.0% | 1 | 12 | 0 | 5.0% | 68.1% | -8 | -12 | 33.3% | 25.0% | | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 13 Other Sales & Service | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 14 Other Manual Workers | 6 | 18.6% | 5.0% | 1 | 25.0% | 5.0% | 1 | 2 | 1 | 5.0% | 0 | 0 | 0 | 5.0% | 19.5% | 0 | 0 | 16.7% | 14.3% | | |
| Total | 566 | 7.1% | 5.0% | 85 | 25.4% | 5.0% | 85 | 170 | 78 | 5.0% | 12 | 124 | 9 | 5.0% | 29.2% | -87 | -115 | 13.8% | 11.5% | | |

† 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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 2: Women

| Employment Equity Occupational Group (EEOG) | Women | | | | | Comments |
|---|------------------|-----|-----------------|-----|--|----------|
| | Short-term Goals | | Long-term Goals | | | |
| | # | % | # | % | | |
| 01 Senior Managers | 0 | 5.0 | 0 | 5.0 | | |
| 02 Middle & Other Managers | 1 | 5.0 | 0 | 5.0 | | |
| 03 Professionals | 0 | 5.0 | 0 | 5.0 | | |
| 04 Semi-Professionals & Tech | 0 | 5.0 | 0 | 5.0 | | |
| 05 Supervisors | 0 | 5.0 | 0 | 5.0 | | |
| 06 Supervisors: Crafts & Trades | 1 | 5.0 | 0 | 5.0 | | |
| 07 Administrative & Sr Clerical | 0 | 5.0 | 0 | 5.0 | | |
| 08 Skilled Sales & Service | 1 | 5.0 | 0 | 5.0 | | |
| 09 Skilled Crafts & Trades | 4 | 5.0 | 0 | 5.0 | | |
| 10 Clerical Personnel | 2 | 5.0 | 0 | 5.0 | | |
| 11 Intermediate Sales & Service | 0 | 5.0 | 0 | 5.0 | | |
| 12 Semi-Skilled Manual | 0 | 5.0 | 0 | 5.0 | | |
| 13 Other Sales & Service | 0 | 5.0 | 0 | 5.0 | | |
| 14 Other Manual Workers | 0 | 5.0 | 0 | 5.0 | | |
| Total | 9 | 5.0 | 0 | 5.0 | | |

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Part 3: Goals

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Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | Aboriginal Peoples | | | | | | | | | | | |
|---|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|--------------------|--|--------------|-----------------------------|--------------|-----------|----------------------|-------------|---------------|------------------------|-------------------------------------|-------------|
| | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years | |
| | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | Annually | | Over 3 Years | From - To | | | | | | YYYY - YYYY |
| | 2016-10-03 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | # | 2016-10-03 | Annually | Over 3 Years | # | 2016 | 2019 | % | # | # | % | % | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | % | # | # | % | % |
| 01 Senior Managers | 1 | -100.0% | 5.0% | 0 | 400.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 3.2% | 0 | 0 | 0.0% | 0.0% | |
| 02 Middle & Other Managers | 34 | 1.9% | 5.0% | 5 | 14.3% | 5.0% | 5 | 10 | 0 | 5.0% | 0 | 1 | 1 | 5.0% | 2.7% | -1 | 0 | 0.0% | 2.6% | |
| 03 Professionals | 6 | -5.9% | 5.0% | 1 | 36.4% | 5.0% | 1 | 2 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 2.0% | 0 | 0 | 0.0% | 0.0% | |
| 04 Semi-Professionals & Tech | 17 | 9.0% | 5.0% | 3 | 0.0% | 5.0% | 3 | 6 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 1.6% | 0 | 0 | 0.0% | 0.0% | |
| 05 Supervisors | 20 | 0.0% | 5.0% | 3 | 20.0% | 5.0% | 3 | 6 | 0 | 5.0% | 0 | 1 | 0 | 5.0% | 4.9% | -1 | -1 | 0.0% | 0.0% | |
| 06 Supervisors: Crafts & Trades | 37 | 0.0% | 5.0% | 6 | 24.3% | 5.0% | 6 | 12 | 0 | 5.0% | 0 | 2 | 1 | 5.0% | 3.6% | -1 | -1 | 0.0% | 2.3% | |
| 07 Administrative & Sr Clerical | 10 | 3.2% | 5.0% | 2 | 38.1% | 5.0% | 2 | 4 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 2.7% | 0 | 0 | 0.0% | 0.0% | |
| 08 Skilled Sales & Service | 31 | 7.0% | 5.0% | 5 | 26.1% | 5.0% | 5 | 10 | 1 | 5.0% | 0 | 0 | 1 | 5.0% | 1.6% | 1 | 1 | 3.2% | 5.6% | |
| 09 Skilled Crafts & Trades | 242 | 9.4% | 5.0% | 36 | 28.3% | 5.0% | 36 | 72 | 2 | 5.0% | 0 | 11 | 4 | 5.0% | 4.6% | -9 | -7 | 0.8% | 2.2% | |
| 10 Clerical Personnel | 138 | 8.4% | 5.0% | 21 | 22.3% | 5.0% | 21 | 42 | 2 | 5.0% | 0 | 5 | 2 | 5.0% | 4.2% | -4 | -3 | 1.4% | 2.5% | |
| 11 Intermediate Sales & Service | 24 | 0.0% | 5.0% | 4 | 37.5% | 5.0% | 4 | 8 | 0 | 5.0% | 0 | 1 | 0 | 5.0% | 4.5% | -1 | -1 | 0.0% | 0.0% | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 13 Other Sales & Service | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 14 Other Manual Workers | 6 | 18.6% | 5.0% | 1 | 25.0% | 5.0% | 1 | 2 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 4.8% | 0 | 0 | 0.0% | 0.0% | |
| Total | 566 | 7.1% | 5.0% | 85 | 25.4% | 5.0% | 85 | 170 | 5 | 5.0% | 1 | -4 | 9 | 5.0% | 0.0% | 5 | 13 | 0.9% | 2.0% | |

† 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.

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

Table 4: Aboriginal Peoples

| Employment Equity Occupational Group (EEOG) | Aboriginal Peoples | | | | | Comments |
|---|--------------------|-----|-----------------|-----|-----|----------|
| | Short-term Goals | | Long-term Goals | | | |
| | # | % | # | % | % | |
| 01 Senior Managers | 0 | 5.0 | 0 | 0.0 | 0.0 | |
| 02 Middle & Other Managers | 1 | 5.0 | 0 | 0.0 | 0.0 | |
| 03 Professionals | 0 | 5.0 | 0 | 0.0 | 0.0 | |
| 04 Semi-Professionals & Tech | 0 | 5.0 | 0 | 0.0 | 0.0 | |
| 05 Supervisors | 0 | 5.0 | 0 | 0.0 | 0.0 | |
| 06 Supervisors: Crafts & Trades | 1 | 5.0 | 0 | 0.0 | 0.0 | |
| 07 Administrative & Sr Clerical | 0 | 5.0 | 0 | 0.0 | 0.0 | |
| 08 Skilled Sales & Service | 1 | 5.0 | 0 | 0.0 | 0.0 | |
| 09 Skilled Crafts & Trades | 4 | 5.0 | 0 | 0.0 | 0.0 | |
| 10 Clerical Personnel | 2 | 5.0 | 0 | 0.0 | 0.0 | |
| 11 Intermediate Sales & Service | 0 | 5.0 | 0 | 0.0 | 0.0 | |
| 12 Semi-Skilled Manual | 0 | 5.0 | 0 | 0.0 | 0.0 | |
| 13 Other Sales & Service | 0 | 5.0 | 0 | 0.0 | 0.0 | |
| 14 Other Manual Workers | 0 | 5.0 | 0 | 0.0 | 0.0 | |
| Total | 9 | 5.0 | 0 | 0.0 | 0.0 | |

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Part 3: Goals

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Data for First/Previous Goals

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

Table 5: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | Persons with Disabilities | | | | | | | | | | | | |
|---|---------------|----------|------------------------|--------------|----------|--|--------------|------------|--------------------------------|----------|--------------|--|--------------|-----------------------------|--------------|-----|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | Number | | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | YYYY-MM-DD | | Annually | Over 3 Years | Annually | Over 3 Years | | YYYY - YYYY | | | | | | |
| | 2016-10-03 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | # | 2016-10-03 | Annually | Over 3 Years | # | 2016 | 2019 | | | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | % | # | # | % | % | |
| 01/02 Managers | 35 | -49.0% | 5.0% | 5 | 207.1% | 5.0% | 5 | 10 | 9 | 5.0% | 1 | -6 | 1 | 5.0% | 4.3% | 7 | 7 | 25.7% | 22.5% | | |
| 03 Professionals | 6 | -5.9% | 5.0% | 1 | 36.4% | 5.0% | 1 | 2 | 3 | 5.0% | 0 | -3 | 0 | 5.0% | 3.8% | 3 | 3 | 50.0% | 42.9% | | |
| 04 Semi-Professionals & Tech | 17 | 9.0% | 5.0% | 3 | 0.0% | 5.0% | 3 | 6 | 3 | 5.0% | 0 | -2 | 0 | 5.0% | 4.6% | 2 | 2 | 17.6% | 15.0% | | |
| 05 Supervisors | 20 | 0.0% | 5.0% | 3 | 20.0% | 5.0% | 3 | 6 | 6 | 5.0% | 1 | -1 | 0 | 5.0% | 13.9% | 2 | 1 | 25.0% | 17.4% | | |
| 06 Supervisors: Crafts & Trades | 37 | 0.0% | 5.0% | 6 | 24.3% | 5.0% | 6 | 12 | 11 | 5.0% | 2 | -6 | 1 | 5.0% | 7.8% | 8 | 7 | 29.7% | 23.3% | | |
| 07 Administrative & Sr Clerical | 10 | 3.2% | 5.0% | 2 | 38.1% | 5.0% | 2 | 4 | 3 | 5.0% | 0 | -3 | 0 | 5.0% | 3.4% | 3 | 3 | 30.0% | 25.0% | | |
| 08 Skilled Sales & Service | 31 | 7.0% | 5.0% | 5 | 26.1% | 5.0% | 5 | 10 | 10 | 5.0% | 2 | -7 | 1 | 5.0% | 3.5% | 9 | 8 | 32.3% | 25.0% | | |
| 09 Skilled Crafts & Trades | 242 | 9.4% | 5.0% | 36 | 28.3% | 5.0% | 36 | 72 | 151 | 5.0% | 23 | -117 | 4 | 5.0% | 3.8% | 142 | 121 | 62.4% | 47.5% | | |
| 10 Clerical Personnel | 138 | 8.4% | 5.0% | 21 | 22.3% | 5.0% | 21 | 42 | 61 | 5.0% | 9 | -41 | 2 | 5.0% | 7.0% | 51 | 43 | 44.2% | 34.0% | | |
| 11 Intermediate Sales & Service | 24 | 0.0% | 5.0% | 4 | 37.5% | 5.0% | 4 | 8 | 10 | 5.0% | 2 | -6 | 0 | 5.0% | 5.6% | 9 | 6 | 41.7% | 28.6% | | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 13 Other Sales & Service | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 14 Other Manual Workers | 6 | 18.6% | 5.0% | 1 | 25.0% | 5.0% | 1 | 2 | 5 | 5.0% | 1 | -4 | 0 | 5.0% | 5.3% | 5 | 4 | 83.3% | 57.1% | | |
| Total | 566 | 7.1% | 5.0% | 85 | 25.4% | 5.0% | 85 | 170 | 271 | 5.0% | 41 | -195 | 9 | 5.0% | 5.3% | 241 | 204 | 47.9% | 36.7% | | |

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

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

Table 6: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | Persons with Disabilities | | | | | Comments |
|---|---------------------------|-----|-----------------|-----|--|----------|
| | Short-term Goals | | Long-term Goals | | | |
| | # | % | # | % | | |
| 01/02 Managers | 1 | 5.0 | 0 | 5.0 | | |
| 03 Professionals | 0 | 5.0 | 0 | 5.0 | | |
| 04 Semi-Professionals & Tech | 0 | 5.0 | 0 | 5.0 | | |
| 05 Supervisors | 0 | 5.0 | 0 | 5.0 | | |
| 06 Supervisors: Crafts & Trades | 1 | 5.0 | 0 | 5.0 | | |
| 07 Administrative & Sr Clerical | 0 | 5.0 | 0 | 5.0 | | |
| 08 Skilled Sales & Service | 1 | 5.0 | 0 | 5.0 | | |
| 09 Skilled Crafts & Trades | 4 | 5.0 | 0 | 5.0 | | |
| 10 Clerical Personnel | 2 | 5.0 | 0 | 5.0 | | |
| 11 Intermediate Sales & Service | 0 | 5.0 | 0 | 5.0 | | |
| 12 Semi-Skilled Manual | 0 | 5.0 | 0 | 5.0 | | |
| 13 Other Sales & Service | 0 | 5.0 | 0 | 5.0 | | |
| 14 Other Manual Workers | 0 | 5.0 | 0 | 5.0 | | |
| Total | 9 | 5.0 | 0 | 5.0 | | |

Federal Contractors Program Achievement Report

004762

Part 3: Goals

Wajax Limited

43495

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | | | Members of Visible Minorities | | | | | | | | | |
|---|---------------|------------------------|----------|--------------|--|-----------|--------------|--------------------------------|------------|--|-------------------------------|-----------------------------|--------------|--------------|----------------------|-------------|---------------|------------------------|-------------------------------------|-----------|
| | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years | |
| | | YYYY-MM-DD | Actual | Projected | Actual | Projected | Actual | | | Projected | Over 3 Years | | Over 3 Years | Over 3 Years | | | | | | From - To |
| | 2016-10-03 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | # | 2016-10-03 | Annually | Over 3 Years | # | 2016 | 2019 | % | # | # | % | % | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | % | # | # | % | % |
| 01 Senior Managers | 1 | -100.0% | 5.0% | 0 | 400.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 11.5% | 0 | 0 | 0.0% | 0.0% | |
| 02 Middle & Other Managers | 34 | 1.9% | 5.0% | 5 | 14.3% | 5.0% | 5 | 10 | 6 | 5.0% | 1 | 2 | 1 | 5.0% | 17.6% | 0 | -1 | 17.6% | 15.4% | |
| 03 Professionals | 6 | -5.9% | 5.0% | 1 | 36.4% | 5.0% | 1 | 2 | 0 | 5.0% | 0 | 2 | 0 | 5.0% | 25.7% | -2 | -2 | 0.0% | 0.0% | |
| 04 Semi-Professionals & Tech | 17 | 9.0% | 5.0% | 3 | 0.0% | 5.0% | 3 | 6 | 4 | 5.0% | 1 | 2 | 0 | 5.0% | 25.2% | 0 | -2 | 23.5% | 15.0% | |
| 05 Supervisors | 20 | 0.0% | 5.0% | 3 | 20.0% | 5.0% | 3 | 6 | 0 | 5.0% | 0 | 4 | 0 | 5.0% | 17.7% | -4 | -4 | 0.0% | 0.0% | |
| 06 Supervisors: Crafts & Trades | 37 | 0.0% | 5.0% | 6 | 24.3% | 5.0% | 6 | 12 | 0 | 5.0% | 0 | 3 | 1 | 5.0% | 7.2% | -3 | -2 | 0.0% | 2.3% | |
| 07 Administrative & Sr Clerical | 10 | 3.2% | 5.0% | 2 | 38.1% | 5.0% | 2 | 4 | 1 | 5.0% | 0 | 1 | 0 | 5.0% | 13.7% | 0 | -1 | 10.0% | 8.3% | |
| 08 Skilled Sales & Service | 31 | 7.0% | 5.0% | 5 | 26.1% | 5.0% | 5 | 10 | 2 | 5.0% | 0 | 4 | 1 | 5.0% | 15.6% | -3 | -3 | 6.5% | 8.3% | |
| 09 Skilled Crafts & Trades | 242 | 9.4% | 5.0% | 36 | 28.3% | 5.0% | 36 | 72 | 7 | 5.0% | 1 | 9 | 4 | 5.0% | 5.3% | -6 | -5 | 2.9% | 3.6% | |
| 10 Clerical Personnel | 138 | 8.4% | 5.0% | 21 | 22.3% | 5.0% | 21 | 42 | 1 | 5.0% | 0 | 24 | 2 | 5.0% | 15.9% | -21 | -22 | 0.7% | 1.9% | |
| 11 Intermediate Sales & Service | 24 | 0.0% | 5.0% | 4 | 37.5% | 5.0% | 4 | 8 | 1 | 5.0% | 0 | 5 | 0 | 5.0% | 22.7% | -4 | -5 | 4.2% | 3.6% | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 13 Other Sales & Service | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 5.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 14 Other Manual Workers | 6 | 18.6% | 5.0% | 1 | 25.0% | 5.0% | 1 | 2 | 0 | 5.0% | 0 | 1 | 0 | 5.0% | 19.3% | -1 | -1 | 0.0% | 0.0% | |
| Total | 566 | 7.1% | 5.0% | 85 | 25.4% | 5.0% | 85 | 170 | 22 | 5.0% | 3 | 57 | 9 | 5.0% | 11.6% | -44 | -48 | 3.9% | 4.3% | |

† 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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 8: Members of Visible Minorities

| Employment Equity Occupational Group (EEOG) | Members of Visible Minorities | | | | | Comments |
|---|-------------------------------|-----|-----------------|-----|--|----------|
| | Short-term Goals | | Long-term Goals | | | |
| | # | % | # | % | | |
| 01 Senior Managers | 0 | 5.0 | 0 | 5.0 | | |
| 02 Middle & Other Managers | 1 | 5.0 | 0 | 5.0 | | |
| 03 Professionals | 0 | 5.0 | 0 | 5.0 | | |
| 04 Semi-Professionals & Tech | 0 | 5.0 | 0 | 5.0 | | |
| 05 Supervisors | 0 | 5.0 | 0 | 5.0 | | |
| 06 Supervisors: Crafts & Trades | 1 | 5.0 | 0 | 5.0 | | |
| 07 Administrative & Sr Clerical | 0 | 5.0 | 0 | 5.0 | | |
| 08 Skilled Sales & Service | 1 | 5.0 | 0 | 5.0 | | |
| 09 Skilled Crafts & Trades | 4 | 5.0 | 0 | 5.0 | | |
| 10 Clerical Personnel | 2 | 5.0 | 0 | 5.0 | | |
| 11 Intermediate Sales & Service | 0 | 5.0 | 0 | 5.0 | | |
| 12 Semi-Skilled Manual | 0 | 5.0 | 0 | 5.0 | | |
| 13 Other Sales & Service | 0 | 5.0 | 0 | 5.0 | | |
| 14 Other Manual Workers | 0 | 5.0 | 0 | 5.0 | | |
| Total | 9 | 5.0 | 0 | 5.0 | | |

Federal Contractors Program Achievement Report

Part 3: Goals

Wajax Limited

43495

004763

Data for Subsequent/Current Goals

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

Table 9: Women

| Employment Equity Occupational Group (EEOG) | | All Employees | | | | | | | Women | | | | | | | | | | | | |
|---|------------------------------|---------------|----------|------------------------|--------------|----------|--|--------------|--------------------------------|------------|--------------|--|-------------|-----------------------------|--------------|-------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | | Number | | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | Anticipated Hires Over 3 Years | Number | | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | | | YYYY - YYYY | | | | | | | | |
| | | 2019-01-28 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2019-01-28 | Annually | Over 3 Years | | | 2019 | 2022 | | | | | | |
| | | # | % | % | # | % | % | # | # | % | # | # | # | % | % | # | # | % | % | | |
| 01 | Senior Managers | 0 | -100.0% | 5.0% | 0 | 400.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 27.6% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 02 | Middle & Other Managers | 36 | 1.9% | 5.0% | 5 | 14.3% | 5.0% | 5 | 10 | 2 | 5.0% | 0 | 14 | 4 | 39.4% | 39.4% | -12 | -10 | 5.6% | 14.6% | |
| 03 | Professionals | 5 | -5.9% | 5.0% | 1 | 36.4% | 5.0% | 1 | 2 | 1 | 5.0% | 0 | 1 | 1 | 39.3% | 39.3% | -1 | 0 | 20.0% | 33.3% | |
| 04 | Semi-Professionals & Tech | 22 | 9.0% | 5.0% | 3 | 0.0% | 5.0% | 3 | 6 | 6 | 5.0% | 0 | 5 | 1 | 23.3% | 23.3% | -4 | -4 | 4.5% | 8.0% | |
| 05 | Supervisors | 20 | 0.0% | 5.0% | 3 | 20.0% | 5.0% | 3 | 6 | 4 | 5.0% | 1 | 10 | 3 | 50.0% | 55.6% | -7 | -7 | 20.0% | 26.1% | |
| 06 | Supervisors: Crafts & Trades | 37 | 0.0% | 5.0% | 6 | 24.3% | 5.0% | 6 | 12 | 2 | 5.0% | 0 | 1 | 1 | 6.3% | 6.3% | 0 | 0 | 5.4% | 7.0% | |
| 07 | Administrative & Sr Clerical | 11 | 3.2% | 5.0% | 2 | 38.1% | 5.0% | 2 | 4 | 8 | 5.0% | 1 | 4 | 0 | 83.2% | 83.2% | -1 | -4 | 72.7% | 53.8% | |
| 08 | Skilled Sales & Service | 38 | 7.0% | 5.0% | 6 | 26.1% | 5.0% | 6 | 12 | 4 | 5.0% | 1 | 9 | 3 | 28.3% | 28.3% | -7 | -6 | 10.5% | 13.6% | |
| 09 | Skilled Crafts & Trades | 317 | 9.4% | 5.0% | 48 | 28.3% | 5.0% | 48 | 96 | 1 | 5.0% | 0 | 4 | 1 | 1.4% | 1.4% | -3 | -3 | 0.3% | 0.5% | |
| 10 | Clerical Personnel | 176 | 8.4% | 5.0% | 26 | 22.3% | 5.0% | 26 | 52 | 65 | 5.0% | 10 | 82 | 26 | 50.0% | 67.8% | -54 | -56 | 36.9% | 40.1% | |
| 11 | Intermediate Sales & Service | 24 | 0.0% | 5.0% | 4 | 37.5% | 5.0% | 4 | 8 | 9 | 5.0% | 1 | 11 | 4 | 50.0% | 67.7% | -7 | -7 | 37.5% | 42.9% | |
| 12 | Semi-Skilled Manual | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! | |
| 13 | Other Sales & Service | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! | |
| 14 | Other Manual Workers | 10 | 18.6% | 5.0% | 2 | 25.0% | 5.0% | 2 | 4 | 1 | 5.0% | 0 | 1 | 1 | 17.4% | 17.4% | -1 | 0 | 10.0% | 16.7% | |
| Total | | 696 | 7.1% | 5.0% | 104 | 25.4% | 5.0% | 104 | 208 | 98 | 5.0% | 15 | 143 | 10 | 5.0% | 28.2% | -98 | -133 | 14.1% | 11.6% | |

† 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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 10: Women

| Employment Equity Occupational Group (EEOG) | | Women | | | | Comments |
|---|------------------------------|------------------|--|-----------------|--|----------|
| | | Short-term Goals | | Long-term Goals | | |
| | | % | | % | | |
| 01 | Senior Managers | | | | | |
| 02 | Middle & Other Managers | 39.4 | | 39.4 | | |
| 03 | Professionals | 39.3 | | 39.3 | | |
| 04 | Semi-Professionals & Tech | 23.3 | | 23.3 | | |
| 05 | Supervisors | 50.0 | | 50.0 | | |
| 06 | Supervisors: Crafts & Trades | 6.3 | | 6.3 | | |
| 07 | Administrative & Sr Clerical | | | | | |
| 08 | Skilled Sales & Service | 28.3 | | 28.3 | | |
| 09 | Skilled Crafts & Trades | 1.4 | | 1.4 | | |
| 10 | Clerical Personnel | 50.0 | | 50.0 | | |
| 11 | Intermediate Sales & Service | 50.0 | | 50.0 | | |
| 12 | Semi-Skilled Manual | | | | | |
| 13 | Other Sales & Service | | | | | |
| 14 | Other Manual Workers | 17.4 | | 17.4 | | |
| Total | | 5.0 | | 0.0 | | |

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Part 3: Goals

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43495

004764

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples Subsequent/Current Short-term Goals

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | Aboriginal Peoples | | | | | | | | | | | |
|---|----------------------|------------------------|----------|----------|--|----------|----------|--------------------------------|----------------------|--|------------|----------|-----------------------------|--|------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | Number YYYY-MM-DD | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number YYYY-MM-DD | Turnover (Replacement of Terminated Employees) | | | Hires Required Over 3 Years | 3 Year Goals From - To YYYY - YYYY | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | 2019-01-28 | Annually | Annually | Over 3 Years | Annually | Annually | | | Over 3 Years | 2019-01-28 | Annually | | Over 3 Years | 2019 | | | | | |
| | # | % | % | # | % | % | # | # | % | # | # | # | % | % | # | # | % | % | | |
| | 01 Senior Managers | 0 | -100.0% | 5.0% | 0 | 400.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 0 | 3.2% | 0 | 0 | #DIV/0! | #DIV/0! |
| 02 Middle & Other Managers | 36 | 1.9% | 5.0% | 5 | 14.3% | 5.0% | 5 | 10 | 0 | 5.0% | 0 | 1 | 1 | 5.0% | 2.7% | -1 | 0 | 0.0% | 2.4% | |
| 03 Professionals | 5 | -5.9% | 5.0% | 1 | 36.4% | 5.0% | 1 | 2 | 0 | 5.0% | 0 | 0 | 0 | 1.9% | 0 | 0 | 0.0% | 0.0% | | |
| 04 Semi-Professionals & Tech | 22 | 9.0% | 5.0% | 3 | 0.0% | 5.0% | 3 | 6 | 0 | 5.0% | 0 | 0 | 0 | 1.5% | 0 | 0 | 0.0% | 0.0% | | |
| 05 Supervisors | 20 | 0.0% | 5.0% | 3 | 20.0% | 5.0% | 3 | 6 | 0 | 5.0% | 0 | 1 | 0 | 5.0% | 4.3% | -1 | -1 | 0.0% | 0.0% | |
| 06 Supervisors: Crafts & Trades | 37 | 0.0% | 5.0% | 6 | 24.3% | 5.0% | 6 | 12 | 0 | 5.0% | 0 | 2 | 1 | 5.0% | 3.5% | -1 | -1 | 0.0% | 2.3% | |
| 07 Administrative & Sr Clerical | 11 | 3.2% | 5.0% | 2 | 38.1% | 5.0% | 2 | 4 | 0 | 5.0% | 0 | 0 | 0 | 2.6% | 0 | 0 | 0.0% | 0.0% | | |
| 08 Skilled Sales & Service | 38 | 7.0% | 5.0% | 6 | 26.1% | 5.0% | 6 | 12 | 2 | 5.0% | 0 | -1 | 0 | 2.0% | 1 | 1 | 5.3% | 4.5% | | |
| 09 Skilled Crafts & Trades | 317 | 9.4% | 5.0% | 48 | 28.3% | 5.0% | 48 | 96 | 4 | 5.0% | 1 | 14 | 5 | 5.0% | 4.6% | -11 | -9 | 1.3% | 2.2% | |
| 10 Clerical Personnel | 176 | 8.4% | 5.0% | 26 | 22.3% | 5.0% | 26 | 52 | 5 | 5.0% | 1 | 4 | 3 | 5.0% | 4.2% | -2 | -1 | 2.8% | 3.5% | |
| 11 Intermediate Sales & Service | 24 | 0.0% | 5.0% | 4 | 37.5% | 5.0% | 4 | 8 | 0 | 5.0% | 0 | 1 | 0 | 5.0% | 4.0% | -1 | -1 | 0.0% | 0.0% | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! | |
| 13 Other Sales & Service | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | #DIV/0! | #DIV/0! | |
| 14 Other Manual Workers | 10 | 18.6% | 5.0% | 2 | 25.0% | 5.0% | 2 | 4 | 1 | 5.0% | 0 | 0 | 0 | 4.7% | 1 | 0 | 0 | 10.0% | 8.3% | |
| Total | 696 | 7.1% | 5.0% | 104 | 25.4% | 5.0% | 104 | 208 | 12 | 5.0% | 2 | 22 | 10 | 5.0% | 4.0% | -16 | -12 | 1.7% | 2.5% | |

† 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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 12: Aboriginal Peoples

| Employment Equity Occupational Group (EEOG) | Aboriginal Peoples | | Comments |
|---|--------------------|-----------------|----------|
| | Short-term Goals | Long-term Goals | |
| | % | % | |
| 01 Senior Managers | 0.0 | | |
| 02 Middle & Other Managers | 5.0 | 2.7 | |
| 03 Professionals | 0.0 | | |
| 04 Semi-Professionals & Tech | 0.0 | | |
| 05 Supervisors | 5.0 | 5.0 | |
| 06 Supervisors: Crafts & Trades | 5.0 | 5.0 | |
| 07 Administrative & Sr Clerical | 0.0 | | |
| 08 Skilled Sales & Service | 0.0 | | |
| 09 Skilled Crafts & Trades | 5.0 | 5.0 | |
| 10 Clerical Personnel | 5.0 | 5.0 | |
| 11 Intermediate Sales & Service | 5.0 | 5.0 | |
| 12 Semi-Skilled Manual | 0.0 | | |
| 13 Other Sales & Service | 0.0 | | |
| 14 Other Manual Workers | 0.0 | | |
| Total | 5.0 | 5.0 | |

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Part 3: Goals

Wajax Limited

43495

004765

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities
Subsequent/Current Short-term Goals

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | Persons with Disabilities | | | | | | | | | | | |
|---|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|---------------------------|--|--------------|--------------|-----------------------------|--------------|-------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | Number | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number | Turnover (Replacement of Terminated Employees) | | | Hires Required Over 3 Years | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | | YYYY-MM-DD | Annually | Over 3 Years | | YYYY - YYYY | | | | | | |
| | 2019-01-28 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | # | 2019-01-28 | Annually | Over 3 Years | | 2019 | 2022 | | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % | |
| 01/02 Managers | 36 | -49.0% | 5.0% | 5 | 207.1% | 5.0% | 5 | 10 | 6 | 5.0% | 1 | -3 | 0 | 5.0% | 4 | 3 | 16.7% | 12.2% | | |
| 03 Professionals | 5 | -5.9% | 5.0% | 1 | 36.4% | 5.0% | 1 | 2 | 2 | 5.0% | 0 | -1 | 0 | 8.9% | 2 | 1 | 40.0% | 33.3% | | |
| 04 Semi-Professionals & Tech | 22 | 9.0% | 5.0% | 3 | 0.0% | 5.0% | 3 | 6 | 4 | 5.0% | 1 | -1 | 0 | 7.6% | 2 | 1 | 18.2% | 12.0% | | |
| 05 Supervisors | 20 | 0.0% | 5.0% | 3 | 20.0% | 5.0% | 3 | 6 | 3 | 5.0% | 0 | 3 | 2 | 27.5% | 27.5% | -3 | -1 | 15.0% | 21.7% | |
| 06 Supervisors: Crafts & Trades | 37 | 0.0% | 5.0% | 6 | 24.3% | 5.0% | 6 | 12 | 8 | 5.0% | 1 | -3 | 0 | 10.1% | 4 | 3 | 21.6% | 16.3% | | |
| 07 Administrative & Sr Clerical | 11 | 3.2% | 5.0% | 2 | 38.1% | 5.0% | 2 | 4 | 3 | 5.0% | 0 | -2 | 0 | 10.0% | 2 | 2 | 27.3% | 23.1% | | |
| 08 Skilled Sales & Service | 38 | 7.0% | 5.0% | 6 | 26.1% | 5.0% | 6 | 12 | 7 | 5.0% | 1 | -2 | 0 | 8.0% | 4 | 2 | 18.4% | 13.6% | | |
| 09 Skilled Crafts & Trades | 317 | 9.4% | 5.0% | 48 | 28.3% | 5.0% | 48 | 96 | 124 | 5.0% | 19 | -77 | 0 | 7.8% | 99 | 77 | 39.1% | 28.8% | | |
| 10 Clerical Personnel | 176 | 8.4% | 5.0% | 26 | 22.3% | 5.0% | 26 | 52 | 53 | 5.0% | 8 | -26 | 0 | 9.3% | 37 | 26 | 30.1% | 22.3% | | |
| 11 Intermediate Sales & Service | 24 | 0.0% | 5.0% | 4 | 37.5% | 5.0% | 4 | 8 | 5 | 5.0% | 1 | -1 | 0 | 10.8% | 2 | 1 | 20.8% | 14.3% | | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 13 Other Sales & Service | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | | |
| 14 Other Manual Workers | 10 | 18.6% | 5.0% | 2 | 25.0% | 5.0% | 2 | 4 | 5 | 5.0% | 1 | -3 | 0 | 6.8% | 4 | 3 | 50.0% | 33.3% | | |
| Total | 696 | 7.1% | 5.0% | 104 | 25.4% | 5.0% | 104 | 208 | 220 | 5.0% | 33 | -116 | 10 | 5.0% | 8.9% | 158 | 126 | 31.6% | 24.6% | |

† 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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 14: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | Persons with Disabilities | | Comments |
|---|---------------------------|-----------------|----------|
| | Short-term Goals | Long-term Goals | |
| | % | % | |
| 01/02 Managers | 0.0 | | |
| 03 Professionals | 0.0 | | |
| 04 Semi-Professionals & Tech | 0.0 | | |
| 05 Supervisors | 27.5 | 27.5 | |
| 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 | 0.0 | | |
| 11 Intermediate Sales & Service | 0.0 | | |
| 12 Semi-Skilled Manual | 0.0 | | |
| 13 Other Sales & Service | 0.0 | | |
| 14 Other Manual Workers | 0.0 | | |
| Total | 5.0 | 5.0 | |

Federal Contractors Program Achievement Report

Part 3: Goals

Wajax Limited

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Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities Subsequent/Current Short-term Goals

| Employment Equity Occupational Group (EEOG) | All Employees | | | | | | | | Members of Visible Minorities | | | | | | | | | | |
|---|----------------------|------------------------|----------|----------|--|----------|----------|--------------------------------|-------------------------------|--|----------|-----------------------------|--|-------|----------------------|-------------|---------------|------------------------|-------------------------------------|
| | Number YYYY-MM-DD | Growth (New Positions) | | | Turnover (Replacement of Terminated Employees) | | | Anticipated Hires Over 3 Years | Number YYYY-MM-DD | Turnover (Replacement of Terminated Employees) | | Hires Required Over 3 Years | 3 Year Goals From - To YYYY - YYYY | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | 2019-01-28 | Annually | Annually | Over 3 Years | Annually | Annually | | | Over 3 Years | Annually | | Over 3 Years | 2019 | | | | | |
| | # | % | % | # | % | % | # | # | % | # | # | % | % | # | # | % | % | | |
| | 01 Senior Managers | 0 | -100.0% | 5.0% | 0 | 400.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 11.5% | 0 | 0 | #DIV/0! | #DIV/0! |
| 02 Middle & Other Managers | 36 | 1.9% | 5.0% | 5 | 14.3% | 5.0% | 5 | 10 | 6 | 5.0% | 1 | 2 | 0 | 17.6% | 0 | -2 | 16.7% | 12.2% | |
| 03 Professionals | 5 | -5.9% | 5.0% | 1 | 36.4% | 5.0% | 1 | 2 | 0 | 5.0% | 0 | 2 | 1 | 28.5% | -1 | -1 | 0.0% | 16.7% | |
| 04 Semi-Professionals & Tech | 22 | 9.0% | 5.0% | 3 | 0.0% | 5.0% | 3 | 6 | 5 | 5.0% | 1 | 1 | 0 | 21.9% | 0 | -1 | 22.7% | 16.0% | |
| 05 Supervisors | 20 | 0.0% | 5.0% | 3 | 20.0% | 5.0% | 3 | 6 | 0 | 5.0% | 0 | 4 | 1 | 18.5% | -4 | -3 | 0.0% | 4.3% | |
| 06 Supervisors: Crafts & Trades | 37 | 0.0% | 5.0% | 6 | 24.3% | 5.0% | 6 | 12 | 2 | 5.0% | 0 | 1 | 1 | 7.1% | -1 | 0 | 5.4% | 7.0% | |
| 07 Administrative & Sr Clerical | 11 | 3.2% | 5.0% | 2 | 38.1% | 5.0% | 2 | 4 | 1 | 5.0% | 0 | 0 | 0 | 11.5% | 0 | 0 | 9.1% | 7.7% | |
| 08 Skilled Sales & Service | 38 | 7.0% | 5.0% | 6 | 26.1% | 5.0% | 6 | 12 | 3 | 5.0% | 0 | 3 | 2 | 13.8% | -2 | -1 | 7.9% | 11.4% | |
| 09 Skilled Crafts & Trades | 317 | 9.4% | 5.0% | 48 | 28.3% | 5.0% | 48 | 96 | 18 | 5.0% | 3 | 4 | 0 | 5.3% | 1 | -4 | 5.7% | 4.1% | |
| 10 Clerical Personnel | 176 | 8.4% | 5.0% | 26 | 22.3% | 5.0% | 26 | 52 | 8 | 5.0% | 1 | 25 | 8 | 15.7% | -20 | -17 | 4.5% | 7.4% | |
| 11 Intermediate Sales & Service | 24 | 0.0% | 5.0% | 4 | 37.5% | 5.0% | 4 | 8 | 1 | 5.0% | 0 | 5 | 2 | 22.3% | -4 | -3 | 4.2% | 10.7% | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 13 Other Sales & Service | 0 | 0.0% | 5.0% | 0 | 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 14 Other Manual Workers | 10 | 18.6% | 5.0% | 2 | 25.0% | 5.0% | 2 | 4 | 0 | 5.0% | 0 | 2 | 1 | 19.3% | -2 | -1 | 0.0% | 8.3% | |
| Total | 696 | 7.1% | 5.0% | 104 | 25.4% | 5.0% | 104 | 208 | 44 | 5.0% | 7 | 52 | 0 | 11.1% | -33 | -52 | 6.3% | 4.6% | |

† 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 + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

Table 16: Members of Visible Minorities

| Employment Equity Occupational Group (EEOG) | Members of Visible Minorities | | | Comments |
|---|-------------------------------|-----------------|--|----------|
| | Short-term Goals | Long-term Goals | | |
| | % | % | | |
| 01 Senior Managers | | | | |
| 02 Middle & Other Managers | | | | |
| 03 Professionals | 28.5 | 28.5 | | |
| 04 Semi-Professionals & Tech | | | | |
| 05 Supervisors | 18.5 | 18.5 | | |
| 06 Supervisors: Crafts & Trades | 7.1 | | | |
| 07 Administrative & Sr Clerical | | | | |
| 08 Skilled Sales & Service | 13.8 | 13.8 | | |
| 09 Skilled Crafts & Trades | | | | |
| 10 Clerical Personnel | 15.7 | 15.7 | | |
| 11 Intermediate Sales & Service | 22.3 | 22.3 | | |
| 12 Semi-Skilled Manual | | | | |
| 13 Other Sales & Service | | | | |
| 14 Other Manual Workers | 19.3 | 19.3 | | |
| Total | 0.0 | | | |

Federal Contractors Program Achievement Report

Part 4: Results - Women

Wajax Limited

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--|------|--------------------|----------------|--------------|------|-----------|--------|----------|------------|--------------------|----------|------------|--------|------------|------------|--------|----------|--------------|---|---|------|-----|----|----|---|
| | | All Employees | Workforce | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | | Women | | | | | | | Women | | | | Women | | | | Women | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | |
| 01 Senior Managers | 2016 | 1 | 0 | 0.0 | 27.6 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 0 | 0 | 0.0 | 27.6 | 0 | 0 | 0.0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 2016 | 34 | 3 | 8.8 | 39.4 | 13 | -10 | 22.4 | | | | | | | | | | | | | | | | | |
| | 2019 | 36 | 2 | 5.6 | 39.4 | 14 | -12 | 14.1 | 7 | 0 | 0.0 | 3 | -3 | 3 | 0 | 0.0 | 0 | 0 | 5 | 1 | 20.0 | 0 | 0 | 1 | 1 |
| 03 Professionals | 2016 | 6 | 2 | 33.3 | 45.5 | 3 | -1 | 73.3 | | | | | | | | | | | | | | | | | |
| | 2019 | 5 | 1 | 20.0 | 39.3 | 2 | -1 | 50.9 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 2 | 1 | 50.0 | 1 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 2016 | 17 | 1 | 5.9 | 22.4 | 4 | -3 | 26.3 | | | | | | | | | | | | | | | | | |
| | 2019 | 22 | 1 | 4.5 | 23.3 | 5 | -4 | 19.5 | 5 | 0 | 0.0 | 1 | -1 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 |
| 05 Supervisors | 2016 | 20 | 4 | 20.0 | 56.5 | 11 | -7 | 35.4 | | | | | | | | | | | | | | | | | |
| | 2019 | 20 | 4 | 20.0 | 55.6 | 11 | -7 | 36.0 | 4 | 0 | 0.0 | 2 | -2 | 5 | 1 | 20.0 | 1 | 0 | 4 | 0 | 0.0 | 1 | -1 | -1 | 0 |
| 06 Supervisors: Crafts & Trades | 2016 | 37 | 2 | 5.4 | 6.1 | 2 | 0 | 88.6 | | | | | | | | | | | | | | | | | |
| | 2019 | 37 | 2 | 5.4 | 6.3 | 2 | 0 | 85.8 | 9 | 0 | 0.0 | 1 | -1 | 11 | 1 | 9.1 | 1 | 0 | 9 | 0 | 0.0 | 0 | 0 | 0 | 0 |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|--------|------|---------------------|------------------|---------------------|-------|---------------------|-----------------|---------------------|-------|--|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Women | | | | Women | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | |
| # | # | % | # | % | # | % | # | % | # | % | | | | |
| 01 Senior Managers | 2019 | 1 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 1 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 02 Middle & Other Managers | 2019 | 10 | 0 | 0.0 | 1 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 10 | 0 | 0.0 | | | 39.4 | 0.0 | | | 39.4 | 0.0 | | |
| 03 Professionals | 2019 | 1 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 1 | 0 | 0.0 | | | 39.3 | 0.0 | | | 39.3 | 0.0 | | |
| 04 Semi-Professionals & Technicians | 2019 | 6 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 6 | 0 | 0.0 | | | 23.3 | 0.0 | | | 23.3 | 0.0 | | |
| 05 Supervisors | 2019 | 9 | 1 | 11.1 | 0 | 0.0 | 5.0 | 222.2 | 0 | 0.0 | 5.0 | 222.2 | | |
| | 2022 | 9 | 1 | 11.1 | | | 50.0 | 22.2 | | | 50.0 | 22.2 | | |
| 06 Supervisors: Crafts & Trades | 2019 | 20 | 1 | 5.0 | 1 | 100.0 | 5.0 | 100.0 | 0 | 0.0 | 5.0 | 100.0 | | |
| | 2022 | 20 | 1 | 5.0 | | | 6.3 | 79.4 | | | 6.3 | 79.4 | | |

Federal Contractors Program Achievement Report

Part 4: Results - Women

Wajax Limited

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | | | |
|--|------|--------------------|----------------|--------------|------|-----------|--------|----------|--------------------|--------|----------|------------|------------|----------|------------|--------|--------------|------------|----|----|-------|----|----|---|---|---|
| | | All Employees | Workforce | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | | | |
| | | | Women | | | | | | Women | | | | Women | | | | Women | | | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | | |
| 07 Administrative & Senior Clerical | 2016 | 10 | 8 | 80.0 | 82.4 | 8 | 0 | 97.1 | | | | | | | | | | | | | | | | | | |
| | 2019 | 11 | 8 | 72.7 | 83.2 | 9 | -1 | 87.4 | 5 | 4 | 80.0 | 4 | 0 | 3 | 2 | 66.7 | 2 | 0 | 4 | 4 | 100.0 | 3 | 1 | | | |
| 08 Skilled Sales & Service Personnel | 2016 | 31 | 1 | 3.2 | 27.8 | 9 | -8 | 11.6 | | | | | | | | | | | | | | | | | | |
| | 2019 | 38 | 4 | 10.5 | 28.3 | 11 | -7 | 37.2 | 16 | 3 | 18.8 | 5 | -2 | 5 | 1 | 20.0 | 0 | 1 | 9 | 0 | 0.0 | 0 | 0 | 0 | 0 | |
| 09 Skilled Crafts & Trades Workers | 2016 | 242 | 0 | 0.0 | 1.4 | 3 | -3 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2019 | 317 | 1 | 0.3 | 1.4 | 4 | -3 | 22.5 | 154 | 2 | 1.3 | 2 | 0 | 7 | 1 | 14.3 | 0 | 1 | 79 | 1 | 1.3 | 0 | 1 | | | |
| 10 Clerical Personnel | 2016 | 138 | 48 | 34.8 | 67.8 | 94 | -46 | 51.3 | | | | | | | | | | | | | | | | | | |
| | 2019 | 176 | 65 | 36.9 | 67.8 | 119 | -54 | 54.5 | 73 | 38 | 52.1 | 49 | -11 | 10 | 5 | 50.0 | 3 | 2 | 35 | 21 | 60.0 | 12 | 9 | | | |
| 11 Intermediate Sales & Service Personnel | 2016 | 24 | 8 | 33.3 | 68.1 | 16 | -8 | 48.9 | | | | | | | | | | | | | | | | | | |
| | 2019 | 24 | 9 | 37.5 | 67.7 | 16 | -7 | 55.4 | 9 | 1 | 11.1 | 6 | -5 | 1 | 0 | 0.0 | 0 | 0 | 9 | 0 | 0.0 | 3 | -3 | | | |
| 12 Semi-Skilled Manual Workers | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|--------|------|---------------------|------------------|---------------------|--------|---------------------|-----------------|---------------------|--------|--|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Women | | | | Women | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | |
| # | # | % | # | % | # | % | # | % | # | % | | | | |
| 07 Administrative & Senior Clerical | 2019 | 8 | 6 | 75.0 | 0 | 0.0 | 5.0 | 1500.0 | 0 | 0.0 | 5.0 | 1500.0 | | |
| | 2022 | 8 | 6 | 75.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 08 Skilled Sales & Service Personnel | 2019 | 21 | 4 | 19.0 | 1 | 400.0 | 5.0 | 381.0 | 0 | 0.0 | 5.0 | 381.0 | | |
| | 2022 | 21 | 4 | 19.0 | | | 28.3 | 67.3 | | | 28.3 | 67.3 | | |
| 09 Skilled Crafts & Trades Workers | 2019 | 161 | 3 | 1.9 | 4 | 75.0 | 5.0 | 37.3 | 0 | 0.0 | 5.0 | 37.3 | | |
| | 2022 | 161 | 3 | 1.9 | | | 1.4 | 133.1 | | | 1.4 | 133.1 | | |
| 10 Clerical Personnel | 2019 | 83 | 43 | 51.8 | 2 | 2150.0 | 5.0 | 1036.1 | 0 | 0.0 | 5.0 | 1036.1 | | |
| | 2022 | 83 | 43 | 51.8 | | | 50.0 | 103.6 | | | 50.0 | 103.6 | | |
| 11 Intermediate Sales & Service Personnel | 2019 | 10 | 1 | 10.0 | 0 | 0.0 | 5.0 | 200.0 | 0 | 0.0 | 5.0 | 200.0 | | |
| | 2022 | 10 | 1 | 10.0 | | | 50.0 | 20.0 | | | 50.0 | 20.0 | | |
| 12 Semi-Skilled Manual Workers | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

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Part 4: Results - Women

Wajax Limited

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--|------|--------------------|----------------|--------------|------|-----------|--------|----------|------------|--------------------|----------|------------|--------|---------------|------------|--------|----------|---------------|-------|----|------|-----|---|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | All Employees | Women | | | Women | | | | All Employees | Women | | | All Employees | Women | | | All Employees | Women | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | # | % | |
| 13 Other Sales & Service Personnel | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 2016 | 6 | 1 | 16.7 | 19.5 | 1 | 0 | 85.5 | | | | | | | | | | | | | | | | | |
| | 2019 | 10 | 1 | 10.0 | 17.4 | 2 | -1 | 57.5 | 6 | 1 | 16.7 | 1 | 0 | 1 | 0 | 0.0 | 0 | 0 | 2 | 1 | 50.0 | 0 | 0 | 1 | 1 |
| Total | 2016 | 566 | 78 | 13.8 | 29.2 | 165 | -87 | 47.2 | | | | | | | | | | | | | | | | | |
| | 2019 | 696 | 98 | 14.1 | 28.2 | 196 | -98 | 49.9 | 290 | 49 | 16.9 | 82 | -33 | 47 | 11 | 23.4 | 6 | 5 | 160 | 29 | 18.1 | 22 | 7 | 7 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|--------|------|---------------------|------------------|---------------------|-------|---------------------|-----------------|---------------------|-------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Women | | | | Women | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | % | % | # | % | % | % | # | % | % | % | | | |
| 13 Other Sales & Service Personnel | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2019 | 7 | 1 | 14.3 | 0 | 0.0 | 5.0 | 285.7 | 0 | 0.0 | 5.0 | 285.7 | | |
| | 2022 | 7 | 1 | 14.3 | | | 17.4 | 82.1 | | | 17.4 | 82.1 | | |
| Total | 2019 | 337 | 60 | 17.8 | 9 | 666.7 | 5.0 | 356.1 | 0 | 0.0 | 5.0 | 356.1 | | |
| | 2022 | 337 | 60 | 17.8 | | | 5.0 | 356.1 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Wajax Limited

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | | |
|--|------|--------------------|--------------------|--------------|-----|-----|-----------|---------------|--------------------|--------------------|------------|---------------|--------------------|------------|------------|---------------|--------------------|--------------|------------|---|---|---|-----|---|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | | |
| | | All Employees | Aboriginal Peoples | | | Gap | EE Result | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | | | | | | | |
| | | | Representation | Availability | % | | | | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | | |
| # | # | # | % | # | % | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | |
| 01 Senior Managers | 2016 | 1 | 0 | 0.0 | 3.2 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2019 | 0 | 0 | 0.0 | 3.2 | 0 | 0 | 0.0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 2016 | 34 | 0 | 0.0 | 2.7 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2019 | 36 | 0 | 0.0 | 2.7 | 1 | -1 | 0.0 | 7 | 0 | 0.0 | 0 | 0 | 0 | 3 | 0 | 0.0 | 0 | 0 | 0 | 5 | 0 | 0.0 | 0 | 0 | 0 |
| 03 Professionals | 2016 | 6 | 0 | 0.0 | 2.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2019 | 5 | 0 | 0.0 | 1.9 | 0 | 0 | 0.0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 2016 | 17 | 0 | 0.0 | 1.6 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2019 | 22 | 0 | 0.0 | 1.5 | 0 | 0 | 0.0 | 5 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 05 Supervisors | 2016 | 20 | 0 | 0.0 | 4.9 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2019 | 20 | 0 | 0.0 | 4.3 | 1 | -1 | 0.0 | 4 | 0 | 0.0 | 0 | 0 | 0 | 5 | 0 | 0.0 | 0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 2016 | 37 | 0 | 0.0 | 3.6 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2019 | 37 | 0 | 0.0 | 3.5 | 1 | -1 | 0.0 | 9 | 0 | 0.0 | 0 | 0 | 0 | 11 | 0 | 0.0 | 0 | 0 | 0 | 9 | 0 | 0.0 | 0 | 0 | 0 |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | # | % | % | # | % | % | | |
| 01 Senior Managers | 2019 | 1 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2022 | 1 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 02 Middle & Other Managers | 2019 | 10 | 0 | 0.0 | 1 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2022 | 10 | 0 | 0.0 | | | 5.0 | 0.0 | | | 2.7 | 0.0 | | |
| 03 Professionals | 2019 | 1 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2022 | 1 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 04 Semi-Professionals & Technicians | 2019 | 6 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2022 | 6 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 05 Supervisors | 2019 | 9 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2022 | 9 | 0 | 0.0 | | | 5.0 | 0.0 | | | 5.0 | 0.0 | | |
| 06 Supervisors: Crafts & Trades | 2019 | 20 | 0 | 0.0 | 1 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2022 | 20 | 0 | 0.0 | | | 5.0 | 0.0 | | | 5.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Wajax Limited

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | | |
|--|--|--------------------|--------------------|--------------|-----|-----|-----------|---------------|--------------------|--------------------|------------|---------------|--------------------|------------|------------|---------------|--------------------|--------------|------------|---|-----|-----|----|---|---|--|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | | |
| | | All Employees | Aboriginal Peoples | | | Gap | EE Result | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | | | | | | | |
| | | | Representation | Availability | % | | | | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | | |
| # | # | # | % | # | % | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | |
| 07 | Administrative & Senior Clerical | 2016 | 10 | 0 | 0.0 | 2.7 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 11 | 0 | 0.0 | 2.6 | 0 | 0 | 0.0 | 5 | 0 | 0.0 | 0 | 0 | 0 | 3 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 | 0 | |
| 08 | Skilled Sales & Service Personnel | 2016 | 31 | 1 | 3.2 | 1.6 | 0 | 1 | 201.6 | | | | | | | | | | | | | | | | | |
| | 2019 | 38 | 2 | 5.3 | 2.0 | 1 | 1 | 263.2 | 16 | 1 | 6.3 | 0 | 1 | 5 | 0 | 0.0 | 0 | 0 | 9 | 0 | 0.0 | 0 | 0 | 0 | 0 | |
| 09 | Skilled Crafts & Trades Workers | 2016 | 242 | 2 | 0.8 | 4.6 | 11 | -9 | 18.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 317 | 4 | 1.3 | 4.6 | 15 | -11 | 27.4 | 154 | 2 | 1.3 | 7 | -5 | 7 | 1 | 14.3 | 0 | 1 | 79 | 0 | 0.0 | 1 | -1 | | | |
| 10 | Clerical Personnel | 2016 | 138 | 2 | 1.4 | 4.2 | 6 | -4 | 34.5 | | | | | | | | | | | | | | | | | |
| | 2019 | 176 | 5 | 2.8 | 4.2 | 7 | -2 | 67.6 | 73 | 3 | 4.1 | 3 | 0 | 10 | 0 | 0.0 | 0 | 0 | 35 | 0 | 0.0 | 1 | -1 | | | |
| 11 | Intermediate Sales & Service Personnel | 2016 | 24 | 0 | 0.0 | 4.5 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 24 | 0 | 0.0 | 4.0 | 1 | -1 | 0.0 | 9 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 9 | 0 | 0.0 | 0 | 0 | 0 | 0 | |
| 12 | Semi-Skilled Manual Workers | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|--|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|-----|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | |
| # | # | # | % | # | % | # | % | # | % | | | | | |
| 07 | Administrative & Senior Clerical | 2019 | 8 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2022 | 8 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 08 | Skilled Sales & Service Personnel | 2019 | 21 | 1 | 4.8 | 1 | 100.0 | 5.0 | 95.2 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2022 | 21 | 1 | 4.8 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 09 | Skilled Crafts & Trades Workers | 2019 | 161 | 3 | 1.9 | 4 | 75.0 | 5.0 | 37.3 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2022 | 161 | 3 | 1.9 | | | 5.0 | 37.3 | | | 5.0 | 37.3 | | |
| 10 | Clerical Personnel | 2019 | 83 | 3 | 3.6 | 2 | 150.0 | 5.0 | 72.3 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2022 | 83 | 3 | 3.6 | | | 5.0 | 72.3 | | | 5.0 | 72.3 | | |
| 11 | Intermediate Sales & Service Personnel | 2019 | 10 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2022 | 10 | 0 | 0.0 | | | 5.0 | 0.0 | | | 5.0 | 0.0 | | |
| 12 | Semi-Skilled Manual Workers | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Wajax Limited

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|------------|--------------------|--------------------|------------|--------|---------------|--------------------|--------|----------|---------------|--------------------|---|-----|-----|----|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | All Employees | Aboriginal Peoples | | | | | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | All Employees | Aboriginal Peoples | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | |
| 13 Other Sales & Service Personnel | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 2016 | 6 | 0 | 0.0 | 4.8 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 10 | 1 | 10.0 | 4.7 | 0 | 1 | 212.8 | 6 | 1 | 16.7 | 0 | 1 | 1 | 0 | 0.0 | 0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 0 |
| Total | 2016 | 566 | 5 | 0.9 | 0.0 | 0 | 5 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 696 | 12 | 1.7 | 4.0 | 28 | -16 | 43.1 | 290 | 7 | 2.4 | 12 | -5 | 47 | 1 | 2.1 | 0 | 1 | 160 | 0 | 0.0 | 1 | -1 | | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|--------------------|------|---------------------|--------------------|---------------------|-------|---------------------|--------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 13 Other Sales & Service Personnel | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2019 | 7 | 1 | 14.3 | 0 | 0.0 | 5.0 | 285.7 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2022 | 7 | 1 | 14.3 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| Total | 2019 | 337 | 8 | 2.4 | 9 | 88.9 | 5.0 | 47.5 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2022 | 337 | 8 | 2.4 | | | 5.0 | 47.5 | | | 5.0 | 47.5 | | |

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Wajax Limited

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--|------|--------------------|---------------------------|--------------|------|-----------|--------|----------|------------|--------------------|---------------------------|------------|--------|---------------|---------------------------|--------|----------|---------------|---------------------------|-------|-------|---|---|---|--|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | All Employees | Persons with Disabilities | | | | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | % | # | % | # | % | # | % | # | % | # | % | |
| 01&02 Managers | 2016 | 35 | 9 | 25.7 | 4.3 | 2 | 7 | 598.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 36 | 6 | 16.7 | 5.0 | 2 | 4 | 333.3 | 8 | 3 | 37.5 | 0 | 3 | 3 | 1 | 33.3 | 1 | 0 | 7 | 6 | 85.7 | 2 | 4 | | |
| 03 Professionals | 2016 | 6 | 3 | 50.0 | 3.8 | 0 | 3 | 1,315.8 | | | | | | | | | | | | | | | | | |
| | 2019 | 5 | 2 | 40.0 | 8.9 | 0 | 2 | 449.4 | 1 | 1 | 100.0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 2 | 2 | 100.0 | 1 | 1 | | | |
| 04 Semi-Professionals & Technicians | 2016 | 17 | 3 | 17.6 | 4.6 | 1 | 2 | 383.6 | | | | | | | | | | | | | | | | | |
| | 2019 | 22 | 4 | 18.2 | 7.6 | 2 | 2 | 239.2 | 5 | 1 | 20.0 | 0 | 1 | 1 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | | |
| 05 Supervisors | 2016 | 20 | 5 | 25.0 | 13.9 | 3 | 2 | 179.9 | | | | | | | | | | | | | | | | | |
| | 2019 | 20 | 3 | 15.0 | 27.5 | 6 | -3 | 54.5 | 4 | 2 | 50.0 | 1 | 1 | 5 | 1 | 20.0 | 1 | 0 | 4 | 4 | 100.0 | 1 | 3 | | |
| 06 Supervisors: Crafts & Trades | 2016 | 37 | 11 | 29.7 | 7.8 | 3 | 8 | 381.2 | | | | | | | | | | | | | | | | | |
| | 2019 | 37 | 8 | 21.6 | 10.1 | 4 | 4 | 214.1 | 9 | 2 | 22.2 | 1 | 1 | 11 | 4 | 36.4 | 3 | 1 | 9 | 5 | 55.6 | 3 | 2 | | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|---------------------------|-------|---------------------|---------------------------|---------------------|--------|---------------------|---------------------------|---------------------|---------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Persons with Disabilities | | | Persons with Disabilities | | | | Persons with Disabilities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | % | # | % | % | % | # | % | % | % | % | | | |
| 01&02 Managers | 2019 | 11 | 4 | 36.4 | 1 | 400.0 | 5.0 | 727.3 | 0 | 0.0 | 5.0 | 727.3 | | |
| | 2022 | 11 | 4 | 36.4 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 03 Professionals | 2019 | 1 | 1 | 100.0 | 0 | 0.0 | 5.0 | 2000.0 | 0 | 0.0 | 5.0 | 2,000.0 | | |
| | 2022 | 1 | 1 | 100.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 04 Semi-Professionals & Technicians | 2019 | 6 | 1 | 16.7 | 0 | 0.0 | 5.0 | 333.3 | 0 | 0.0 | 5.0 | 333.3 | | |
| | 2022 | 6 | 1 | 16.7 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 05 Supervisors | 2019 | 9 | 3 | 33.3 | 0 | 0.0 | 5.0 | 666.7 | 0 | 0.0 | 5.0 | 666.7 | | |
| | 2022 | 9 | 3 | 33.3 | | | 27.5 | 121.2 | | | 27.5 | 121.2 | | |
| 06 Supervisors: Crafts & Trades | 2019 | 20 | 6 | 30.0 | 1 | 600.0 | 5.0 | 600.0 | 0 | 0.0 | 5.0 | 600.0 | | |
| | 2022 | 20 | 6 | 30.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

Wajax Limited

43495

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--|------|--------------------|---------------------------|--------------|------|-----------|--------|----------|------------|--------------------|---------------------------|------------|--------|---------------|---------------------------|--------|----------|---------------|---------------------------|----|------|----|-----|---|--|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | All Employees | Persons with Disabilities | | | | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | Actual | Expected | Difference | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | |
| 07 Administrative & Senior Clerical | 2016 | 10 | 3 | 30.0 | 3.4 | 0 | 3 | 882.4 | | | | | | | | | | | | | | | | | |
| | 2019 | 11 | 3 | 27.3 | 10.0 | 1 | 2 | 272.7 | 5 | 0 | 0.0 | 1 | -1 | 3 | 1 | 33.3 | 1 | 0 | 4 | 0 | 0.0 | 1 | -1 | | |
| 08 Skilled Sales & Service Personnel | 2016 | 31 | 10 | 32.3 | 3.5 | 1 | 9 | 921.7 | | | | | | | | | | | | | | | | | |
| | 2019 | 38 | 7 | 18.4 | 8.0 | 3 | 4 | 230.3 | 16 | 1 | 6.3 | 1 | 0 | 5 | 2 | 40.0 | 2 | 0 | 9 | 4 | 44.4 | 3 | 1 | | |
| 09 Skilled Crafts & Trades Workers | 2016 | 242 | 151 | 62.4 | 3.8 | 9 | 142 | 1,642.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 317 | 124 | 39.1 | 7.8 | 25 | 99 | 501.5 | 154 | 12 | 7.8 | 12 | 0 | 7 | 1 | 14.3 | 4 | -3 | 79 | 39 | 49.4 | 49 | -10 | | |
| 10 Clerical Personnel | 2016 | 138 | 61 | 44.2 | 7.0 | 10 | 51 | 631.5 | | | | | | | | | | | | | | | | | |
| | 2019 | 176 | 53 | 30.1 | 9.3 | 16 | 37 | 323.8 | 73 | 8 | 11.0 | 7 | 1 | 10 | 2 | 20.0 | 4 | -2 | 35 | 16 | 45.7 | 15 | 1 | | |
| 11 Intermediate Sales & Service Personnel | 2016 | 24 | 10 | 41.7 | 5.6 | 1 | 9 | 744.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 24 | 5 | 20.8 | 10.8 | 3 | 2 | 192.9 | 9 | 2 | 22.2 | 1 | 1 | 1 | 0 | 0.0 | 0 | 0 | 9 | 7 | 77.8 | 4 | 3 | | |
| 12 Semi-Skilled Manual Workers | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|---------------------------|------|---------------------|---------------------------|---------------------|-------|---------------------|---------------------------|---------------------|-------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Persons with Disabilities | | | Persons with Disabilities | | | | Persons with Disabilities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | % | % | # | % | % | % | # | % | % | % | | | |
| 07 Administrative & Senior Clerical | 2019 | 8 | 1 | 12.5 | 0 | 0.0 | 5.0 | 250.0 | 0 | 0.0 | 5.0 | 250.0 | | |
| | 2022 | 8 | 1 | 12.5 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 08 Skilled Sales & Service Personnel | 2019 | 21 | 3 | 14.3 | 1 | 300.0 | 5.0 | 285.7 | 0 | 0.0 | 5.0 | 285.7 | | |
| | 2022 | 21 | 3 | 14.3 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 09 Skilled Crafts & Trades Workers | 2019 | 161 | 13 | 8.1 | 4 | 325.0 | 5.0 | 161.5 | 0 | 0.0 | 5.0 | 161.5 | | |
| | 2022 | 161 | 13 | 8.1 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 10 Clerical Personnel | 2019 | 83 | 10 | 12.0 | 2 | 500.0 | 5.0 | 241.0 | 0 | 0.0 | 5.0 | 241.0 | | |
| | 2022 | 83 | 10 | 12.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 11 Intermediate Sales & Service Personnel | 2019 | 10 | 2 | 20.0 | 0 | 0.0 | 5.0 | 400.0 | 0 | 0.0 | 5.0 | 400.0 | | |
| | 2022 | 10 | 2 | 20.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 12 Semi-Skilled Manual Workers | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

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Part 6: Results - Persons with Disabilities

Wajax Limited

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | | |
|--|------|--------------------|---------------------------|--------------|-----|-----------|--------|----------|------------|--------------------|---------------------------|----------|------------|---------------|---------------------------|----------|------------|---------------|---------------------------|----|------|-----|----|---|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | | |
| | | All Employees | Persons with Disabilities | | | | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | % | # | # | % | # | % | # | # | % | # | # | | |
| 13 Other Sales & Service Personnel | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 2016 | 6 | 5 | 83.3 | 5.3 | 0 | 5 | 1,572.3 | | | | | | | | | | | | | | | | | | |
| | 2019 | 10 | 5 | 50.0 | 6.8 | 1 | 4 | 735.3 | 6 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 1 | -1 | 2 | 0 | 0.0 | 2 | -2 | | | |
| Total | 2016 | 566 | 271 | 47.9 | 5.3 | 30 | 241 | 903.4 | | | | | | | | | | | | | | | | | | |
| | 2019 | 696 | 220 | 31.6 | 8.9 | 62 | 158 | 355.2 | 290 | 32 | 11.0 | 26 | 6 | 47 | 12 | 25.5 | 23 | -11 | 160 | 83 | 51.9 | 77 | 6 | | | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|---------------------------|------|---------------------|---------------------------|---------------------|-------|---------------------|---------------------------|---------------------|-------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Persons with Disabilities | | | Persons with Disabilities | | | | Persons with Disabilities | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | % | # | % | % | # | % | % | # | % | % | | | |
| 13 Other Sales & Service Personnel | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2019 | 7 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 7 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| Total | 2019 | 337 | 44 | 13.1 | 9 | 488.9 | 5.0 | 261.1 | 0 | 0.0 | 5.0 | 261.1 | | |
| | 2022 | 337 | 44 | 13.1 | | | 5.0 | 261.1 | | | 5.0 | 261.1 | | |

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Wajax Limited

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | | |
|--|------|--------------------|--------------------|--------------|------|-----------|----|--------|----------|--------------------|--------------------|--------|----------|---------------|--------------------|--------|----------|---------------|--------------------|--------|----------|------------|----|---|----|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | | |
| | | All Employees | Visible Minorities | | | EE Result | | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | | | | |
| | | # | Representation | Availability | Gap | EE Result | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | | | |
| 01 Senior Managers | 2016 | 1 | 0 | 0.0 | 11.5 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 0 | 0 | 0.0 | 11.5 | 0 | 0 | 0.0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 2016 | 34 | 6 | 17.6 | 17.6 | 6 | 0 | 100.3 | | | | | | | | | | | | | | | | | |
| | 2019 | 36 | 6 | 16.7 | 17.6 | 6 | 0 | 94.7 | 7 | 0 | 0.0 | 1 | -1 | 3 | 0 | 0.0 | 1 | -1 | 5 | 0 | 0.0 | 1 | -1 | 0 | -1 |
| 03 Professionals | 2016 | 6 | 0 | 0.0 | 25.7 | 2 | -2 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 5 | 0 | 0.0 | 28.5 | 1 | -1 | 0.0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 2016 | 17 | 4 | 23.5 | 25.2 | 4 | 0 | 93.4 | | | | | | | | | | | | | | | | | |
| | 2019 | 22 | 5 | 22.7 | 21.9 | 5 | 0 | 103.8 | 5 | 1 | 20.0 | 1 | 0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 |
| 05 Supervisors | 2016 | 20 | 0 | 0.0 | 17.7 | 4 | -4 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 20 | 0 | 0.0 | 18.5 | 4 | -4 | 0.0 | 4 | 0 | 0.0 | 1 | -1 | 5 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 2016 | 37 | 0 | 0.0 | 7.2 | 3 | -3 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2019 | 37 | 2 | 5.4 | 7.1 | 3 | -1 | 76.1 | 9 | 1 | 11.1 | 1 | 0 | 11 | 2 | 18.2 | 0 | 2 | 9 | 0 | 0.0 | 0 | 0 | 0 | 0 |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|--------------------|------|---------------------|--------------------|---------------------|-------|---------------------|--------------------|---------------------|-------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Visible Minorities | | | Visible Minorities | | | | Visible Minorities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 01 Senior Managers | 2019 | 1 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 1 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 02 Middle & Other Managers | 2019 | 10 | 0 | 0.0 | 1 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 10 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 03 Professionals | 2019 | 1 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 1 | 0 | 0.0 | | | 28.5 | 0.0 | | | 28.5 | 0.0 | | |
| 04 Semi-Professionals & Technicians | 2019 | 6 | 1 | 16.7 | 0 | 0.0 | 5.0 | 333.3 | 0 | 0.0 | 5.0 | 333.3 | | |
| | 2022 | 6 | 1 | 16.7 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 05 Supervisors | 2019 | 9 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 9 | 0 | 0.0 | | | 18.5 | 0.0 | | | 18.5 | 0.0 | | |
| 06 Supervisors: Crafts & Trades | 2019 | 20 | 3 | 15.0 | 1 | 300.0 | 5.0 | 300.0 | 0 | 0.0 | 5.0 | 300.0 | | |
| | 2022 | 20 | 3 | 15.0 | | | 7.1 | 211.3 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Wajax Limited

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|--|------|--------------------|--------------------|--------------|------|-----------|-----|--------|----------|--------------------|--------------------|--------|----------|---------------|--------------------|--------|----------|---------------|--------------------|--------|----------|------------|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | |
| | | All Employees | Visible Minorities | | | EE Result | | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | | | |
| | | # | Representation | Availability | Gap | EE Result | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | | |
| 07 Administrative & Senior Clerical | 2016 | 10 | 1 | 10.0 | 13.7 | 1 | 0 | 73.0 | | | | | | | | | | | | | | | | |
| | 2019 | 11 | 1 | 9.1 | 11.5 | 1 | 0 | 79.1 | 5 | 0 | 0.0 | 1 | -1 | 3 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2016 | 31 | 2 | 6.5 | 15.6 | 5 | -3 | 41.4 | | | | | | | | | | | | | | | | |
| | 2019 | 38 | 3 | 7.9 | 13.8 | 5 | -2 | 57.2 | 16 | 3 | 18.8 | 2 | 1 | 5 | 0 | 0.0 | 0 | 0 | 9 | 2 | 22.2 | 1 | 1 | 1 |
| 09 Skilled Crafts & Trades Workers | 2016 | 242 | 7 | 2.9 | 5.3 | 13 | -6 | 54.6 | | | | | | | | | | | | | | | | |
| | 2019 | 317 | 18 | 5.7 | 5.3 | 17 | 1 | 107.1 | 154 | 14 | 9.1 | 8 | 6 | 7 | 0 | 0.0 | 0 | 0 | 79 | 3 | 3.8 | 2 | 1 | |
| 10 Clerical Personnel | 2016 | 138 | 1 | 0.7 | 15.9 | 22 | -21 | 4.6 | | | | | | | | | | | | | | | | |
| | 2019 | 176 | 8 | 4.5 | 15.7 | 28 | -20 | 29.0 | 73 | 10 | 13.7 | 11 | -1 | 10 | 1 | 10.0 | 0 | 1 | 35 | 3 | 8.6 | 0 | 3 | |
| 11 Intermediate Sales & Service Personnel | 2016 | 24 | 1 | 4.2 | 22.7 | 5 | -4 | 18.4 | | | | | | | | | | | | | | | | |
| | 2019 | 24 | 1 | 4.2 | 22.3 | 5 | -4 | 18.7 | 9 | 0 | 0.0 | 2 | -2 | 1 | 0 | 0.0 | 0 | 0 | 9 | 0 | 0.0 | 0 | 0 | |
| 12 Semi-Skilled Manual Workers | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|--------------------|------|---------------------|--------------------|---------------------|-------|---------------------|--------------------|---------------------|-------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Visible Minorities | | | Visible Minorities | | | | Visible Minorities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| 07 Administrative & Senior Clerical | 2019 | 8 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 8 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 08 Skilled Sales & Service Personnel | 2019 | 21 | 3 | 14.3 | 1 | 300.0 | 5.0 | 285.7 | 0 | 0.0 | 5.0 | 285.7 | | |
| | 2022 | 21 | 3 | 14.3 | | | 13.8 | 103.5 | | | 13.8 | 103.5 | | |
| 09 Skilled Crafts & Trades Workers | 2019 | 161 | 14 | 8.7 | 4 | 350.0 | 5.0 | 173.9 | 0 | 0.0 | 5.0 | 173.9 | | |
| | 2022 | 161 | 14 | 8.7 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 10 Clerical Personnel | 2019 | 83 | 11 | 13.3 | 2 | 550.0 | 5.0 | 265.1 | 0 | 0.0 | 5.0 | 265.1 | | |
| | 2022 | 83 | 11 | 13.3 | | | 15.7 | 84.4 | | | 15.7 | 84.4 | | |
| 11 Intermediate Sales & Service Personnel | 2019 | 10 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 10 | 0 | 0.0 | | | 22.3 | 0.0 | | | 22.3 | 0.0 | | |
| 12 Semi-Skilled Manual Workers | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Wajax Limited

43495

004778

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|--|------|--------------------|--------------------|--------------|------|-----------|-----|--------|----------|--------------------|--------------------|--------|----------|---------------|--------------------|--------|----------|---------------|--------------------|--------|----------|------------|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | |
| | | All Employees | Visible Minorities | | | EE Result | | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | All Employees | Visible Minorities | | | | | |
| | | # | Representation | Availability | Gap | EE Result | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | # | Actual | Expected | Difference | | |
| # | # | % | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | | |
| 13 Other Sales & Service Personnel | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2019 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 14 Other Manual Workers | 2016 | 6 | 0 | 0.0 | 19.3 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | |
| | 2019 | 10 | 0 | 0.0 | 19.3 | 2 | -2 | 0.0 | 6 | 1 | 16.7 | 1 | 0 | 1 | 0 | 0.0 | 0 | 0 | 2 | 1 | 50.0 | 0 | 1 | |
| Total | 2016 | 566 | 22 | 3.9 | 11.6 | 66 | -44 | 33.5 | | | | | | | | | | | | | | | | |
| | 2019 | 696 | 44 | 6.3 | 11.1 | 77 | -33 | 57.0 | 290 | 30 | 10.3 | 32 | -2 | 47 | 3 | 6.4 | 2 | 1 | 160 | 9 | 5.6 | 6 | 3 | |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|--|------|---------------|--------------------|------|---------------------|--------------------|---------------------|-------|---------------------|--------------------|---------------------|-------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Visible Minorities | | | Visible Minorities | | | | Visible Minorities | | | | |
| | | # | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | % | % | # | % | # | % | # | % | # | % | | | |
| 13 Other Sales & Service Personnel | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | 0 | 0.0 | 5.0 | 0.0 | | |
| | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2019 | 7 | 1 | 14.3 | 0 | 0.0 | 5.0 | 285.7 | 0 | 0.0 | 5.0 | 285.7 | | |
| | 2022 | 7 | 1 | 14.3 | | | 19.3 | 74.0 | | | 19.3 | 74.0 | | |
| Total | 2019 | 337 | 33 | 9.8 | 9 | 366.7 | 5.0 | 195.8 | 0 | 0.0 | 5.0 | 195.8 | | |
| | 2022 | 337 | 33 | 9.8 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |

| |
|---|
| Federal Contractors Program Achievement Report |
| Part 8: Reasonable Efforts |
| Wajax Limited |
| 43495 |

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

Finance department reorganization, moving from split Acheson/Lachine offices to exclusively Lachine.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Integrated Distribution Systems LP (Wajax)

Primary Location: Mississauga, Ontario

Number of Employees: 696

| | |
|------------------------------|-----|
| Québec | 223 |
| Ontario | 185 |
| Alberta | 179 |
| Saskatchewan | 25 |
| British Columbia | 21 |
| Manitoba | 20 |
| Nova Scotia | 17 |
| New Brunswick | 13 |
| Newfoundland and Labrador | 13 |

Organization Overview:

NAICS # 4172 (Construction, Forestry, Mining, and Industrial Machinery)

Integrated Distribution Systems Limited Partnership manufactures and distributes industrial components such as engines, transmissions and related products. The company is based in Mississauga, Canada. Integrated Distribution Systems Limited Partnership operates as a subsidiary of Wajax Corporation.

Key Dates – First Year Assessment

Initiated: 2015-12-01; extension granted – 2016-09-30
 Received: 2016-09-30
 Closed: 2017-01-04
 Workforce 2016-10-03
 Analysis:

Key Dates – Subsequent Assessment

Initiated: 2018-06-04; extension granted – 2019-01-31
 Received: 2019-03-19
 Workforce
 Analysis: 2019-01-28

DATA VERIFICATION

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

Yes No

Comments:

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

Yes No

Comments:

The period reported on the Achievement report is 2016-10-04 to 2019-01-28. The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment, many gaps existed in different EEOG's in the four designated groups. The organization set short-term and long-term goals in percentage format only in their previous assessment.

Women

| | | |
|----|-----------------------------------|-------------------------------|
| 02 | Middle & Other Managers | Goal not met (achieved 0.0%). |
| 03 | Professionals | Goal not met (achieved 0.0%). |
| 04 | Semi-Professionals & Technicians | Goal not met (achieved 0.0%) |
| 05 | Supervisors | Goal met (achieved 222.2%) |
| 08 | Skilled Sales & Service Personnel | Goal met (achieved 381.0%) |
| 09 | Skilled Crafts & Trades Workers | Goal not met (achieved 37.3%) |
| 10 | Clerical Personnel | Goal met (achieved 1036.1%) |
| 11 | Inter. Sales & Service Personnel | Goal met (achieved 200%) |

Assessment/Observations

- EEOG 02 - Out of ten new entrant in this EEOG, none were from this designated group. The market availability is 39.4%. The company had set a goal of 5.0%. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.
- EEOG 03 – There was one new entrant in this EEOG and that was not from this designated group. The market availability is 45.5%. The company had set a goal of 5.0%. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.

- EEOG 04 - Out of six new entrants in this EEOG, none were from this designated group. The market availability is 22.4%. The company had set a goal of 5.0%. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.
- EEOG 05 - Out of nine new entrants in this EEOG, one was from this designated group. The market availability is 56.5%. The company had set a goal of 5.0%. By hiring / promoting one new entrants from this designated group, they achieved 222.2% of the goal set.
- EEOG 08 - Out of twenty-one new entrants in this EEOG, four were from this designated group. The market availability is 27.8%. The company had set a goal of 5.0%. By hiring / promoting four new entrants from this designated group, they achieved 381.0% of the goal set.
- EEOG 09 - Out of one hundred and sixty-one new entrants in this EEOG, three were from this designated group. The market availability is 1.4%. The company had set a goal of 5.0%. By hiring / promoting three new entrants from this designated group, they achieved 37.3% of the goal set.
- EEOG 10 - Out of eighty-three new entrants in this EEOG, forty-three were from this designated group. The market availability is 67.8%. The company had set a goal of 5.0%. By hiring / promoting forty-three new entrants from this designated group, they achieved 1036.1% of the goal set.
- EEOG 11 - Out of ten new entrants in this EEOG, one were from this designated group. The market availability is 68.1%. The company had set a goal of 5.0%. By hiring / promoting one new entrant from this designated group, they achieved 200% of the goal set.

Aboriginal Peoples

| | | |
|----|----------------------------------|-------------------------------|
| 02 | Middle & Other Managers | Goal not met (achieved 0.0%) |
| 05 | Supervisors | Goal not met (achieved 0.0%) |
| 06 | Supervisors: Crafts & Trades | Goal not met (achieved 0.0%) |
| 09 | Skilled Crafts & Trades Workers | Goal not met (achieved 37.3%) |
| 10 | Clerical Personnel | Goal not met (achieved 72.3%) |
| 11 | Inter. Sales & Service Personnel | Goal not met (achieved 0.0%) |

Assessment/Observations

- EEOG 02 - Out of ten new entrants in this EEOG, none were from this designated group. The market availability is 2.7%. The company had set a goal of 5.0%. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.
- EEOG 05 - Out of nine new entrants in this EEOG, none were from this designated group. The market availability is 4.9%. The company had set a goal of 5.0%. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.
- EEOG 06 - Out of twenty new entrants in this EEOG, none were from this designated group. The market availability is 3.6%. The company had set a goal of 5.0%. By hiring /

promoting none new entrants from this designated group, they achieved 0.0% of the goal set.

- EEOG 09 - Out of one hundred and sixty-one new entrants in this EEOG, three were from this designated group. The market availability is 4.6%. The company had set a goal of 5.0%. By hiring / promoting three new entrants from this designated group, they achieved 37.3% of the goal set.
- EEOG 10 - Out of eighty-three new entrants in this EEOG, three were from this designated group. The market availability is 4.2%. The company had set a goal of 5.0%. By hiring / promoting three new entrants from this designated group, they achieved 72.3% of the goal set.
- EEOG 11 - Out of ten new entrants in this EEOG, none were from this designated group. The market availability is 4.5%. The company had set a goal of 5.0%. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.

Persons with Disabilities

Assessment/Observations

- No gaps existed in any of the EEOG's in this designated group.

Members of Visible Minorities

| | | |
|----|-----------------------------------|------------------------------|
| 03 | Professionals | Goal not met (achieved 0.0%) |
| 05 | Supervisors | Goal not met (achieved 0.0%) |
| 06 | Supervisors: Crafts & Trades | Goal met (achieved 300%) |
| 08 | Skilled Sales & Service Personnel | Goal met (achieved 285.7%) |
| 09 | Skilled Crafts & Trades Workers | Goal met (achieved 173.9%) |
| 10 | Clerical Personnel | Goal met (achieved 265.1%) |
| 11 | Inter. Sales & Service Personnel | Goal not met (achieved 0.0%) |
| 14 | Other Manual Workers | Goal met (achieved 285.7%) |

Assessment/Observations

- EEOG 03 – There was one new entrant in this EEOG and that was not from this designated group. The market availability is 11.5%. The company had set a goal of 5.0%. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.
- EEOG 05 - Out of nine new entrants in this EEOG, none were from this designated group. The market availability is 17.7%. The company had set a goal of 5.0%. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.
- EEOG 06 - Out of twenty new entrants in this EEOG, three were from this designated group. The market availability is 7.2%. The company had set a goal of 5.0%. By hiring /

promoting three new entrants from this designated group, they achieved 300% of the goal set.

- EEOG 08 - Out of twenty-one new entrants in this EEOG, three were from this designated group. The market availability is 15.6%. The company had set a goal of 5.0%. By hiring / promoting three new entrants from this designated group, they achieved 285.7% of the goal set.
- EEOG 09 - Out of one hundred and sixty-one new entrants in this EEOG, fourteen were from this designated group. The market availability is 5.3%. The company had set a goal of 5.0%. By hiring / promoting fourteen new entrants from this designated group, they achieved 173.9% of the goal set.
- EEOG 10 - Out of eighty-three new entrants in this EEOG, eleven were from this designated group. The market availability is 15.9%. The company had set a goal of 5.0%. By hiring / promoting none new entrants from this designated group, they achieved 265.1% of the goal set.
- EEOG 11 - Out of ten new entrants in this EEOG, none were from this designated group. The market availability is 22.7%. The company had set a goal of 5.0%. By hiring / promoting none new entrants from this designated group, they achieved 0.0% of the goal set.
- EEOG 14 - Out of seven new entrants in this EEOG, one was from this designated group. The market availability is 19.3%. The company had set a goal of 5.0%. By hiring / promoting none new entrants from this designated group, they achieved 285.7% of the goal set.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2016-10-03 to 2019-01-28.
- During their initial assessment, the organization set 22 short-term goals and 8 were achieved above 80% of the goal set while 14 were not.
- During the period 2016-2019, the Finance Department has been re-organized.

ASSESSMENT OF GOALS

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

Women

| Workforce Analysis Results | | Goals | | Representation | LMA |
|---|-------------|------------|-----------|----------------|-----|
| Employment Equity Occupational Group (EEOG) | Present Gap | Short-term | Long-term | | |
| | | | | | |

| # | Description | # | (1 to 3 years) | (3+ years) | % | % |
|----|-----------------------------------|-----|----------------|------------|------|------|
| | | | # or % | # or % | | |
| 02 | Middle & Other Managers | -12 | 39.4 | 39.4 | 5.6 | 39.4 |
| 03 | Professionals | -1 | 39.3 | 39.3 | 20.0 | 39.3 |
| 04 | Semi-Professionals & Technicians | -4 | 23.3 | 23.3 | 4.5 | 23.3 |
| 05 | Supervisors | -7 | 50.0 | 50.0 | 20.0 | 55.6 |
| 08 | Skilled Sales & Service Personnel | -7 | 28.3 | 28.3 | 10.5 | 28.3 |
| 09 | Skilled Crafts & Trades Workers | -3 | 1.4 | 1.4 | 0.3 | 1.4 |
| 10 | Clerical Personnel | -54 | 50.0 | 50.0 | 36.9 | 67.8 |
| 11 | Inter. Sales & Service Personnel | -7 | 50.0 | 50.0 | 37.5 | 67.7 |
| 14 | Other Manual Workers | -1 | 17.4 | 17.4 | 17.4 | 10.0 |

Observations:

- Although availability is higher in EEOG 05, EEOG 10 and EEOG 11, 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 short and long-term goals are set as per the market availability.

Aboriginal Peoples

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---|----------------------------------|-------------|---------------------------|----------------------|----------------|-----|
| Employment Equity Occupational Group (EEOG) | | Present Gap | Short-term (1 to 3 years) | Long-term (3+ years) | | |
| # | Description | # | # or % | # or % | % | % |
| 02 | Middle & Other Managers | -1 | 5.0 | 2.7 | 0.0 | 2.7 |
| 05 | Supervisors | -1 | 5.0 | 5.0 | 0.0 | 4.3 |
| 06 | Supervisors: Crafts & Trades | -1 | 5.0 | 5.0 | 0.0 | 3.5 |
| 09 | Skilled Crafts & Trades Workers | -11 | 5.0 | 5.0 | 1.3 | 4.6 |
| 10 | Clerical Personnel | -2 | 5.0 | 5.0 | 2.8 | 4.2 |
| 11 | Inter. Sales & Service Personnel | -1 | 5.0 | 5.0 | 0.0 | 4.0 |

Observations:

- All short-term goals and long-term goals are set a bit higher than the market availability except EEOG 02 in which the long-term goals is set as per the market availability.

Person with Disabilities

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---|-------------|-------------|------------|--------------------------|----------------------|------|
| Employment Equity Occupational Group (EEOG) | | Present Gap | Short-term | Long-term | | |
| # | Description | | # | (1 to 3 years) # or % | (3+ years) # or % | % |
| 05 | Supervisors | -3 | 27.5 | 27.5 | 15.0 | 27.5 |

Observations:

- Short and long-term goal is set as per the market availability.

Members of Visible Minorities

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---|-----------------------------------|-------------|------------|--------------------------|----------------------|------|
| Employment Equity Occupational Group (EEOG) | | Present Gap | Short-term | Long-term | | |
| # | Description | | # | (1 to 3 years) # or % | (3+ years) # or % | % |
| 03 | Professionals | -1 | 28.5 | 28.5 | 0.0 | 28.5 |
| 05 | Supervisors | -4 | 18.5 | 18.5 | 0.0 | 18.5 |
| 06 | Supervisors: Crafts & Trades | -1 | 7.1 | 7.1 | 5.4 | 7.1 |
| 08 | Skilled Sales & Service Personnel | -2 | 13.8 | 13.8 | 7.9 | 13.8 |
| 10 | Clerical Personnel | -20 | 15.7 | 15.7 | 4.5 | 15.7 |
| 11 | Inter. Sales & Service Personnel | -4 | 22.3 | 22.3 | 4.2 | 22.3 |
| 14 | Other Manual Workers | -2 | 19.3 | 19.3 | 0.0 | 19.3 |

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:

- Integrated Distribution Systems LP (WAJAX) has a number of gaps in the designated groups such as Women, Indigenous persons and Members of Visible Minorities. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups when vacancies arise.
- Large gaps are present in EEOG 02 and EEOG 10 for women, in EEOG 09 for Aboriginal Peoples and in EEOG 10 for members of visible minorities. The organization may want to consider conducting an Employment Systems Review (ESR) of the recruitment and hiring policies and practices in order to identify any potential barriers to the recruitment and retention of individuals specifically in the mentioned designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules):
https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

Name of Analyst: Neena Sharan

Date: April 1, 2019

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

Sent: April 11, 2019 9:39 AM

To: 'khassay@wajax.com' <khassay@wajax.com>; 'lzotti@wajax.com' <lzotti@wajax.com>; 'Marleen Eisenloeffel' <MEisenloeffel@wajax.com>; 'Joel Quark' <JQuark@wajax.com>

Subject: Government of Canada Agreement Number: V050033 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Katie Hassay:

I am writing to inform you that the subsequent compliance assessment initiated on June 4, 2018 has been completed. As a result of the assessment, Integrated Distribution Systems LP (WAJAX) has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of the Integrated Distribution Systems LP (WAJAX) employment equity program.

- Integrated Distribution Systems LP (WAJAX) has a number of gaps in the designated groups such as Women, Aboriginal Peoples and Members of Visible Minorities. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups when vacancies arise.
- Large gaps are present in EEOG 02 and EEOG 10 for women, in EEOG 09 for Aboriginal Peoples and in EEOG 10 for members of visible minorities. The organization may want to consider conducting an Employment Systems Review (ESR) of the recruitment and hiring policies and practices in order to identify any potential barriers to the recruitment and retention of individuals specifically in the mentioned designated groups.
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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 June 4, 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, Integrated Distribution Systems LP (WAJAX) will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Integrated Distribution Systems LP (WAJAX) continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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!