Employment and Social Development Canada

Emploi et Développement social Canada

OFFICIAL USE ONLY	
Agreement N°:	

Labour Program Federal Contractors Program

# **Agreement to Implement Employment Equity**

New Agreement										
Revised Agreement										
_										
	ORGANIZATION			•						
Legal Name of Organization		Parent company is	located outsid	le Canada						
Integrated Distribution Systems, La	- ·	- 1 —	1							
its general partner Wajax Trust, by Holdco General Partner		,	Yes	✓ No						
Operating Name (if different from Legal Name of Organiza		Procurement Bus	iness Numbe							
operating under the name Wajax Powe Wajax Power Systems	er Systems									
majan remer ejeceme		Total number of en								
Organization's North American Industry Classification Syst	em (NAICS) Code Nº	To find your organi	zation's NAIC	S Code Number please						
4172		visit: http://www.st norme/naics-scian/		bjects-sujets/standard-						
		nomenaics-scian	2002/118163-36	anozr-eng.mm						
				·						
Official use only (if information above is incorrect)										
Procurement Business Number	Total number of employees in C	anada	Organization'	s NAICS Code No						
	HEAD OFFICE			-						
Address (building number, street, suite, etc.)	City		Province	Postal Code						
10025, 51e Avenue	Edmonton		AL	T6E 0A8						
	Telephone Nu	mber	Fax Number	r						
	780-437-8	3200	780-437	-5864						
	MPLOYMENT EQUITY CO	NTACT								
Name (print)	Title	DNIACI								
Lina Zotti		sources Partner								
Telephone Number		E-mail Address								
514-636-0680	lzotti@wa	ajax.com								
	CERTIFICATION									
The above-named organization:	OLIVIII TOATION			, <u></u>						
<ul> <li>having a combined workforce of 100 or more pe 12 weeks or more in Canada, AND</li> </ul>	rmanent full-time, permanent	part-time and tempora	y employees	having worked						
<ul> <li>intending to bid on, or being in receipt of, a fede Supply Arrangement, valued at \$1,000,000 or m</li> </ul>			offer or cont	ract issued under a						
Hereby certifies its commitment to implement or mai	ntain employment equity on a	n on-going basis, beyo	nd the perior	d of the procurement						
instrument, in keeping with the Federal Contractors	Program requirements. For m	nore information on how	v to impleme	nt employment equity						
please refer to: http://www.esdc.gc.ca/eng/labour/eq	uality/fcp/index.shtml									
Important note: If an audit of the Agreement to Imp the procurement instrument(s) with the Government			ion on the pa	art of the organization,						
	CIONATORY									
NOTE: The signal and	SIGNATORY		*,* *.* *							
NOTE: The signatory must be the Chief Executive contract on behalf of the organization.		on in an executive pos	ition with leg	al authority to sign a						
Name (print) Lina Zotti	Title	sources Partner								
Telephone Number	E-mail Address			-						
514-636-0680	lzotti@wa	-								
Signature	Date	-	-							
	2014-03-1	12								
1	RETURN INSTRUCTIO	ons .								
IMPORTANT			<del></del>							
IMPORTANT										
<ul> <li>The original copy of the signed Agreement to at: (819) 953-8768 or by e-mail at: ee-eme@h</li> </ul>		quity form must be se	nt to the La	bour Program fax,						



Emploi et

#### 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)

	ı	Province		
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	182	3	0	185
Québec	220	3	0	223
Nova Scotia	17	0	0	17
New Brunswick	13	0	0	13
Manitoba	20	0	0	20
British Columbia	21	0	0	21
Saskatchewan	25	0	0	25
Alberta	177	2	0	179
Newfoundland and Labrador	12	1	0	13
Total Employees in Ca	nada			696

	Cen	sus Metropolita	n Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Calgary	71	1	0	72
Edmonton	60	1	0	61
Montréal	30	1	0	31
Regina	12	0	0	12
Toronto	77	1	0	78
Winnipeg	20	0	0	20
St. John's	12	1	0	13
Moncton	13	0	0	13
Québec	76	0	0	76
Ottawa - Gatineau	18	0	0	18
Hamilton	14	1	0	15
St. Catharines Niagara	- 17	0	0	17
London	17	0	0	17
Greater Sudbu	ıry 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 CMA	s 46	0	0	46
B.C. less CMA	s 15	0	0	15
N.S. less CMA	17	0	0	17
Ont. less CMA	s 13	1	0	14
Que. less CMA	as 114	2	0	116
Total Employe	es in Canada	a 🕨		696

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

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



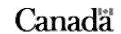
# FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

Occupational Group		ļ ,	All Employee:	S	Ab	original Peor	oles	Perso	ns with Disak	oilities	Members of Visible Minorities		
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors: Crafts and Trades	4	1	1					1	1				
Top Range: \$100,000 and over	3	1	1										
Bottom Range: \$ 60,000 - \$64,999	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	4	3	1	2				1		1	1		
Top Range: \$ 80,000 - \$84,999	3	1		1									
Bottom Range: \$ 40,000 - \$44,999	2	1		1				1		1			
	1	6	2	4				1	1				
	Total	11	3	8				3	1	2	1		
Skilled Sales and Service Personnel	4	2	2					1	1				
Top Range: \$ 80,000 - \$84,999	3	8	7	1				3	3		2	1	
Bottom Range: \$ 35,000 - \$39,999	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	4	26	26		2	2		9	9				
Top Range: \$100,000 and over	3	197	197		2	2		88	88		9	9	
Bottom Range: \$ 5,000 - \$ 9,999	2	88	87	1				25	25		9	9	
	1	2	2										
	Total	313	312	1	4	4		122	122		18	18	

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

Integrated Distribution Systems LP (certificate # V050033)

Occupational Group		,	All Employees	5	Ab	original Peop	oles	Perso	ns with Disat	oilities	Members	s of Visible M	linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel	4	3	2	1				1	1				
Top Range: \$100,000 and over	3	14	10	4				8	7	1			
Bottom Range: \$ 30,000 - \$34,999	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	4	1	1					1	1				
Top Range: \$ 80,000 - \$84,999	3	5	4	1				1		1			
Bottom Range: \$ 40,000 - \$44,999	2	6	2	4				1	1		1		1
	1	11	8	3				2	2				
	Total	23	15	8				5	4	1	1		,
Other Manual Workers	4	1	1										
Top Range: \$ 65,000 - \$69,999	3												
Bottom Range: \$ 35,000 - \$39,999	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



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

Integrated Distribution Systems LP (certificate # V050033)

Occupational Group		A	All Employees	5	Ab	original Peo <sub>l</sub>	ples	Perso	ns with Disal	oilities	Members of Visible Minorities		
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers	4	3	3					2	2				
Top Range: \$ 50,000 - \$54,999	3												
Bottom Range: \$ 20,000 - \$24,999	2												
	1	1	1										
	Total	4	4					2	2				
Clerical Personnel	4	1	1										
Top Range: \$ 35,000 - \$39,999	3												
Bottom Range: \$ 15,000 - \$19,999	2												
	1	1		1							1		
	Total	2	1	1							1		
Intermediate Sales and Service Personnel	4												
Top Range: \$ 45,000 - \$49,999	3												
Bottom Range: \$ 45,000 - \$49,999	2												
	1	1		1									
	Total	1		1									
Other Manual Workers	4	1	1					1	1				
Top Range: \$ 30,000 - \$34,999	3												
Bottom Range: \$ 30,000 - \$34,999	2												
	1	1		1				1		1			
	Total	2	1	1				2	1	1			

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# FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Integrated Distribution Systems LP (certificate # V050033)

#### Part-Time / National

Occupational Group		All Employees				original Peop	oles	Perso	ons with Disa	bilities	Members of Visible Minorities		
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees	,	9	6	3				4	3	1	1		1

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

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	ers of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	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	
\$ 50,000 - \$59,999	121	98	23	3	2	1	30	28	2	12	10	
\$ 60,000 - \$69,999	118	108	10				39	37	2	8	7	
\$ 70,000 - \$84,999	147	135	12	2	2		66	64	2	9	8	
\$ 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	

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

Integrated Distribution Systems LP (certificate # V050033)

		All Employees	<b>;</b>	А	boriginal Peopl	es	Pers	ons with Disab	ilities	Members of Visible Minorities			
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	
\$ 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	

Development Canada

# Integrated Distribution Systems LP (certificate # V050033)

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

		All Employees		Ab	original People	es	Perso	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	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	•
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	;
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	(

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

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

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

						10 2010 01 20							
	Employe	ees promoted (	Employees pro	moted during t	he year are to	be reported or	ly in the occupa	ational groups	in which or to	which they hav	e been last pro	moted.)	
0	All Employees			Aboriginal Peoples			Perso	ons with Disab	ilities	Members of Visible Minorities			
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12	
Middle and Other Managers	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		,	
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	•	
Total Number of Promotions	49	39	10	1	1		14	13	1	3	2	•	

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

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

Development Canada

# Integrated Distribution Systems LP (certificate # V050033)

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

			1	·	–		1					
	All Employees			boriginal Peop		<u> </u>	ons with Disab			ers of Visible Mi		
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	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		
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	

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

		All Employees	;	А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	ers of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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			



# **Workforce Analysis - Summary Report**

Date: 2019-01-28

#### Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	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	



# **Workforce Analysis - Summary Report**

Date: 2019-01-28

#### **Aboriginal Peoples**

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	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	



# **Workforce Analysis - Summary Report**

Date: 2019-01-28

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

All Employeest Equity Occupational Group		Members of Visible Minorities						
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	Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
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		#	#	%	%	#	#	
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	02 : Middle and Other Managers	36	6	16.7 %	17.6 %	6	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	03 : Professionals	5	0	0.0 %	28.5 %	1	-1	
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	04 : Semi-Professionals and Technicians	22	5	22.7 %	21.9 %	5	0	
7 : 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	05 : Supervisors	20	0	0.0 %	18.5 %	4	-4	
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	06 : Supervisors: Crafts and Trades	37	2	5.4 %	7.1 %	3	-1	
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	07 : Administrative and Senior Clerical Personnel	11	1	9.1 %	11.5 %	1	0	
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	08 : Skilled Sales and Service Personnel	38	3	7.9 %	13.8 %	5	-2	
11 : Intermediate Sales and Service Personnel  24 1 4.2 % 22.3 % 5 -4	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	
14 : Other Manual Workers 10 0 0.0 % 19.4 % 2 -2	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	696	44	6.3 %	11 1 %	77	-33	



# **Workforce Analysis - Summary Report**

Date: 2019-01-28

#### **Persons with Disabilities**

	Persons with Disabilities							
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	Gap		
	#	#	%	%	#	#		
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		



# **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

#### 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



Data from Firs	t/Previous Wor	kforce Analysis
$\overline{\downarrow}$	$\overline{\downarrow}$	$\downarrow$

Data from Su	bsequent/Curr Analysis	ent Workforce
<b>\</b>	<b>\</b>	<b>\</b>

Data from Fi	rst/Previous Workf	force Analysis
YYYY	MM	DD
2016	10	03

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	01	28

		-	Гable 1: Women	l
		First/Pr	evious Workforce A	Analysis
E-mal.	overant Equity Occupational Cooper (FEOC)	All Employees	Wor	men
сшри	oyment Equity Occupational Group (EEOG)		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

	Table 5: Women /Current Workford	e Analysis
All Employees	Won	
-	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
696	98	28.2

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Data from Fir	st/Previous Worl	kforce Analysis
	<b>1</b>	<u> </u>

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

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	10	03

2019	01	28
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table	2: Aboriginal P	eoples
		First/Pr	evious Workforce A	Analysis
		All Employees	Aboriginal Peoples	
շարտ	oyment Equity Occupational Group (EEOG)		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
Γotal		566	5	0.0

Table 6: Aboriginal Peoples			
Subsequent	/Current Workford	ce 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	

0	

* Source:	
)	

Data from Fir	st/Previous Worl	kforce Analysis
	<b>1</b>	<u> </u>

Data from Su	bsequent/Curre Analysis	ent Workforce
<b>\</b>	<b>\</b>	<b>\</b>

Data from Fi	rst/Previous Workt	force Analysis
YYYY	MM	DD
2016	10	03

2019	01	28
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 3: Me	mbers of Visible	e Minorities
		First/Pr	evious Workforce A	Analysis
Empl	oyment Equity Occupational Group (EEOG)	All Employees	Members of Visible Minorities	
ռաթո	dyment Equity Occupational Group (EEOG)		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

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		
696	44	11.1		

* Source	
0	

* Sour	ce:		
0			

Data from Fi	rst/Previous Wor	kforce Analysis
T	Ţ	

Data from Su	bsequent/Curre Analysis	ent Workforce
<b>\</b>	<b>\</b>	<b>\</b>

2016	10	03
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

2019	01	28
Data from Subse	equent/Current Wo	rkforce Analysis

		Table 4:	Persons with Dis	sabilities
		First/Pr	evious Workforce A	Analysis
Emplo	remark Faulty Occupational Crown (FFOC)	All Employees	Persons with	Disabilities
rmbio	yment Equity Occupational Group (EEOG)		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 Dis	abilities
Subsequent	/Current Workford	e 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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# Part 2: Flow Data Analysis

# Wajax Limited

43495

Start	Date of	Flow	Data	
YYYY	MN	1	DD	
2016	10		03	

End l	Date of Flow	Data
YYYY	MM	DD
2019	01	30

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	110	iii O t C G	
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Data	irom ror	m 5 - Empl	ovees
Data	£ 17		

	Table 1: Women						
	Full-time	/ National	Part-time	/ National			
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired			
	#	#	#	#			
01 Senior Managers	1	0	0	0			
02 Middle & Other Managers	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	4	0	0			
08 Skilled Sales & Service Personnel	16	3	0	0			
09 Skilled Crafts & Trades Workers	152	2	2	0			
10 Clerical Personnel	72	37	1	1			
11 Intermediate Sales & Service Personnel	8	0	1	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	0	0			
Total	286	47	4	2			

		Women	Table 5:		
	Nationa	Part-time /	Full-time / National		
	Women Promoted	All Employees Promoted	All Employees Women Promoted Promoted		
1	#	#	#	#	
0		0	0	0	
0		0	0	3	
0		0	0	0	
0		0	0	1	
0		0	1	5	
0		0	1	11	
0		0	2	3	
0		0	1	5	
1		1	0	6	
0		0	5	10	
0		0	0	1	
0		0	0	0	
0		0	0	0	
0		0	0	1	
1		1	10	46	

Table 9: Women					
Full-time	/ National	Part-time / National			
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated		
#	#	#	#		
1	0	1	0		
5	1	0	0		
2	1	0	0		
0	0	0	0		
4	0	0	0		
9	0	0	0		
4	4	0	0		
9	0	0	0		
77	1	2	0		
33	19	2	2		
9	0	0	0		
0	0	0	0		
0	0	0	0		
2	1	0	0		
155	27	5	2		

#### Part 2: Flow Data Analysis

### Wajax Limited

43495

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Start	Date of Flow	/ Data
YYYY	MM	DD
2016	10	03

End I	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** 

**Table 2: Aboriginal Peoples** Part-time / National Full-time / National **Employment Equity Occupational Group** All Employees All Employees Aboriginal Aboriginal (EEOG) Hired Hired Peoples Hired Peoples Hired # # # 01 Senior Managers 02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Technicians 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Senior Clerical Personnel 08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers 152 10 Clerical Personnel 72

286

11 Intermediate Sales & Service Personnel

12 Semi-Skilled Manual Workers 13 Other Sales & Service Personnel

14 Other Manual Workers

Total

**Table 6: Aboriginal Peoples** Full-time / National Part-time / National Aboriginal Aboriginal All Employees All Employees Peoples Peoples Promoted Promoted Promoted Promoted # # # 0 46 0

**Table 10: Aboriginal Peoples** Full-time / National Part-time / National Aboriginal Aboriginal All Employees All Employees Peoples Peoples Terminated Terminated Terminated Terminated # # # 0 155

# Part 2: Flow Data Analysis

# Wajax Limited

43495

Start	Date of Flow	/ Data
YYYY	MM	DD
2016	10	03

End l	Date of Flow	Data
YYYY	MM	DD
2019	01	30

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Data	trom Hor	m 4 - Emp	LOVIDAG

**Data from Form 5 - Employees** 

Promoted

**Data from Form 6 - Employees** Terminated

	<b>\</b>	<b>\</b>	1	<b>1</b>	<b>\</b>	<b>\</b>	<b>\</b>	<b>1</b>	<b>\</b>	<b>\</b>	<b>\</b>	<b>\</b>
	Table.	3: Persons	with Disa	bilities	Table	7: Persons	with Disa	bilities	Table 1	1: Person	s with Disa	abilities
	Full-time	/ National	Part-time	/ National	Full-time	/ National	Part-time	/ National	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
,	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	1	0	0	0	0	0	0	0	1	0	1	1
02 Middle & Other Managers	7	3	0	0	3	1	0	0	5	5	0	0
03 Professionals	1	1	0	0	0	0	0	0	2	2	0	0
04 Semi-Professionals & Technicians	5	1	0	0	1	0	0	0	0	0	0	0
05 Supervisors	4	2	0	0	5	1	0	0	4	4	0	0
06 Supervisors: Crafts & Trades	9	2	0	0	11	4	0	0	9	5	0	0
07 Administrative & Senior Clerical Personnel	5	0	0	0	3	1	0	0	4	0	0	0
08 Skilled Sales & Service Personnel	16	1	0	0	5	2	0	0	9	4	0	0
09 Skilled Crafts & Trades Workers	152	12	2	0	6	1	1	0	77	38	2	1
10 Clerical Personnel	72	8	1	0	10	2	0	0	33	14	2	2
11 Intermediate Sales & Service Personnel	8	2	1	o	1	0	0	0	9	7	0	0
12 Semi-Skilled Manual Workers	0	0	0	l ol	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	o	0	0	0	0	0	0	0	0
14 Other Manual Workers	6	0	0	0	1	0	0	0	2	0	0	0
Total	286	32	4	0	46	12	1	0	155	79	5	4

## 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** 

<b></b>	<b>1</b>	<u> </u>	<u> </u>
		red	

	•		· · · · · · · · · · · · · · · · · · ·
Table 4: I	Members o	f Visible I	Minorities

		Full-time	/ National	Part-time	/ National
Emp (EEC	loyment Equity Occupational Group OG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
		#	#	#	#
01 5	Senior Managers	1	0	0	0
02 N	Middle & Other Managers	7	0	0	0
03 I	Professionals	1	0	0	0
04   5	Semi-Professionals & Technicians	5	1	0	0
05   5	Supervisors	4	0	0	0
06 8	Supervisors: Crafts & Trades	9	1	0	0
07 A	Administrative & Senior Clerical Personnel	5	0	0	0
08 8	Skilled Sales & Service Personnel	16	3	0	0
09 8	Skilled Crafts & Trades Workers	152	14	2	0
10	Clerical Personnel	72	9	1	1
11 I	ntermediate Sales & Service Personnel	8	0	1	0
12 5	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	1	286	29	4	1

**Data from Form 5 - Employees** Promoted

Full-time	/ National	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
0	0	0	0
3	0	0	0
0	0	0	0
1	0	0	0
5	0	0	0
11	2	0	0
3	0	0	0
5	0	0	0
6	0	1	0
10	1	0	0
1	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0

3

1

0

46

# Data from Form 6 - Employees Terminated

**Table 12: Members of Visible Minorities** Full-time / National Part-time / National Members of Members of All Employees Visible All Employees Visible Terminated Minorities Terminated Minorities Terminated Terminated # # 33 155

									Data I	or First/P	Previous (	Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<b>\</b>	1	Ţ	Ţ	1	<b>1</b>	Ţ	Ţ	Ţ	1	1	1	Ţ	1	<b>↓</b>	Ţ	J	<b>1</b>	<u> </u>
										Table 1:									
									First/	Previous Sh	iort-term G	oals							
				All En	ployees										omen				
	Number	Gre	wth (New Posit	ions)	Turnover (R	placement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
<b>Employment Equity Occupational</b>								Anticipated Hires Over 3		Terminated	Employees)	Required		m - To	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected I	Years	VYYY-MM-DD			Over 3	****	- YYYY	Availability	rresem Gap	Gap	Representation	Years
	2016-10-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-10-03	Annually	Over 3 Years	Years	2016	2019					
	¥	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	-100.0%	5.0%	0	400.0%	5.0%	0	0	0	5.0%	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	(	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	(	5.0%	22.4%	-3	-3	5.9%	5.0%
05 Supervisors	20		5.0%	3	20.0%	5.0%	3	6	4	5.0%	1	10	(	5.0%	56.5%	-7	-10	20.0%	13.0%
06 Supervisors: Crafts & Trades	37		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		5.0%	2	38.1%	5.0%	2	4	8	5.0%	1	3	(	5.0%	82.4%	0	-3	80.0%	58.3%
08 Skilled Sales & Service	31		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	I	5.0%	36		5.0%	36		0	5.0%	0	4	4	5.0%	1.4%	-3	I - 1	0.0%	1.4%
10 Clerical Personnel	138	I	5.0%	21		5.0%	21	42	48	5.0%	7	67	2	5.0%	67.8%	-46	"	34.8%	27.0%
11 Intermediate Sales & Service	24		5.0%	4	37.5%	5.0%	4	8	8	5.0%	1	12	(	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	(	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	(	5.0%	0.0%	0	0	#DIV/0!	#DIV/0!

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

85

25.0%

25.4%

5.0%

5.0%

18.6%

7.1%

5.0%

5.0%

14 Other Manual Workers

Total

+ 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.

5.0%

5.0%

5.0%

19.5%

29.2%

					Table 2: Women
Employment Equity Occupational		Wom	en		
Group (EEOG)	Short-ter	rm Goals	Long-ter	rm Goals	Comments
-	#	%	#	%	
01 Senior Managers	C	5.0	0	5.0	
02 Middle & Other Managers	1	5.0			
03 Professionals	C	5.0	0	5.0	
04 Semi-Professionals & Tech	C	5.0			
05 Supervisors	C	5.0		5.0	
06 Supervisors: Crafts & Trades	1	5.0	0	5.0	
07 Administrative & Sr Clerical	C	5.0			
08 Skilled Sales & Service	1	5.0			
09 Skilled Crafts & Trades	4	5.0 5.0	0		
10 Clerical Personnel	2				
11 Intermediate Sales & Service	C	5.0		5.0	
12 Semi-Skilled Manual	C	5.0		5,0	
13 Other Sales & Service	C	5.0		5.0	
14 Other Manual Workers	C	5.0		5,0	
Total	9	5.0	0	5.0	

16.7%

13.8%

14.3%

11.5%

									Data 1	or First/P	revious (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	<b>\</b>	<b></b>	J	<b>V</b>	J	Ţ	<u> </u>	·······	<b></b>	J	<b>J</b>	<b>1</b>	J	<u> </u>	<b></b>	Ţ	J	Ţ	<u> </u>
										23: Abori									
									First/	Previous Sh	ort-term G	oals							
				All En	nployees									Aborigi	nal Peoples				
	Number	C	vth (New Positi	ione)	Turnover (R		Terminated		Number				3 Yea	r Goals					
Employment Equity Occupational	Number	Gion	in tiren rosu	ions)		Employees)		Anticipated	Number	Turnover (Re	placement of	mucs	Fro	n - To					Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD		,	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gan	Present Representation	Representation in 3
Group (EEOO)	2016-10-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-10-03	Annually	Over 3 Years	Years	2016	2019					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	-100.0%	5.0%	C	400.0%	5.0%	0	0	0	5.0%	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	(	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	(	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	(	5.0%	4.9%	-1	-1	0.0%	0.0%
06 Supervisors: Crafts & Trades	37		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		5.0%	2.7%	0	0	0.0%	0.0%
08 Skilled Sales & Service	31		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		5.0%	36		5.0%	36	72	2	5.0%	0	11	4	5.0%	4.6%	-9	-7	0.8%	2.2%
10 Clerical Personnel	138		5.0%	21	1	5.0%	21	42	2	5.0%	0	5	2	5.0%	4.2%	1	-3	1.4%	2.5%
11 Intermediate Sales & Service	24		5.0%	4	37.5%	5.0%	4	8	0	5.0%	0	1	(	5.0%	4.5%	-1	-1	0.0%	0.0%
12 Semi-Skilled Manual 13 Other Sales & Service	0	0.0% 0.0%	5.0% 5.0%	0	0.0%	5.0% 5.0%	0	0	0	5.0%	0	0	(	5.0%	0.0%	0	0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
										5.0%					0.0%				

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

85

25.0%

25.4%

5.0%

5.0%

18.6%

7.1%

5.0%

5.0%

14 Other Manual Workers

Total

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

5.0%

5.0%

5.0%

5.0%

4.8%

0.0%

workforce Analysis) - 2) x 10	10.				
					Table 4: Aboriginal Peoples
Employment Equity Occupational		Aboriginal	Peoples		
Group (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
-	#	%	#	%	
01 Senior Managers	0	5.0	C	0.0	
02 Middle & Other Managers	1	5.0	C	0.0	
03 Professionals	0	5.0	C	0.0	
04 Semi-Professionals & Tech	0	5.0	C	0.0	
05 Supervisors	0	5.0	C	0.0	
06 Supervisors: Crafts & Trades	1	5,0	C	0.0	
07 Administrative & Sr Clerical	0	5.0	C	0.0	
08 Skilled Sales & Service	1	5.0	C	0.0	
09 Skilled Crafts & Trades	4	5.0	C	0.0	
10 Clerical Personnel	2	5.0	C	0.0	
11 Intermediate Sales & Service	0	5.0	C	0.0	
12 Semi-Skilled Manual	0	5.0	C	0.0	
13 Other Sales & Service	0	5.0	C	0.0	
14 Other Manual Workers	0	5.0	C	0.0	
Total	9	5.0	C	0.0	

0.0%

0.9%

0.0%

2.0%

									Data	for First/I	revious (	Goals							
A B	С	D	E	F	G	Н	I	J	K	<u>L</u>	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) ÷ (6 + F)
3		Ţ	Ţ	<b>\</b>	<b>\</b>	1	Ţ	Ţ	Ţ	1	<b>\</b>	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	1	Ţ
									Table 5	: Persons	with Disa	abilities							

											Previous Sh									
					All Em	ployees									Persons wi	th Disabilities				
		Number	Growi	th (New Position	ns)	Turnover (Re		Terminated		Number	Turnover (Re	placement of	Hires	3 Year						
	yment Equity Occupational	YYYY-MM-DD		Davis		<u> </u>	Employees)	antad .	Anticipated Hires Over 3	YYYY-MM-DD	Terminated		Required		ı - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group	(EEOG)	YYYY-MM-DD	Actual	Projec		Actual	Proje		Years	YYYY-MMI-DD			Over 3	1111		Availability	гтемен бар	Gap	Representation	Years
		2016-10-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-10-03	Annually	Over 3 Years	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	5	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%

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

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

workforce Analysis) + 2) x 10	00.		
			Table 6: Persons with Disabilities
F	Persons with	Disabilities	
Employment Equity Occupational	Short-term Goals	Long-term Goals	Comments
Group (EEOG)	# %	# %	
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	

E0000000									Data	or First/P	revious C	Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>		СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	Κ÷C	(K - M + O) ÷ (C + F)
			J	J	J	·	·	i	. <del></del>	·	·	········	············		·	<b></b>	i	Ų.	. <u></u>
									Table 7: M	embers o	f Visible <b>N</b>	Minorities	i						
									First	Previous Sh	iort-term G	oals							
				All En	nployees								M	embers of <b>V</b>	isible Minori	ties			
	Number	C	vth (New Posit	ione)	Turnover (R	eplacement of	Terminated		Number				3 Yea	Goals					
Employment Equity Occupational	Number	310	ini (i ten 1 osii	ions		Employees)		Anticipated	Number		eplacement of Employees)	Hires Required	Fron	n - To	D		Projected	P	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Present Availability	Present Gap	Gap	Present Representation	Representation in 3
<b>,</b> (22.23)	2016-10-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-10-03	Annually	Over 3 Years	Years	2016	2019			·		Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	1	-100.0%	5.0%	(	400.0%	5.0%	0	0	) c	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	10	0 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%		1	2	c	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%		3	6	5 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%		3	6		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%		6	12		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%		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% 5.0%	36	26.1%	***************************************	36	10		5.0%	0	4		5.0%	15.6%	-3	-3	6.5%	8.3%
09 Skilled Crafts & Trades 10 Clerical Personnel	242 138	9.4% 8.4%	5.0%	21			36	72		5.0%	l '	l 9	4	5.0%	5.3% 15.9%	-6 -21	-3 -22	2.9% 0.7%	3.6%

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

85

37.5%

0.0%

0.0%

25.0%

25.4%

5.0%

5.0%

5.0%

5.0%

5.0%

Intermediate Sales & Service

Semi-Skilled Manual

Other Sales & Service

14 Other Manual Workers

12

13

Total

24

0.0%

0.0%

0.0%

18.6%

7.1%

5.0%

5.0%

5.0%

5.0%

5.0%

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

5.0%

5.0%

5.0%

5.0%

5.0%

5.0%

5.0%

5.0%

5.0%

5.0%

22.7%

0.0%

0.0%

19.3%

11.6%

Workforce Analysis) ÷ 2) x 10	00.				
					Table 8: Members of Visible Minorities
Employment Equity Occupational	Members of Visible Minorities				
Group (EEOG)	Short-term Goals		Long-ter	m Goals	Comments
-	# %		# %		
01 Senior Managers	0	5.0	0	5.0	
02 Middle & Other Managers	1	5.0	0	5.0	
03 Professionals	0	5.0		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		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	

3.6%

#DIV/0!

#DIV/0!

0.0%

4.3%

4.2%

#DIV/0!

#DIV/0!

0.0%

3.9%

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
***************************************	↓	Ţ	Ţ	↓	<b>1</b>	Ţ	Ţ	J	Ţ	1	↓	Į.	Ţ	Ţ	Ţ	Ţ	J.	<b>1</b>	<u> </u>
		Table 9: Women																	
										Subsequent/Current Short-term Goals									
		All Employees							Women  3 Year Goals										
Employment Equity Occupational Group (EEOG)	Number						Anticipated	Number	rumover (acquaecinem or		Hires	From - To							
	onal YYYY-MM-DD	Actual	Proi	jected	Actual Projected		Hires Over 3	YYYY-MM-DD	Terminated Employees)		Required Over 3		- YYYY	Present Availability	Present Gap	Projected	Present	Projected Representation in 3	
	2010.01.20			Over 3			Over 3	Years	2010 01 20		Over 3	Years	2010	2022	Avanabinty		Gap	Representation	Years
	2019-01-28	Annually	Annually	Years	Annually	Annually	Years		2019-01-28	Annually	Years		2019	2022					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	C	-100.0%	5.0%	(	400.0%	5.0%	0			5.0%	0	0	0		27.6%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Manage	rs 36		5.0%		14.3%		5	10	2	5.0%	0	14	4	39.4%	4	-12	-10	5.6%	14.6%
03 Professionals	.   5	-5.9%	5.0%		36.4%		1	]	2 1	5.0%	0	1	1	39.3%	39.3%	1 -1	0	20.0%	33.3%
04   Semi-Professionals & Te	l l	1	5.0%		0.0%		3	6		5.0%	0	5	1	23.3%	23.3%	-4	-4	4.5%	8.0%
05 Supervisors 06 Supervisors: Crafts & Tr.	ades 20	1	5.0%		3 20.0% 5 24.3%	5.0%	3	] [		5.0%	1	10	3	50.0%	55.6% 6.3%	1 -/	-/	20.0% 5.4%	26.1% 7.0%
07 Administrative & Sr Cler			5.0%		24.3%	5.0%	0	12		5.0%	'	1 1	1	0.3%	83.2%	1 1	4	72.7%	53.8%
08 Skilled Sales & Service	38		5.0%	1 1	5 26.1%		6	1 12	5	5.0%		*	] 2	28.3%	28.3%	7	-4	10.5%	13.6%
09 Skilled Crafts & Trades	317		5.0%	48		***************************************	48	96	[ ]	5.0%		1 1	1	1.4%	1.4%	-3	-0	0.3%	0.5%
10 Clerical Personnel	176		5.0%	20			26	1		II .	10	82	26	50.0%	67.8%	-54	-56	36.9%	40.1%
11 Intermediate Sales & Ser			5.0%	1 2	37.5%	5.0%	4	32		5.0%	1	11	1 4	50.0%	67.7%	-7	-7	37.5%	42.9%
12 Semi-Skilled Manual	0	0.0%	5.0%	1 7	0.0%	5.0%	0	6		5.0%	0	0	0	30,370	0.0%	, ,		#DIV/0!	#DIV/0!
1	ı	1		4	1			1	1	1	ı	ı	ı		4	ı	ı "l	,	

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

104

0.0%

25.0%

25.4%

5.0%

5.0%

5.0%

104

0.0%

18.6%

7.1%

5.0%

5.0%

5.0%

13 Other Sales & Service

14 Other Manual Workers

Total

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.

208

5.0%

5.0%

5.0%

0.0%

17.4%

28.2%

17.4%

			Table 10: Women
Employment Equity Occupational	Won		
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
-	%	%	
01 Senior Managers			
02 Middle & Other Managers	39.4		
03 Professionals	39.3	VIII III III III III III III III III II	
04 Semi-Professionals & Tech	23.3	23.3	
05 Supervisors	50.0	50.0	
06 Supervisors: Crafts & Trades		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	

#DIV/0!

10.0%

14.1%

#DIV/0!

16.7%

11.6%

										Data for	Subseque	nt/Curre	nt Goals							
A	В	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data so	ources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
***************************************		<b>V</b>	Ţ	Ţ	1	<b>1</b>	1	Ţ	<b>\</b>	Ţ	Ţ	<b>V</b>	1	Ţ	Ţ	<b>\</b>	Ţ	J	Ţ	<b>\</b>
											11: Abor									
										Subsequ	ent/Current	t Short-teri	n Goals							
					All En	ployees									Aborigi	nal Peoples				
		Number	Gree	wth (New Posit	ions)	Turnover (R	eplacement of	Ferminated		Number	Townson or (D)	enlacement of		3 Yea	r Goals					
Emple	vment Equity Occupational		9.0				Employees)		Anticipated			i Employees)	Hires Required		m - To	Present		Projected	Present	Projected
	(EEOG)	VYYY-MM-DD	Actual	Proj	ected	Actual	Proje	cted	Hires Over 3 Years	YYYY-MM-DD		,	Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
		2019-01-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	icais	2019-01-28	Annually	Over 3 Years	Years	2019	2022					icais
		#	%	%	#	%	%	Ħ	#	#	%	#	#	#	%	%	#	#	%	%
01	Senior Managers	0	-100.0%	5.0%	C	400.0%	5.0%	0	0	(	5.0%	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	(	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	(	5.0%	0	0	(	)	1.9%	0	0	0.0%	0.0%
04	Semi-Professionals & Tech	22		5.0%	3	0.0%	5.0%	3	6		5.0%		0	(	)	1.5%	0	0	0.0%	0.0%
	Supervisors	20		5.0%	3	20.0%	5.0%	3	6		5.0%	C	1	(	5.0%	4.3%	-1	-1	0.0%	0.0%
06	Supervisors: Crafts & Trades	37		5.0%	6	24.3%	5.0%	6	12	(	5.0%	o c	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	. (	5.0%	0	0	(	)	2.6%	0	0	0.0%	0.0%
08	Skilled Sales & Service	38		5.0%	6	26.1%	5.0%	6	12	2	5.0%	o c	-1	(	)	2.0%	1	1	5.3%	4.5%
09	Skilled Crafts & Trades	317	9.4%	5.0%	48		5.0%	48	1	4	5.0%	l .	. 14	5	5.0%	4.6%	-11	-9	1.3%	2.2%
10	Clerical Personnel	176	8.4%	5.0%	26		5.0%	26	52	5	5.0%	l .	. 4	3	5.0%	4.2%	-2	-1	2.8%	3.5%
11	Intermediate Sales & Service	24	l	5.0%	4	37.5%	5.0%	4	8	C	5.0%	l .	1	(	5.0%	4.0%	-1	-1	0.0%	0.0%
	Semi-Skilled Manual	0	0.0%	5.0%	0	0.0%	5.0%	0	0	(	5.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%	5.0%	C	0.0%	5.0%	0	0	(	5.0%	ol c	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%	s  0	0	(	)	4.7%	1	0	10.0%	8.3%

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

25.4%

5.0%

104

104

696

7.1%

5.0%

Total

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.

5.0%

4.0%

208

						Table 12: Aboriginal Peoples
Employe	nent Equity Occupational		Aboriginal			
Group (F		Short-tern	ı Goals	Long-teri	m Goals	Comments
			%		%	
	nior Managers		0.0			
	iddle & Other Managers		5.0		2.7	
03 Pro	ofessionals		0.0			
04 Sei	mi-Professionals & Tech		0.0			
	pervisors		5.0		5.0	
	pervisors: Crafts & Trades		5.0		5.0	
07 Ad	lministrative & Sr Clerical		0.0			
	illed Sales & Service		0.0			
09 Sk	illed Crafts & Trades		5.0		5.0	
10 Clo	erical Personnel		5.0		5.0	
11 Int	termediate Sales & Service		5.0		5.0	
12 Sei	mi-Skilled Manual		0.0			
13 Ot	her Sales & Service		0.0			
14 Ot	her Manual Workers		0.0			
Total			5.0		5.0	

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	y CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entr	у СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workford Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
***************************************		Ţ	Ţ	<b>1</b>	<b>J</b>	Ţ	1	Ţ	Ţ	1	<b>\</b>	Ţ	Ţ	1	1	Ţ	<b>J</b>	1	<b>\</b>
									Table 13	3: Persons	with Dis	abilities							

										: Persons									
									Subseque	ent/Current	Short-tern	n Goals							
				All Em	ployees									Persons wi	th Disabilities	;			
	Number	Grow	rth (New Positi	onst	Turnover (Re		Terminated		Number	Turnover (Re	alaanmant af		3 Yea	Goals					
Employment Equity Occupational		0.0		,		Employees)		Anticipated		Terminated		Hires Required	Fron	n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proje	cted	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2019-01-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	icars	2019-01-28	Annually	Over 3 Years	Years	2019	2022					rears
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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)<sup>1/3</sup> - 1) x 100.

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

WOIKIOICE Alialysis) · 2) X IC	70.		
			Table 14: Persons with Disabilities
Employment Equity Occupational	Persons with	Disabilities	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
01/02 Managers	0.0		
03 Professionals	0.0		
04 Semi-Professionals & Tech	0.0		
05 Supervisors	27.5	27.5	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	

									Data for	Subseque	ent/Curre	nt Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<b>.</b>	•	<b>v</b>				<b></b>	· · · · · ·	Table 15: N	1embers o	of Visible	Minoritie	25	· · · · · ·	•	<b>V</b>		•	•
											t Short-teri								
				All En	ployees								N	lembers of V	isible Minor	ities			
	Number	Gree	oth (New Posit	ions)	Turnover (Re		Terminated		Number	T			3 Yes	ir Goals					
Employment Equity Occupational	.,,,,,,,,	3.0				Employees)		Anticipated			teplacement of d Employees)	Hires Required	Fro	m - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
	2019-01-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-01-28	Annually	Over 3 Years	Years	2019	2022	·		·		Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%

Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected		YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gan	Representation	Representation in .
<b>.</b> (2.2.2.5)	2019-01-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-01-28	Annually	Over 3 Years	Years	2019	2022	·				Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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/
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%	12.29
03 Professionals	5	-5.9%	5.0%	1	36.4%	5.0%	1	2	0	5.0%	0	2	1	28.5%	28.5%	-1	-1	0.0%	16.79
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%	16.09
05 Supervisors	20	0.0%	5.0%	3	20.0%	5.0%	3	6	0	5.0%	0	4	1	18.5%	18.5%	-4	-3	0.0%	4.39
06 Supervisors: Crafts & Trades	37	0.0%	5.0%	6	24.3%	5.0%	6	12	2	5.0%	0	1	1	7.1%	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%	7.79
08 Skilled Sales & Service	38	7.0%	5.0%	6	26.1%	5.0%	6	12	3	5.0%	0	3	2	13.8%	13.8%	-2	-1	7.9%	11.49
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%	4.19
10 Clerical Personnel	176	8.4%	5.0%	26	22.3%	5.0%	26	52	8	5.0%	1	25	8	15.7%	15.7%	-20	-17	4.5%	7.49
11 Intermediate Sales & Service	24	0.0%	5.0%	4	37.5%	5.0%	4	8	1	5.0%	0	5	2	22.3%	22.3%	-4	-3	4.2%	10.79
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%	19.3%	-2	-1	0.0%	8.39
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%	4.69

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

						Table 16: Members of Visible Minorities
Emn	loyment Equity Occupational	Mem	bers of Visi	ble Minoriti	es	
	ip (EEOG)	Short-tern	n Goals	Long-tern	n Goals	Comments
			%		%	
	Senior Managers					
02	Middle & Other Managers					
	Professionals		28.5		28.5	
04	Semi-Professionals & Tech					
	Supervisors		18.5		18.5	
06	Supervisors: Crafts & Trades		7.1			
07	Administrative & Sr Clerical					
	Skilled Sales & Service		13.8		13.8	
09	Skilled Crafts & Trades					
	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			

									Fede	ral Conti	ractors	Progra	m Achie	evement	Report									004767
										J	Part 4: 1	Results	- Wome	en										<b>~</b>
											Wa	jax Lir	nited											
												43495	1											
Α	В	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data	sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	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
<u></u>			J	J.			J	<u> </u>	<b>J</b>	Į	J	L J	<u> </u>	<u> </u>	. <u> </u>		<u> </u>	I	J	l J	J Alialysis L	J		l
				•	Vorkfo	orce An	•			·	•	•	•		•	•	Data A			*	· · · · · ·	•		
	ployment Equity	Year			W	orkforce						Hires					romotio	7			Ter	minatio	ns	
	upational Group OG)		All Employees	n		Wo				All Employees	,		/omen	T	All Employee			omen		All Employees			omen	n.ee
	.00)	#	#	Represen #	tation %	Avail	ability #	Gap #	EE Result	#	#	tual %	Expected #	Difference #	#	# #	tual %	Expected #	Difference #	#	Actu	ai %	Expected #	Difference #
01	Senior Managers	2016	1	0	0.0	27.6	0	0	0.0															
Ľ.	-	2019 2016	0 34	0	0.0 8.8	27.6 39.4	0 13	-10	0.0 22.4	1	1 0	0.0	0	(	) (	0	0.0	0	0	2	0	0.0	0	0
02	Middle & Other Managers	2019	36	2	5.6	39.4	13		14.1	7	7 0	0.0	3	-3	3 3	3 0	0.0	0	0	5	1	20.0	0	1
03	Professionals	2016	6	2	33.3	45.5	3	-1	73.3															
	Semi-Professionals &	2019 2016	5 17	1	20.0	39.3 22.4	2	-1 -3	50.9 26.3	1	0	0.0	0	(	) (	0	0.0	0	0	2	1	50.0	1	0
04	Technicians	2019	22	1	4.5	23.3	5	-4	19.5	5	5 0	1	-1	1 1	1 0	0.0	0	0	0	0	0.0	0	0	
05	Supervisors	2016	20	4	20.0	56.5	11	-7	35.4								200							
<u> </u>	Supervisors: Crafts &	2019 2016	20 37	2	20.0	55.6 6.1		-/	36.0 88.6	4	1 0	0.0		-2	2 3	) 1	20.0	1	0	4	0	0.0	1	-1
06	Trades	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
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
			<b>.</b>	↓	1	<b>.</b>	↓	<b>↓</b>	<b>V</b>	1	<u> </u>	<b>\</b>	↓											
				Entran	ts					oals														
	ployment Equity upational Group	Year	FI	ow Data Wom	en			rm Goals <sup>men</sup>	5		Long-ter			-				-	Commen	te				
	OG)		All Employees	Actu		Goal	Percent of Goal Met	Goal	Percent of	Goal	Percent of Goal Met	Goal	Percent of Goal Met					•	ommen	13				
		#	#	#	%	#	Goal Met	%	Goal Met	#	%	%	%											
01	Senior Managers	2019	1	0	0.0	0	0.0	5.0	0.0	C	0.0	5.0	0.0											
_	Middle & Other	2022	10	0	0.0	1	0.0	0.0 5.0	0.0		0.0	0.0 5.0	0.0											
02	Managers	2022	10	0	0.0		0.0	39.4	0.0		0.0	39.4	0.0											
03	Professionals	2019	1	0	0.0	0	0.0	5.0	0.0		0.0	5.0												
<u></u>	Semi-Professionals &	2022 1 0 0.0 39.3 0.0 39.3 (																						
04	Technicians	icians 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																						
04	Supervisors: Crafts &	2022 9 1 11.1 50.0 22.2 50.0 22.2																						
06	Trades	2022	20	1	5.0			6.3	79.4			6.3	79.4											

									Fede	ral Conti	ractors	Progra	m Achie	vement	Report									004768
										J	Part 4: I	Results	- Wome	en										8
											Wa	jax Lin	nited											
												43495												
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U	V	W	X	Y
Data sou	rces:		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÷Ux 100	U x F ÷ 100	V - X
			<u> </u>	<u> </u>		↓	↓		↓	<b></b>			↓						↓	↓	↓		↓	<u>_</u>
					Workfo	orce An	alysis									Flow	Data A	nalysis						
	oyment Equity pational Group	Year			W	orkforce						Hires				P	romotio				Te	rminati		
(EEO			All Employees	Represo		We	men ability	6	EE Result	All Employees		tual	/omen	Difference	All Employee		tual	omen .	Difference	All Employees	Act		omen	Difference
	,	#	#	#	%	%	######################################	Gap #	ee Kesiii	#	#		Expected #	##	#	#	.uai %	Expected #	##	#	#	uai %	Expected #	##
07 A	dministrative &	2016	10	8		82.4	8	0	97.1															
U/ Se	nior Clerical	2019	11	8	72.7	83.2	9	-1	87.4	5	5 4	80.0	4	C	3	3 2	66.7	2	0	4	4	100.0	3	3 1
	tilled Sales & Service	2016	31	1	3.2	27.8		-8	11.6				_	_	ļ .	<u>.</u>				_	_			_
$\vdash$	ersonnel cilled Crafts &	2019 2016	38 242	0	10.5 0.0	28.3 1.4	:	-7 -3	37.2 0.0	16	3	18.8	5	-2	2 5	1	20.0	0	1	9	0	0.0	0	0
1 09 1	ades Workers	2019	317	1		1.4	4	-3	22.5	154	1 2	1.3	2	0	1 7	, 1	14.3	0	1	79	1	1.3	0	
10 C		2016	138	48		67.8	94	-46	51.3				_											
10 (C)	erical Personnel	2019 2016	176	65 8	36.9 33.3	67.8	119	-54	54.5	73	49	-11	10	5	50.0	3	2	35	21	60.0	12	9		
	termediate Sales &	24	68.1	16	-8	48.9			_															
$\vdash$	rvice Personnel mi-Skilled Manual	24	67.7 0.0	16	-7	55.4 0.0	9	1	11.1	6	-5		. 0	0.0	0	0	9	0	0.0	3	-3			
1 12 1	orkers	2016	0	0		0.0		0	0.0	C	0	0.0	0	C		0	0.0	0	0	0	0	0.0	0	0
Data sou	rces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100		•									•
			<del>,                                    </del>	↓	<u> </u>	<b>↓</b>	↓	↓	↓	↓	↓	↓	↓	I										
				Entrai	nts					oals														
	oyment Equity	Year	FI	ow Data Woo				rm Goals <sup>men</sup>	5		Long-teri Won													
(EEO	oational Group		All Employees				Percent of		Percent of		Percent of		Percent of					(	Commen	ES				
L	0,			Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Ι.	dministrative &	# 2019	# 2	# 6	% 75.0	#	% 0.0	% 5.0	% 1500.0	#	0.0	% 5.0	% 1500.0											
1 07 1	ministrative &	2019	8	6		U	0.0	0.0	0.0		0.0	0.0	0.0											
08 SI	tilled Sales & Service		21	4		1	400.0	5.0	381.0	C	0.0	5.0												
08 Pe	ersonnel	2022	21	4	19.0			28.3	67.3			28.3		***************************************										
	rilled Crafts & rades Workers	2019	161	3		4	75.0	5.0	37.3	C	0.0	5.0												
		2022 2019	161 83	3 43			2150.0	1.4 5.0	133.1 1036.1	(	0.0	1.4 5.0												
10 C	erical Personnel	2019	83	43		-	2130.0	50.0	1030.1		0.0	50.0	1036.1											
	termediate Sales &	2019	10	1		0	0.0	5.0	200.0	C	0.0	5.0	200.0											
Se																								
	emi-Skilled Manual 2019 0 0 0.0 0 0.0 5.0 0.0 0 0.0 5.0 0.0																							
$\square^{w}$	OIKCIS	2022	<u> </u>	0	0.0			0.0	0.0			0.0	0.0											

									Fede	ral Contr	actors	Prograi	n Achie	vement I	Report									004769
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											Wa	jax Lin	nited											
												43495												
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A B	<u> </u>	С	D	E	F	G	Н	<u>I</u>	J	K	<u>L</u>	M	N	О	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
			Ţ	Ţ	Ţ	<b>1</b>	Ų.	Ų.	Ţ	Ţ	↓	↓	Ų.	Ų.	Ţ	J.	Ų.	↓	Ţ	Ţ	<b>↓</b>	Ţ	Ţ	<b>1</b>
	Year Tomore The Terminations																							
Employment E		Year Workforce Hires  Women All Employees Women															romotio	ıs			Te	rminati	ns	
Occupational C (EEOG)	All Employees Representation Availability Gap EE Result All Employees Actual Expected Diff																		1	All Employees				
(EEOG)	Representation   Availability   Gap   EE Result   Actual   Expected   Dit															Ac	ual %	Expected #	Difference	#	Act	ual %	Expected	Difference #
Other Sales &	# # # % % # # % # # % # ales & Service   2016   0   0   0.0   0.0   0   0.0															#	70	FF.	#	řř.	Ħ	70	#	#
13 Personnel	Sales & Service 2016 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 Menue	nnel 2019 0 0 0.0 0.0 0 0 0.0 0 0 0 0.0 0 0  Manual Workers 2016 6 1 16.7 19.5 1 0 85.5																							
14 Other Manua	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	0.0	0	0	2	1	50.0	0	1
Total	-	2016	566	78				-87	47.2			4.5.0								1.00				
		2019	696	98	14.1	28.2	196	-98	49.9	290	49	16.9	82	-33	47	11	23.4	6	1 3	160	29	18.1	22	/
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷M x 100											
			<b>↓</b>	<b>↓</b>	J	, <b>J</b>	<b>1</b>	<b>\</b>	Ţ	Ţ	<b>1</b>	<b>↓</b>	↓ ,											
			New	Entran	ıts				G	oals														
Employment E	Equity	Year	FI	ow Data			Short-ter		;		Long-ter													
Occupational C	Group	rear	All Employees	Won	nen		Wor	nen			Won	ien							Commen	ts				
(EEOG)			An Employees	Acti	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	Ħ	#	%	#	%	%	%	#	%	%	%											
Other Sales &	& Service	2019	0	0		0	0.0	5.0	0.0		0.0	5.0	0.0											
Personnel		2022	0	0			0.0	0.0	0.0 285.7		0.0	0.0	0.0											
14 Other Manua	al Workers	2019	7	1	14.3 14.3		0.0	5.0 17.4	285.7 82.1	0	0.0	5.0 17.4	285.7 82.1											
T . 1		2019	337	60		9	666.7	5.0	356.1	0	0.0	5.0	356.1											
Total	-	2022	337	60				5.0	356.1			0.0	0.0											

Part										Fede	ral Conti	ractors	Progra	m Achie	vement	Report									004770
Ask   B											Part 5	: Result	s - Abo	riginal	Peoples										8
A B   C   D   E   F   C   D   E   F   C   D   D   E   F   C   D   D   D   D   D   D   D   D   D												Wa	jax Lin	nited											
Part													43495												
Workshore   Work	A B		C	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
Variable   Variable	Data sources:			Workforce	Workforce		Workforce		Е-Н			Flow Data		K x G ÷ 100	L-N		Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S		Flow Data		Ux F ÷ 10	0 V - X
Part				↓	Ţ	↓	↓	<b>↓</b>	<b>↓</b>	<b>↓</b>	<b>1</b>	↓	↓	↓	↓	↓	↓	<b>↓</b>	↓	↓	↓	↓	↓	↓	<u> </u>
Control   Cont								•									Flow I	Data A	nalysis						
February   February			Year			W											P					Te			
Scrief Managers   2010   1   0   0   0   3.32   0   0   0   0   0   0   0   0   0		,up		All Employees	Repres	sentation			Gan	EF Result	All Employees	Ac		•	Difference	All Employee	s Act			Difference	All Employees	Ac			Difference
Note   Control Processional & Control Proce		F	#	#							#	#				#	#				#	#			
2019   0   0   0   0   0   0   0   0   0	01 Senior Managers	3		1					0																
Q2   Managers   Q119   36		e & Other 2019 36 0 0.0 2.7 1 -1 0.0 9ers 2019 36 0 0.0 2.7 1 -1 0.0 7 0 0.0															0 0	0.0	0	0	2	0	0.0	0 0	0 0
03   Professionals   2016   6   0   0 0   2 0   0   0   0   0   0   0	1 02 1	_							-l -1		7	7 0	0.0	0		1 3	3 0	0.0	0	0	5	0	0.0	1	0
Semi-Professionals & 2010   15   0   0   0   15   0   0   0   0   0   0   0   0   0		fessionals 2016 6 0 0.0 2.0 0 0 0.0 1 0 0.0 1 0 0.0																0.0		·					
Technicians   2019   22   0   0.0   1.5   0   0.0   0.0   5   0   0.0   0   0   0   0   0   0   0	03 Professionals	ofessionals         2019         5         0         0.0         1.9         0         0         0.0         1         0         0.0           mi-Professionals &         2016         17         0         0.0         1.6         0         0         0.0         0         0.0 </td <td>0 0</td> <td>0.0</td> <td>0</td> <td>0</td> <td>2</td> <td>0</td> <td>0.0</td> <td>0 (</td> <td>0 0</td>															0 0	0.0	0	0	2	0	0.0	0 (	0 0
Supervisors   2016   20   0   0   0   4.9   1   -1   0.0   0   0   0   0   0   0   0   0						<del>-</del>			0																
Data Sources   2019   2.0   0   0.0   4.3   1   -1   0.0   4   0   0.0   0   0   5   0   0.0   0   0   4   0   0.0   0	Technicians	chnicians 2019 22 0 0.0 1.5 0 0 0.0 5 0 0.0															1 0	0.0	0	0	0	0	0.0	0 (	0 0
Data Sources:   Crafts &   2016     37     0   0.0     3.6   1     -1     0.0     0   0   0   0   0   0   0	05 Supervisors	pervisors 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															5 0	0.0	0	0	4	0	0.0		0 0
Data sources:   Part 2; Flow   Part 2; Dev Data   Part 3; Dev Data	06 Supervisors: Cra	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																							
Part 2   Part 2   Part 3	Trades		2019	37	0	0.0	3.5	1	-1	0.0	9	0	0.0	0	(	1	1 0	0.0	0	0	9	0	0.0	0 (	0
New Entrants   Part	Data sources:			Data Analysis	Flow Data					F÷I x 100	Part 3: Goals		Goals	F÷M x 100											
Part				•	<u> </u>	<u> </u>	<del></del>	↓	↓	<u> </u>	↓	↓	↓												
Car																									
CEOG   All Employees			Year	FI						5									,	7	4				
Coal Met   Coal Met	•	up		All Employees			6.1		T	Percent of	6.1		Γ	Percent of					•	Jommen	LS				
01         Senior Managers         2019         1         0         0.0 <th< td=""><td>(2230)</td><td>-</td><td></td><td></td><td>Ac</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>	(2230)	-			Ac																				
O   Senior Managers   2022   1   0   0.0		+		# 1	#	•	#				#														
Middle & Other   Managers   Middle & Other   Middle & Middle & Other   Middle & Middle & Other   Middle & Othe	01 Senior Managers	3 H		1		i	0	0.0				0.0			-										
Managers   2022   10   0   0.0     5.0   0.0     2.7   0.0			2019	10	0	<del>:</del>	1	0.0	5.0		C	0.0	0.0	0.0											
O   Professionals   2022   1   0   0.0	Managers	Managers 2022 10 0 0.0 5.0 0.0																							
04     Semi-Professionals & Technicians     2019     6     0     0.0     0.0     0.0     0.0     0.0     0.0     0.0     0.0     0.0       05     Supervisors     2019     9     0     0.0     0.0     0.0     0.0     0.0     0.0     0.0       06     Supervisors: Crafts & 2019     20     0     0.0     1     0.0     5.0     0.0     0.0     0.0     0.0     0.0	03 Professionals	_		1		<del></del>	0	0.0			C	0.0													
04 Technicians         2022         6         0         0.0 <td< td=""><td>Semi-Profession</td><td></td><td></td><td>6</td><td></td><td></td><td></td><td>0.0</td><td></td><td></td><td>C</td><td>0.0</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>	Semi-Profession			6				0.0			C	0.0													
05         Supervisors         2022         9         0         0.0         5.0         0.0         5.0         0.0           06         Supervisors: Crafts & 2019         20         0         0.0         1         0.0         5.0         0.0		_		6		i									1										
2022 9 0 0.0 5.0 0.0 5.0 0.0   5.0 0.0   5.0 0.0   6.0	05 Supervisors	inervisors																							
		2022 9 0 0.0 5.0 0.0 5.0 0.0																							
Trades 2022 20 0 0.0 5.0 0.0 5.0 0.0 5.0 0.0						1	I	0.0				0.0			-										

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									Part 5	: Result	s - Abo	riginal	Peoples										8
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A B	C	D	E F		G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: E÷: Workforce x 10 Analysis	Wor	Part 1: orkforce nalysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employment Equity Occupational Group	Year				kforce						Hires				I	romotio				Tei	minatio		
(EEOG)		All Employees	Representation		boriginal Availal		Gap	EE Result	All Employees	Act	Aborig tual	Expected	Difference	All Employee	·	Aborig tual	inal Peoples  Expected	Difference	All Employees	Acti		Expected	Difference
,	#	#	# %		%	#	# #	%	#	#	%	#	#	#	#	- %	#	#	#	#	%	#	#
07 Administrative &	2016	10	0	0.0	2.7	0	0	0.0															
Senior Clerical	2019	11		0.0	2.6	0	0	0.0	5	0	0.0	0	(	0 3	3 0	0.0	0	0	4	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	31		3.2	2.0	0	1	201.6	1.0	1	( 2			1 2		0.0		0			0.0		
Skilled Crafts &	2019	242		5.3 0.8	4.6	11	-9	18.0	16	1	6.3	0		1 3	5 0	0.0	0	0	9	0	0.0	0	0
09 Trades Workers	2019	317		1.3	4.6	15	-11	27.4	154	2	1.3	7	-:	5 7	7 1	14.3	0	1	79	0	0.0	1	-1
10 Clerical Personnel	2016	138		1.4	4.2	6	-4	34.5															
	2019	176		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	4.5 4.0	1	-1 -1	0.0	g	0	0.0			0 1	1 0	0.0	0	0	9	0	0.0	0	0
Semi-Skilled Manual	2016	0		0.0	0.0	0	0	0.0			0.0	Ť		1	1				1	Ĭ	0.0		Ů
Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	0 0	0	0.0	0	0	0	0	0.0	0	0
		i								1		T	1										
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis E ÷ D		Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
		<b>.</b>	<b>1</b> 1		<b></b>		<b>\</b>	1	Ţ	<b>.</b>	<b>V</b>	Ψ	.i										
		New	Entrants					G	oals														
<b>Employment Equity</b>		FI	ow Data		S	hort-ter	rm Goals			Long-teri	m Goals		1										
Occupational Group	Year	All Employees	Aboriginal Peopl	es .		Aborigina	al Peoples			Aboriginal	Peoples						(	Commen	ts				
(EEOG)		An Employees	Actual	0		Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	# %		#	%	%	%	#	%	%	%											
Administrative &	2019	8		0.0	0	0.0	5.0	0.0	0	0.0	0.0	0.0											
Senior Clerical Skilled Sales & Service	2022 2019	8 21		0.0 4.8	1	100.0	0.0 5.0	95.2	0	0.0	0.0	0.0											
08 Personnel	2022	21	i	4.8	1	100.0	0.0	0.0		0.0	0.0		-										
09 Skilled Crafts &	2019	161		1.9	4	75.0	5.0	37.3	0	0.0	0.0	0.0											
Trades Workers	2022	161		1.9		150.0	5.0	37.3	,	0.0	5.0												
10 Clerical Personnel	2019	83 83		3.6 3.6	2	150.0	5.0 5.0	72.3 72.3	0	0.0	0.0 5.0		-										
Intermediate Sales &	2019	10		0.0	0	0.0	5.0	0.0	0	0.0	0.0												
Service Personnel	2022	10		0.0			5.0	0.0			5.0												
12 Semi-Skilled Manual Workers	2019	0		0.0	0	0.0	5.0	0.0	0	0.0	0.0		-										
workers	2022	1 0	0	0.0			0.0	0.0			0.0	0.0											

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	PxF÷100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V÷Ux 100	U x F ÷ 100	V - X
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Employment Equity Occupational Group	Year			V	Vorkforce						Hires				]	Promotio				Te	erminati		
(EEOG)		All Employees	Danson	entation	,	al Peoples ability	Gap	EE Result	All Employees	Ac		inal Peoples	Difference	All Employees	<del></del>	Aborig	inal Peoples		All Employees	4.0	Aborig tual	inal Peoples	Difference
,	#	#	#	- %	%	#	#	%	#	#		Expected #	#	#	#	- %	Expected #	##	#	#	**************************************	Expected #	#
Other Sales & Servi	ce 2016	C	0	0.0	0.0	0	0	0.0															
Personnel	2019	+	0		0.0		0	0.0	0	0	0.0	0	0	0	) (	0.0		0 (	0	0	0.0	0	0
14 Other Manual Work	ers 2016 2019				4.8	:	0	0.0 212.8		1	16.7		1			0.0				0	0.0		
	2019	+	_	-			5	0.0	0	1	16.7	0	1	1	'	0.0	<u>'</u>	1	2	0	<u> </u>	- 0	0
Total	2019			ė.	4.0		-16	43.1	290	7	2.4	12	-5	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÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
		Ţ	1	<u> </u>	<u> </u>	<u> </u>	1	<u> </u>	Į	<u> </u>	<u> </u>	J											
		Nev	v Entra	nts				G	loals														
<b>Employment Equity</b>	Year	F	low Data			Short-ter		S		Long-teri													
Occupational Group	i cai	All Employees		al Peoples		Aborigina	l Peoples	I		Aborigina	l Peoples	I a						Commen	its				
(EEOG)			Ac	tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Servi Personnel	2019 2022	0	0		0	0.0	5.0	0.0	0	0.0	0.0	0.0											
	2019	1 7	1		0	0.0	5.0	285.7	0	0.0	0.0	0.0											
14 Other Manual Work	ers 2022	7	1	14.3			0.0	0.0			0.0	0.0											
Total	2019					88.9	5.0 5.0	47.5		0.0	0.0	0.0											
	2022 337 8 2.4							47.5			5.0	47.5											

									al Contr Part 6: R					-									004773
										Wa	jax Lin	nited											
											43495												
A B	C	D	E	F	G	Н	I	J	K	L	M	N	О	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	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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				Workfo	rce An	alysis									Flow I	)ata Ai	nalysis						
Employment Equity	Year				orkforce						Hires				Pi	omotion				Те	rminatio		
Occupational Group (EEOG)		All Employees			Persons with				All Employees			th Disabilitie		All Employees			th Disabilitie		All Employees			th Disabilities	
(LEOG)	#	#	Repres		Availa	ability	Gap #	EE Result	#	Act		Expected #	Difference #	#	Acti		Expected #	Difference #	#	Act		Expected #	Difference #
01&	2016	35	# 9	% 25.7	4.3	# ?	# 7	% 598.0	Ħ	Ħ	%	Ħ	#	#	#	%	#	#	#	#	%	#	#
01& Managers	2019	36	6		5.0	2	4	333.3	8	3	37.5	0	3	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		8.9		2	449.4	1	1	100.0	0	1	. 0	0	0.0	0	0	2	2	100.0	1	1
04 Semi-Professionals &	2016	17	3		4.6	1	2	383.6						ļ								_	
Technicians	2019 2016	22 20	5	18.2	7.6 13.9	2	2	239.2 179.9	5	1	20.0	0	1	1	0	0.0	0	0	0	0	0.0	0	0
05 Supervisors	2016	20	3		27.5	6	-3	54.5		2	50.0	1	1	5	1	20.0	1	0	1	4	100.0	1	3
Supervisors: Crafts &	2016	37	11		7.8	3	-3	381.2			30.0	1				20.0		0			100.0	1	
Trades	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÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷1 x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷M x 100											
		. ↓	Ţ	↓ .	Ţ	Ţ	Ţ	Ţ	Ţ	<b>\</b>	Ţ	<b>↓</b>	•										
		New	Entra	nts				G	oals														
Employment Equity		FI	ow Data			Short-te	rm Goals			Long-teri	m Goals												
Occupational Group	Year		Persor Disal			Persons with	h Disabilities			Persons with	Disabilities						(	Commen	ts				
(EEOG)		All Employees	Ac		Goal	Percent of	Goal	Percent of	Geal	Percent of	Goal	Percent of											
	#	4	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01& Managara	2019	# 11	4		,, 1	400.0	5.0	727.3	# 0	0.0	5.0	727.3											
02 Managers	2022	11	4		•		0.0	0.0	V	5.0	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				0.0	0.0			0.0	0.0											
04 Semi-Professionals & Technicians	2019	6	1	2011	0	0.0	5.0	333.3	0	0.0	5.0	333.3											
	2022	6	3		n	0.0	0.0 5.0	0.0 666.7	0	0,0	0.0 5.0	0.0 666.7											
05 Supervisors	2019	9	3		U	0.0	27.5	121.2	U	0.0	27.5	121.2											
O6 Supervisors: Crafts &	2019	20	6		1	600.0	5.0	600.0	0	0.0	5.0	600.0											
06 Trades	2022	20	6	30.0			0.0	0.0			0.0	0.0											

									Fede	ral Conti	ractors	Prograi	m Achie	vement	Report									004774
										Part 6: R	lesults -	Person	s with I	Disabiliti	es									8
											Wa	jax Lin	nited											
												43495												
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U	V	W	X	Y
Data s	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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				1	Workf	orce An	alysis									Flow	Data A	nalysis						
	loyment Equity	Year				orkforce					,	Hires				P	romotio				Tei	minatio		
(EE	ipational Group		All Employees	-		Persons with				All Employees	. <del> </del>		ith Disabilitie		All Employee	, <del></del>		ith Disabilitie		All Employees			h Disabilitie	
(		#	#	Represe	ntation %	Availa %	ability #	Gap #	EE Result	#	Act	tual %	Expected #	Difference #	#	Act	tual %	Expected #	Difference #	#	Acti	ral %	Expected #	Difference #
	Administrative &	2016	10	3		3.4		3	882.4	*	*			,,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	-	/4	,	,,	,,			,,	
	Senior Clerical	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	2016	31	10	32.3	3.5		9	921.7															
$\vdash$	Personnel	2019 2016	38 242	7 151	18.4	8.0 3.8		142	230.3 1,642.0	16	1	6.3	1	C	5	5 2	40.0	2	0	9	4	44.4	3	1
09	Skilled Crafts & Trades Workers	2016	317	124	62.4 39.1	7.8			501.5	154	. 12	7.8	12	(	7	, 1	14.3	4	-3	79	39	49.4	49	-10
10	Cl 1 D 1	2016	138	61	44.2	7.0			631.5															
10	Clerical Personnel	2019	176	53	30.1	9.3		37	323.8	73	8	11.0	7	1	. 10	2	20.0	4	-2	35	16	45.7	15	1
11	Intermediate Sales &	2016	24	10	41.7	5.6		9	744.0															
$\vdash$	Service Personnel	2019	24	5	20.8	10.8 0.0		2	192.9 0.0	9	2	22.2	1	]	. 1	. 0	0.0	0	0	9	7	77.8	4	3
1 12 1	Semi-Skilled Manual Workers	2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	(		0	0.0	0	0	0	0	0.0	0	0
			!					ļ	!				I.		ļ.									
Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷M x 100											
i			<b></b>	<b></b>		<b>Τ</b>	<b></b>	↓	<b></b>	<b>1</b>	Ψ	<b></b>	<b>.</b>	I										
			New	Entran	ıts				G	oals														
Emi	loyment Equity		FI	ow Data			Short-te	rm Goals	5		Long-ter	m Goals												
	ipational Group	Year		Person Disabi			Persons with	h Disabilities			Persons with	Disabilities						(	Commen	ts				
(EE	DG)		All Employees	Acti		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of											
		#	#	4	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
[_	Administrative &	2019	8	1	12.5	0	0.0	5.0	250.0	0	0.0	5.0	250.0											
07	Senior Clerical	2022	8	1	12.5			0.0	0.0			0.0	0.0											
1 OX I	Skilled Sales & Service	2019	21	3		1	300.0	5.0	285.7	0	0.0													
	Personnel	2022	21	3			225.0	0.0	0.0			0.0												
09	Skilled Crafts & Trades Workers	2019	161 161	13 13	8.1	4	325.0	5.0 0.0	161.5 0.0	0	0.0	5.0	161.5 0.0											
10		2019	83	10	12.0	2	500.0	5.0	241.0	0	0.0	5.0												
10	Clerical Personnel	2022	83	10	12.0			0.0	0.0			0.0	0.0											
	Intermediate Sales &	2019	10	2		0	0.0	5.0	400.0	0	0.0	5.0												
$\perp$	Service Personnel Semi-Skilled Manual	2022 2019	10	2		0	0.0	0.0	0.0	0	0.0	0.0 5.0	0.0											
	Semi-Skilled Manual Workers	2019		0	0.0	0	0.0	5.0 0.0	0.0	0	0.0	0.0												
ш	01NO15	2022	<u> </u>	U	0.0			0.0	0.0			0.0	0.0											

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	oyment Equity pational Group	Year				orkforce Persons with						Hires	th Disabilities			Pi	omotion	IS th Disabilities			Tei	rminatio	ONS th Disabilitie	
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		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
	ther Sales & Service	2016	0	0		0.0		0	0.0															
Pe	ersonnel	2019	0	0		0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Ot	ther Manual Workers	2016 2019	10	5 5	83.3 50.0	5.3 6.8		5	1,572.3 735.3	6	0	0.0	0	0	1	0	0.0	1	-1	2	0	0.0	2	-2
		2016	566	271	47.9	5.3		241	903.4			0.0	Ů		*		0.0	1	•	-	1	0.0		
Total		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 sour	rces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷M x 100											
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	oyment Equity pational Group  Flow Data Persons with Disabilities							rm Goals  Disabilities			Long-tern Persons with I							r	ommen	fe				
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		#	#	#	%	#	%	%	%	#	%	%	%											
1 13 1	ther Sales & Service ersonnel	2019	0	0		0	0.0	5.0	0.0	0	0.0	5.0	0.0											
		2022	7	0		0	0.0	0.0 5.0	0.0	0	0.0	5.0	5.0 0.0											
14 Ot	ther Manual Workers	2022	7	0	0.0		3.0	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											
1 Otal		2022 337 44 13.1						5.0	261.1			5.0	261.1											

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Data sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D	Part 1: Workforce	DxG	E - H	E÷H	Part 2: Flow	Part 2: Flow Data	L÷K	K x G ÷ 100	L-N	Part 2: Flow	Part 2: Flow Data	O ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow	Part 2: Flow Data	V÷Ux	U x F ÷ 100	V - X
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Occupational Group	icai	All Employees			Visible M				All Employee	,		Minorities		All Employees			Minorities		All Employees			1inorities	
(EEOG)	#	#	Represen	tation %	Avail	ability #	Gap #	EE Result	#	Ac	tual %	Expected #	Difference #	#	Act	ual %	Expected #	Difference #	#	Actus	ul %	Expected #	Difference #
01 Senior Managers	2016	1	0	0.0	11.5		0	0.0					T	,	,,	7-U	,,	,7	,	,		,,	7
	2019	0	0	0.0	11.5		0	0.0	1	1 0	0.0	0	C	0	0	0.0	0	0	2	0	0.0	0	0
02 Middle & Other Managers	2016	34 36	6	17.6	17.6 17.6		0	100.3 94.7	7	7 0	0.0	1	-1	3	0	0.0	1	-1	5	0	0.0	1	-1
03 Professionals	2016	6	0	0.0	25.7	2	-2	0.0															
Semi-Professionals &	2019 2016	5 17	0 4	23.5	28.5 25.2		-1	93.4	1	0	0.0	0	C	0	0	0.0	0	0	2	0	0.0	0	0
04 Technicians	2019	22	5	22.7	21.9		0	103.8	5	5 1	20.0	1	C	) 1	0	0.0	0	0	0	0	0.0	0	0
05 Supervisors	2016	20	0	0.0	17.7		-4	0.0		1 0			ļ.,			0.0					0.0		
Supervisors: Crafts &	2019 2016	20 37	0	0.0	18.5 7.2		-4	0.0	4	1 0	0.0	1	-1	1 3	0	0.0	0	0	4	0	0.0	0	0
06 Trades	2019	37	2	5.4	7.1		-1	76.1	g	1	11.1	1	C	11	2	18.2	0	2	9	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Flow Data	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷M x 100											
		J Data / Glarysis	Analysis L		J	J	J	J	L L		J	<u> </u>											
			Entran	•	<u> </u>			<u> </u>	ioals														
Employment Equity			ow Data			Short-te	rm Goals			Long-ter	m Goals												
Occupational Group	Year	All Employees	Visible Mir	orities		r	linorities			Visible M	inorities 	I					C	'ommen	ts				
(EEOG)		in Employees	Actu	ıl	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	# 2019	# 1	# ()	0.0	#	<b>%</b>	<b>%</b> 5.0	<b>%</b>	#	0.0	% 5.0	0.0											
01 Senior Managers	2022	1	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
02 Middle & Other	2019	10	0	0.0	1	0.0	5.0	0.0	C	0.0	5.0												
Managers	2022 2019	10	0	0.0	0	0.0	0.0 5.0	0.0	(	0.0	0.0 5.0	0.0											
03 Professionals	2022	1	0	0.0			28.5	0.0			28.5	0.0											
04 Semi-Professionals & Technicians	2019	6	1	16.7 16.7	0	0.0	5.0 0.0	333.3 0.0		0.0	5.0 0.0												
05 Supervisors	2019	9	0	0.0	0	0.0	5.0	0.0		0.0	5.0												
	2022	9	0	0.0		200.0	18.5	0.0	_		18.5												
06 Supervisors: Crafts & Trades	2019	20	3	15.0 15.0	1	300.0	5.0 7.1	300.0 211.3	(	0.0	5.0 0.0												
L 1	2022			15.0			, · · · · · · · · · · · · · · · · · · ·	211.5		I Walley	U 0.0		L										

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V÷Ux 100	U x F ÷ 100	V - X
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Employment Equity Occupational Group	Year			W	orkforce	4inorities				1	Hires	Minorities			P	romotio	Minorities			Tei	rminatio	Minorities	
(EEOG)		All Employees	Represent	tation		ability	Gap	EE Result	All Employees	Acı	tual	Expected	Difference	All Employee	Ac		Expected	Difference	All Employees	Acti		Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative &	2016	10	1	10.0	13.7	<b>.</b>	0	73.0															
Senior Clerical	2019	11	1	9.1	11.5	,	0	79.1	5	0	0.0	1	-1	1 3	0	0.0	0	0	4	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	31	3	6.5 7.9	15.6 13.8		-3 -2	41.4 57.2	16	3	18.8	2	1	1 5		0.0	0	0	9	2	22.2	1	1
Skilled Crafts &	2019	242	7	2.9	5.3		-6	54.6	10	,	10.0		,	-	1 0	0.0	- 0	0	1	2	22.2	1	1
09 Trades Workers	2019	317	18	5.7	5.3		1	107.1	154	14	9.1	8	·	5 7	0	0.0	0	0	79	3	3.8	2	1
10 Clerical Personnel	2016	138	1	0.7	15.9	:		4.6															
	2019	176 24	8	4.5	15.7		-20	29.0	73	10	13.7	11	-1	1 10	1	10.0	0	1	35	3	8.6	0	3
Intermediate Sales & Service Personnel	2016	24	1	4.2	22.7 22.3	•	-4 -4	18.4 18.7	9	0	0.0	2	-0	2 1	1 0	0.0	0	0	9	0	0.0	0	0
Semi-Skilled Manual	2016	0	0	0.0	0.0		0	0.0			0.0					0.0	,			- V	0.0		·
Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	C	(	) (	0	0.0	0	0	0	0	0.0	0	0
		Part 2: Flow	Part 2:	E÷Dx	Part 3:	E÷Gx	Part 3:			E÷Kx	D+ 2.		"										
Data sources:		Data Analysis	Flow Data Analysis	100	Goals	100	Goals	F ÷ I x 100	Part 3: Goals	100	Part 3: Goals	F ÷ M x 100											
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Employment Equity	Year	Fl	ow Data				rm Goals	;		Long-teri													
Occupational Group		All Employees	Visible Min			Percent of	linorities	Percent of		Visible Mi Percent of		Percent of	-				(	Commen	ts				
(EEOG)			Actus	ıl	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
07 Administrative & Senior Clerical	2019	8	0	0.0	0	0.0	5.0 0.0	0.0	0	0.0	5.0												
Skilled Sales & Service	2019	21	3	14.3	1	300.0	5.0	285.7	0	0.0	5.0												
08 Personnel	2022	21	3	14.3			13.8	103.5			13.8												
09 Skilled Crafts &	2019	161	14	8.7	4	350.0	5.0	173.9	0	0.0	5.0												
Trades Workers	2022	161 83	14 11	13.3	2	550.0	0.0 5.0	0.0 265.1	٥	0.0	0.0 5.0												
10 Clerical Personnel	2019	83	11	13.3	2	330.0	15.7	84.4	U	0.0	15.7												
Intermediate Sales &	2019	10	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0												
Service Personnel	2022	10	0	0.0			22.3	0.0			22.3												
Semi-Skilled Manual	2019	0	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0												
Workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											

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											Wa	jax Lin	nited											
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Data sou			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		Part 2: Flow Data Analysis	Part 2:		P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V÷Ux 100	U x F ÷ 100	h
I			J				<b>J</b>	<del>.</del>	J	<b>V</b>	V	<b>J</b>	<b></b>	<b>V</b>	J	<b></b>		<b></b>	<u> </u>	.i	<b>V</b>	<u> </u>	<b></b>	J
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	loyment Equity	Year			W	orkforce						Hires				P	romotio	ns			T	erminati		
Occu (EEC	pational Group		All Employees	_		Visible M		ı	Г	All Employees			Minorities		All Employees			Minorities		All Employees			Minorities	
CELL	,G)		#	Represe	ntation %	Availa %	ability #	Gap #	EE Result	#	Act	ual %	Expected #	Difference #	#	Act	ual %	Expected #	Difference #	#	# Ac	tual %	Expected #	Difference #
	Other Sales & Service	2016	0	0	0.0	0.0		0	0.0				,	,	-	,	, v			7			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	7
1 13 1	ersonnel	2019	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	(	0	0	0.0	0	0
14 C	Other Manual Workers	2016	6	0	0.0	19.3	1	-1	0.0															
		2019 2016	10 566	0 22	0.0 3.9	19.3 11.6	66	-2 -44	0.0 33.5	6	1	16.7	1	0	1	0	0.0	0	(	2	I	50.0	0	1
Total		2019	696	44	6.3	11.1	77		57.0	290	30	10.3	32	-2	. 47	3	6.4	2	1	1 160	9	5.6	6	3
Data soı	urces:		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÷Kx 100	Part 3: Goals	F ÷ M x 100											
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			New	Entrar	its				G	oals														
Empl	yment Equity Pear Visible Minorities Visible Minorities Visible Minorities										Long-teri													
	pational Group	finorities	Percent of		Visible Mi Percent of	norities	Percent of					(	Commen	its										
(EEC	)G)		All Employees	Act	ual	Goal	Percent of Goal Met	Goal	Goal Met	Geal	Goal Met	Goal	Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
1 13 1	Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0	0.0											
		2019	7	1	14.3	0	0.0	5.0	285.7	0	0.0	5.0	285.7											
14 C	Other Manual Workers	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	0.0	5.0	195.8											
		2022 337 33 9.8 0.0										0.0	0.0											

Fede	ral 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.

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<b>√</b>	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
V	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
V	Adjusted survey results to reflect hires, promotions and terminations.
<b>V</b>	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.
V	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).
V	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.
<b>√</b>	Maintained appropriate records in all required areas.
Other	measures:

V	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.
<b>V</b>	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
V	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
J	Communicated the goals to relevant managers as well as monitored and recorded the results.
<b>√</b>	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
V	Consulted employee/union representatives on communication and implementation of employment equity.
<b>V</b>	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.
$\checkmark$	Undertook initiatives to increase representation where gaps in representation were found.
<b>√</b>	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
12	Other (please describe):
Oper	rational Context
Please organia assessi	check the appropriate boxes and provide a brief overview of the events that have influenced your zation's activities during the period between the first/previous and subsequent/current compliance ment.
	Impact of economic and industrial conditions on the organization.
<b>V</b>	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.
V	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.
Addi	tional Details
Please 1	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 13

# **Organization Overview:**

Labrador

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**

2018-06-04; extension granted - 2019-01-31 Initiated:

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: $\boxtimes$ Yes $\square$ 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	Present	Short-	Long-	Representation	LIVIA
(EEOG)	Gap	term	term		

			(1 to 3	(3+		
			years)	years)		
#	Description	#	# 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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3 +		
			years)	years)		
#	Description	#	# or %	# or %	%	%
02	Middle & Other Managers	-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-terms 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			
			Short-	Long-	Representation	LMA
Emp	Employment Equity Occupational Group		term	term	Representation	
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# 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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# 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:

 $\boxtimes$  in compliance  $\square$  in non-compliance

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

- 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%40eng.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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of the 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.
- 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.

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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a>.

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@hrsdc-rhdcc.gc.ca



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

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