Labour Program

Federal Contractors Program

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PROTECTED WHEN COMPLETED - 8

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

Agreement to Implement Employment Equity

| y | | | | | |
|---|--|---|--|--|--|
| | | RGANIZATION | | *************************************** | *************************************** |
| Legal Name of Organization | ~ | | Parent compan | y is located outside | Carada |
| L-3 Communications MAPPS | inc. | | | TTI San | yana, |
| | | | | ☑ Yes | No |
| Operating Name (if different from Legal Na | me of Organization) | | Gusiness Num | | *************************************** |
| L-3 MAPPS | | | | | |
| | | | Total number d | | |
| Organization's North American Industry Cli To find your organization's four-digit NAICS | assification System (NAICS) | Code Number | | I-Time and/Parl-Tr | |
| http://www.statcan.gc.ca/subjects-sujets/st | andard-norme/naics-scian/2 | 007/list-liste-eng.htm | | Regulated | |
| 5415: Computer systems de | sign and related | services | ▼ Provincial | ly Regulated | |
| | ······································ | (EAD OFFICE | | | *************************************** |
| Address (building number, street, suite, etc | | TOV | | Province | Postal Code |
| 8565 Cote-de-Liesse | | Montreal | | Quebec | H4T 1G5 |
| | | Telephone Numbe | | | ··· |
| | *************************************** | 1(514) 787-4 | 745 | *************************************** | |
| | EMPLOYM | ENT EQUITY CONT | ACT | *************************************** | *************************************** |
| Name (print) Anna Battisti | | Title | W 0 - 1 | | *************************************** |
| Telephone Number | E-mail Address | Director Au | man kesaurc | es and Ethi Preferred Langua | |
| (514) 787-4745 | Anna.Battisti@ | L-3com.com | | [7] English | ja ur duriespuri |
| | | *************************************** | | [27] was \$1.00 | had to the |
| The above-named organization: | | RTIFICATION | *************************************** | | *************************************** |
| intending to bid on, or being in rece Supply Arrangement, valued at \$1,00 hereby certifies its commitment to imple instrument, in keeping with the Federal | nipt of, a federal governm 000,000 or more (includir Iment or maintain employ I Contractors Program re | ig applicable taxes). /ment equity on an on- ouirements. For more | contract, standin | ig offer or contra | Ct issued unde |
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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) **L3 MAPPS Inc.** (hereafter referred to as "the organization") and (Agreement to Implement Employment Equity number) **10000085**, 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) 30 October 2018 for the following reason(s):

(Please describe) L3 MAPPS is updating all its HRIS systems. We are in the middle of testing and ensuring that we are carrying forward all relevant data, including Employment Equity data in the new HRIS systems. Our HR Team is very small and we are not in the position to hire anyone at this time. My HR team and I are on several different L3 HR Corp projects right now and we would appreciate having more time to dedicate to the "Employment Equity" assessment (inquiry) that was forwarded to us recently. Thank you for your understanding.

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: Anna Battisti Position Title: Director, Human Resources and Ethics Officer

Email address: Anna.Battisti@L3T.com

Telephone number: (514) 787-4745

Business address: 8565 Cote-de-Liesse, Montreal, Quebec H4T 1G5



Page 1 of 2

From: Yakibonge, Maurice [NC] On Behalf Of EE-EME

Sent: September 25, 2018 8:47 AM

To: 'Anna.Battisti@L3T.com' <Anna.Battisti@L3T.com>

Cc: Marlene.Morissette@L3T.com

Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information

Good morning,

You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

As requested, we hereby grant you an extension until October 30, 2018.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: ee-eme@hrsdc-rhdcc.gc.ca.

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ee-eme@hrsdc-rhdcc.gc.ca

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



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

From: Anna.Battisti@L3T.com [mailto:Anna.Battisti@L3T.com]

Sent: September-21-18 4:35 PM **To:** Yakibonge, Maurice [NC] **Cc:** Marlene.Morissette@L3T.com

Subject: Employment Equity: Please verify the attached

Mr Yakibonge,

Thank you for your support – we appreciate the extra time that you have granted us to 30 October 2018.

We have revised the form as you requested.

Please let me know should you need anything else for now.

Please confirm receipt of this email.

Best regards,

Anna Battisti Director, Human Resources & Ethics Officer L3 MAPPS Inc. (514) 787-4745

Beginning April 1, 2018, L3 Technologies, Inc. will discontinue the use of all @L-3Com.com email addresses. To ensure delivery of your messages to this recipient, please update your records to use <u>Anna.Battisti@L3T.com</u>.

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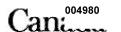
EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION

Period covered by tre 20/1035/102018-10-22 REPORTS

Geographic regions

(INDICATE THE NUMBER OF **EMPLOYEES IN EACH** REGION).

| | Province | | | Census Metropolitan A | rea |
|---------------------------|----------------------------|----------------------------|---|---|---|
| Permanent full time | Permanent part- time | Temporary | Total number of employees | | |
| | 6 | 0 | | Halifax20 | 0 |
| | 0 | 0 | | Montreal2076 | 0 |
| | 0 | 0 | _ | Vancouver20 | 0 |
| ployees | | | 217 | Total number of employees in Canada | |
| | Permanent full time | full part- time time 6 0 | Permanent full part-time Temporary time 6 0 0 0 0 0 | Permanent full part-time Temporary Total number of employees 6 0 213 0 0 2 ployees | Permanent full part-time Temporary Total number of employees 6 0 |



CONTRACTING PROGRAMS: PROFESSIONAL CATEGORIES

Full time / National

| Occupational Category | | All | employees | | | Aboriginal | | Perso | ons with disa | bilities | Members | of Visible Mi | norities |
|---------------------------------------|--------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|---------------|------------------|------------------|----------------|------------------|
| Salary Range Col. 1 | Quarte | 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 |
| | | COI. 2 | COI. 3 | COI. 4 | | COI. 0 | COI. 7 | COI. 6 | COI. 9 | COI. 10 | COI. 11 | COI. 12 | COI. 13 |
| Senior Management | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 5 | 5 | | | | | | | | 5 | 5 | |
| | Total | 5 | 5 | | | | | | | | 5 | 5 | |
| Middle management and other directors | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 61 | 49 | 12 | | | | | | | 14 | 12 | 2 |
| | Total | 61 | 49 | 12 | | | | | | | 14 | 12 | 2 |
| Professionals | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 95 | 84 | 11 | | | | | | | 24 | 21 | 3 |
| | Total | 95 | 84 | 11 | | | | | | | 24 | 21 | 3 |
| Semi-professional and technical staff | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 25 | 21 | 4 | | | | | | | 4 | 2 | 2 |
| | Total | 25 | 21 | 4 | | | | | | | 4 | 2 | 2 |



CONTRACTING PROGRAMS: PROFESSIONAL CATEGORIES

Full time / National

| Occupational Category | | All | employees | | | Aboriginal | | Perso | ons with disa | bilities | Members | s of Visible M | linorities |
|---|--------|--------|-----------|--------|--------|------------|--------|--------|---------------|----------|---------|----------------|------------|
| Salary Range | Quarte | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| Col. 1 | r | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 | Col. 13 |
| Foremen | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 3 | 3 | | | | | | | | | | |
| | Total | 3 | 3 | | | | | | | | | | |
| Administrative and main office staff | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 13 | 2 | 11 | | | | | | | 2 | | ; |
| | Total | 13 | 2 | 11 | | | | | | | 2 | | ; |
| Specialized sales and service personnel | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | 1 | 1 | ı |
| | Total | 1 | 1 | | | | | | | | 1 | 1 | I |
| Skilled workers and artisans | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |

CONTRACTING PROGRAMS: PROFESSIONAL CATEGORIES

Full time / National

| Occupational Category | | All | employees | | | Aboriginal | | Perso | ons with disal | oilities | Members | of Visible Mi | norities |
|--------------------------------|-------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|----------------|------------------|------------------|----------------|------------------|
| Salary Range Col. 1 | Quarte r | 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 staff | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 7 | 4 | 3 | | | | 1 | 1 | | 1 | 1 | |
| | Total | 7 | 4 | 3 | | | | 1 | 1 | | 1 | 1 | |
| Total number of employees | | 211 | 170 | 41 | | | | 1 | 1 | | 51 | 42 | 9 |

CONTRACTING PROGRAMS: PROFESSIONAL CATEGORIES

Part-time / National

| Occupational Category | | All | employees | | | Aboriginal | | Perso | ns with disa | bilities | Members | of Visible M | inorities |
|---------------------------------------|--------|--------|-----------|--------|--------|------------|--------|--------|--------------|----------|---------|--------------|-----------|
| Salary Range | Quarte | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| Col. 1 | r | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 | Col. 13 |
| Professionals | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 3 | 1 | 2 | | | | 1 | | 1 | 1 | | |
| | Total | 3 | 1 | 2 | | | | 1 | | 1 | 1 | | |
| Semi-professional and technical staff | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| Administrative and main office staff | 4 | | | | | | | | | | | | |
| Upper value: Less than \$5,000 | 3 | | | | | | | | | | | | |
| Lower value: Less than \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 2 | | 2 | | | | | | | 1 | | |
| | Total | 2 | | 2 | | | | | | | 1 | | |
| Total number of employees | • | 6 | 1 | 5 | | | | 1 | | 1 | 2 | | |

FEDERAL CONTRACT PROGRAMS: SALARY PROFILE

Full time / National

| | Al | l employees | | | Aboriginal | | Pers | ons with disabi | lities | Members | of Visible Min | orities |
|---------------------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|------------------|----------------|------------------|
| 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 |
| Less than \$15,000 | 211 | 170 | 41 | | | | 1 | 1 | | 51 | 42 | 9 |
| Total number of employees | 211 | 170 | 41 | | | | 1 | 1 | | 51 | 42 | 9 |



L-3 Communications MAPPS Inc (Certificate # 10000085) FEDERAL CONTRACT PROGRAMS: SALARY PROFILE

Part-time / National

| | Al | l employees | | | Aboriginal | | Perso | ons with disabi | ilities | Member | s of Visible Min | orities |
|---------------------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|------------------|
| 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 |
| | 001. 1 | 001. 2 | 001. 0 | OO1. 4 | 001. 0 | 001. 0 | 001. 7 | | 001. 0 | 001. 10 | 001. 11 | 001: 12 |
| Less than \$5,000 | 6 | 1 | 5 | | | | 1 | | 1 | 2 | | 2 |
| Total number of employees | 6 | 1 | 5 | | | | 1 | | 1 | 2 | | 2 |

FEDERAL CONTRACT PROGRAMS: RECRUITMENTS

Full time / National

| | All | employees | | | Aboriginal | | Pers | ons with disab | ilities | Member | s of Visible Mir | orities |
|---------------------------------------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|----------------|-----------------|------------------|------------------|------------------|
| Occupational Category | 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 management and other directors | 4 | 3 | 1 | | | | | | | 2 | 1 | 1 |
| Professionals | 19 | 15 | 4 | | | | | | | | | |
| Semi-professional and technical staff | 7 | 5 | 2 | | | | | | | | | |
| Administrative and main office staff | 7 | 4 | 3 | | | | | | | 1 | 1 | |
| Clerical staff | 4 | 2 | 2 | | | | | | | | | |
| Total number of employees hired | 41 | 29 | 12 | | | | | | | 3 | 2 | 1 |

FEDERAL CONTRACTING PROGRAMS: PROMOTIONS Full time / National

| | Promoted 6 | employees (em | ployees promot | ed during her | iod 2016-03-31 year should be | to 2018 10 22 reported only i | n the occupat | ional groups in v | which or to whi | ch they were las | st promoted. | |
|---------------------------------------|-----------------|---------------|-----------------|-----------------|---|----------------------------------|-----------------|-------------------|-----------------|------------------|----------------|------------------|
| Occupational Catagory | Al | l employees | 1 | | Aboriginal | | ı Per | sons with disab | ilities | ı Members | of Visible Min | orities |
| Occupational Category | 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 Management | 1 | 1 | | | | | | | | 1 | 1 | |
| Middle management and other directors | 20 | 16 | 4 | | | | | | | 2 | 2 | |
| Professionals | 11 | 7 | 4 | | | | | | | 3 | 2 | |
| Administrative and main office staff | 1 | | 1 | | | | | | | 1 | | |
| Total number of employees promoted | 33 | 24 | 9 | | | | | | | 7 | 5 | |
| Total number of promotions | 33 | 24 | 9 | | | | | | | 7 | 5 | |

FEDERAL CONTRACTING PROGRAMS: PROMOTIONS Part-time / National

| | Promoted | employees (em | ployees promo | eporting peri | od 2016-03-31 year should be | to 2018 10 22 reported only | n the occupation | onal groups in v | which or to whi | ch they were la | st promoted. | |
|------------------------------------|-----------------|---------------|-----------------|-----------------|--|--------------------------------|------------------|------------------|-----------------|------------------|------------------|------------------|
| Occupational Category | Д | III employees | | | Aboriginal | | ı Pers | ons with disab | lities | ı Member | s of Visible Mir | orities |
| Occupational Category | 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 |
| Professionals | 1 | 1 | 1 | | | | | | | 1 | | 1 |
| Total number of employees promoted | 1 | I | 1 | | | | | | | 1 | | 1 |
| Total number of promotions | 1 | l l | 1 | | | | | | | 1 | | 1 |

CONTRACT PROGRAMS: CEASES OF EMPLOYMENT

Full time / National

| | | | - | toporting port | | | | | | | | |
|---|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|------------------|
| | Al | Il employees | | | Aboriginal | | Perso | ons with disabi | lities | Members | s of Visible Min | orities |
| Occupational Category | 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 Management | 1 | 1 | | | | | 1 | 1 | | 1 | 1 | |
| Middle management and other directors | 9 | 8 | 1 | | | | | | | 4 | 3 | 1 |
| Professionals | 11 | 10 | 1 | | | | | | | 3 | 3 | |
| Semi-professional and technical staff | 5 | 5 | | | | | | | | 1 | 1 | |
| Administrative and main office staff | 9 | 3 | 6 | | | | | | | 2 | 1 | 1 |
| Skilled workers and artisans | 1 | 1 | | | | | | | | | | |
| Clerical staff | 3 | 2 | 1 | | | | | | | | | |
| Total number of employees whose employment was terminated | 39 | 30 | 9 | | | | 1 | 1 | | 11 | 9 | 2 |



CONTRACT PROGRAMS: CEASES OF EMPLOYMENT

Part-time / National

| | All | employees | | | Aboriginal | | Pers | ons with disab | ilities | Member | s of Visible Min | orities |
|---|--------|-----------|--------|--------|------------|--------|--------|----------------|---------|---------|------------------|---------|
| Occupational Category | 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 |
| Middle management and other directors | 1 | 1 | | | | | | | | | | |
| Administrative and main office staff | 1 | | 1 | | | | | | | 1 | | 1 |
| Total number of employees whose employment was terminated | 2 | 1 | 1 | | | | | | | 1 | | 1 |

Default Workforce Analysis System - Detailed Report

Date: 2018-10-25

Women

| | | | | ١ | Vomen | | | | |
|--|----------------------|--------------------|--------|---------------|--------------|----|-----------------------------|----------------------|--|
| Employment Equity Occupational Group | Internal location | All employees # | Repres | entation % | Availab % | • | Differ ence _# | Place of recruitment | |
| | | # | # | /6 | /0 | # | # | | |
| 01: Senior Management | National | 5 | 0 | 0.0 % | 27.4 % | 1 | -1 | National | |
| 02: Middle management and other directors | National | 61 | 12 | 19.7 % | 38.9 % | 24 | -12 | National | |
| 03: Professionals | | 98 | 13 | 13.3 % | 21.5 % | 21 | -8 | | |
| 1112: Financial and investment analysts | National | 8 | 1 | 12.5 % | 50.1 % | 4 | -3 | National | |
| 1121: Human Resources Professionals | National | 1 | 1 | 100.0 % | 71.1 % | 1 | 0 | National | |
| 1123: Advertising, marketing and public relations professionals | National | 1 | 0 | 0.0 % | 66.4 % | 1 | -1 | National | |
| 2148: Other engineers, n.e.c. | National | 2 | 0 | 0.0 % | 15.8 % | 0 | 0 | National | |
| 2173 : Engineers and software designers | National | 83 | 10 | 12.0 % | 17.4 % | 14 | -4 | National | |
| 2174: Programmers and Interactive Media Developers | National | 2 | 0 | 0.0 % | 17.9 % | 0 | 0 | National | |
| 5121: Authors, writers and editors | National | 1 | 1 | 100.0 % | 54.9 % | 1 | 0 | National | |
| 04: Semi-professional and technical staff | | 26 | 5 | 19.2 % | 30.5 % | 8 | -3 | | |
| 2233: Industrial and Manufacturing Engineering Technologists and Technicians | Quebec | 3 | 0 | 0.0 % | 26.7 % | 1 | -1 | Quebec | |
| 2262: Engineering Inspectors and Regulatory Officers | Quebec | 2 | 1 | 50.0 % | 22.8 % | 0 | 1 | Quebec | |
| 2281 : Computer Network Technicians | Quebec | 3 | 0 | 0.0 % | 18.5 % | 1 | -1 | Quebec | |
| 2282: User Support Agents | Quebec | 10 | 2 | 20.0 % | 19.6 % | 2 | 0 | Quebec | |
| 4211 : Paralegals and related occupations | Quebec | 1 | 1 | 100.0 % | 85.5 % | 1 | 0 | Quebec | |
| 5241 : Graphic designers and illustrators | Quebec | 7 | 1 | 14.3 % | 47.2 % | 3 | -2 | Quebec | |
| 06 : Foremen | | 3 | 0 | 0.0 % | 8.3 % | 0 | 0 | | |
| 7202: Electrical and Telecommunications Contractors and Supervisors | British Columbia | 1 | 0 | 0.0 % | 9.0 % | 0 | 0 | British Columbia | |
| 7202: Electrical and Telecommunications Contractors and Supervisors | Nova Scotia | 2 | 0 | 0.0 % | 7.9 % | 0 | 0 | Nova Scotia | |
| 07: Administrative and Senior Clerical Staff | | 15 | 13 | 86.7 % | 80.8 % | 12 | 1 | | |
| Employment Equity Occupational Group | Montreal | 15 | 13 | 86.7 % | 80.8 % | 12 | 1 | Montreal | |
| 08: Specialized sales and service personnel | | 1 | 0 | 0.0 % | 29.1 % | 0 | 0 | | |
| 6221: Technical Sales Specialists - Wholesale Trade | Quebec | 1 | 0 | 0.0 % | 29.1 % | 0 | 0 | Quebec | |
| | | | | | | | | | |



Default Workforce Analysis System - Detailed Report

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Women

| | | | | , | Women | | | |
|--------------------------------------|----------|---------------|--------|----------|--------|--------|-------------------|----------------------|
| Employment Equity Occupational Group | Internal | All employees | Repres | entation | Availa | bility | Differ | Place of recruitment |
| | location | # | # | % | % | # | ence _# | |
| 09: Skilled workers and artisans | | 1 | 0 | 0.0 % | 1.6 % | 0 | 0 | |
| 7244: Power Line and Cable Workers | Quebec | 1 | 0 | 0.0 % | 1.6 % | 0 | 0 | Quebec |
| 10 : Office staff | | 7 | 3 | 42.9 % | 62.5 % | 4 | -1 | |
| Employment Equity Occupational Group | Montreal | 7 | 3 | 42.9 % | 62.5 % | 4 | -1 | Montreal |
| Total | | 217 | 46 | 21.2 % | 32.8 % | 70 | -24 | |

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2011 National Household Survey and internal employer data

Default Workforce Analysis System - Detailed Report

Date: 2018-10-25

Aboriginal

| | | | | Abo | original | | | |
|--|------------------|---------------|---------|----------|----------|-------|-------------------|----------------------|
| Employment Equity Occupational Group | Internal | All employees | Represe | entation | Availab | ility | Differ | Place of recruitment |
| | location | # | # | % | % | # | ence _# | |
| 01: Senior Management | National | 5 | 0 | 0.0 % | 2.9 % | 0 | 0 | National |
| 02: Middle management and other directors | National | 61 | 0 | 0.0 % | 2.2 % | 1 | -1 | National |
| 03: Professionals | | 98 | 0 | 0.0 % | 0.7 % | 1 | -1 | |
| 1112: Financial and investment analysts | National | 8 | 0 | 0.0 % | 0.9 % | 0 | 0 | National |
| 1121: Human Resources Professionals | National | 1 | 0 | 0.0 % | 2.7 % | 0 | 0 | National |
| 1123: Advertising, Marketing and Public Relations Professionals | National | 1 | 0 | 0.0 % | 2.1 % | 0 | 0 | National |
| 2148: Other engineers, n.e.c. | National | 2 | 0 | 0.0 % | 1.0 % | 0 | 0 | National |
| 2173 : Engineers and software designers | National | 83 | 0 | 0.0 % | 0.6 % | 0 | 0 | National |
| 2174: Programmers and Interactive Media Developers | National | 2 | 0 | 0.0 % | 1.0 % | 0 | 0 | National |
| 5121: Authors, writers and editors | National | 1 | 0 | 0.0 % | 1.9 % | 0 | 0 | National |
| 04: Semi-professional and technical staff | | 26 | 0 | 0.0 % | 1.2 % | 0 | 0 | |
| 2233: Industrial and Manufacturing Engineering Technologists and Technicians | Quebec | 3 | 0 | 0.0 % | 1.4 % | 0 | 0 | Quebec |
| 2262: Engineering Inspectors and Regulatory Officers | Quebec | 2 | 0 | 0.0 % | 0.0 % | 0 | 0 | Quebec |
| 2281 : Computer Network Technicians | Quebec | 3 | 0 | 0.0 % | 1.1 % | 0 | 0 | Quebec |
| 2282: User Support Agents | Quebec | 10 | 0 | 0.0 % | 1.3 % | 0 | 0 | Quebec |
| 4211 : Paralegals and related occupations | Quebec | 1 | 0 | 0.0 % | 0.9 % | 0 | 0 | Quebec |
| 5241 : Graphic designers and illustrators | Quebec | 7 | 0 | 0.0 % | 1.2 % | 0 | 0 | Quebec |
| 06 : Foremen | | 3 | 0 | 0.0 % | 0.9 % | 0 | 0 | |
| 7202: Contractors and Supervisors, Electrical and Telecommunications Contractors and Supervisors | British Columbia | 1 | 0 | 0.0 % | 2.8 % | 0 | 0 | British Columbia |
| 7202: Contractors and Supervisors, Electrical and Telecommunications Contractors and Supervisors | Nova Scotia | 2 | 0 | 0.0 % | 0.0 % | 0 | 0 | Nova Scotia |
| 07: Administrative and Senior Clerical Staff | | 15 | 0 | 0.0 % | 0.7 % | 0 | 0 | |
| Employment Equity Occupational Group | Montreal | 15 | 0 | 0.0 % | 0.7 % | 0 | 0 | Montreal |
| 08: Specialized sales and service personnel | | 1 | 0 | 0.0 % | 1.0 % | 0 | 0 | |
| 6221: Technical Sales Specialists - Wholesale Trade | Quebec | 1 | 0 | 0.0 % | 1.0 % | 0 | 0 | Quebec |

Default Workforce Analysis System - Detailed Report

Date: 2018-10-25

Aboriginal

| | | | | Ab | original | | | |
|--------------------------------------|----------|---------------|---------|----------|----------|--------|-------------------|----------------------|
| Employment Equity Occupational Group | Internal | All employees | Represe | entation | Availab | oility | Differ | Place of recruitment |
| | location | # | # | % | % | # | ence _# | |
| 09: Skilled workers and artisans | | 1 | 0 | 0.0 % | 1.3 % | 0 | 0 | |
| 7244: Power Line and Cable Workers | Quebec | 1 | 0 | 0.0 % | 1.3 % | 0 | 0 | Quebec |
| 10 : Office staff | | 7 | 0 | 0.0 % | 0.8 % | 0 | 0 | |
| Employment Equity Occupational Group | Montreal | 7 | 0 | 0.0 % | 0.8 % | 0 | 0 | Montreal |
| Total | | 217 | 0 | 0.0 % | 1.2 % | 2 | -2 | |

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2011 National Household Survey and internal employer data

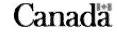


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Members of Visible Minorities

| Employment Equity Occupational Group | Internal All employees | | | N Repres | Place of recruitment | | | | |
|--|------------------------|--|----|-------------|----------------------|--------|----|-------------------|------------------|
| | location | | # | # | % | % | # | ence _# | |
| D1: Senior Management | National | | 5 | 5 | 100.0 % | 10.1 % | 1 | 4 | National |
| 02: Middle management and other directors | National | | 61 | 14 | 23.0 % | 15.0 % | 9 | 5 | National |
| 03: Professionals | | | 98 | 25 | 25.5 % | 38.8 % | 38 | -13 | |
| 1112: Financial and investment analysts | National | | 8 | 0 | 0.0 % | 35.4 % | 3 | -3 | National |
| 1121: Human Resources Professionals | National | | 1 | 0 | 0.0 % | 14.1 % | 0 | 0 | National |
| 1123: Advertising, marketing and public relations professionals | National | | 1 | 0 | 0.0 % | 16.9 % | 0 | 0 | National |
| 2148: Other engineers, n.e.c. | National | | 2 | 0 | 0.0 % | 27.3 % | 1 | -1 | National |
| 2173 : Engineers and software designers | National | | 83 | 24 | 28.9 % | 40.5 % | 34 | -10 | National |
| 2174: Programmers and Interactive Media Developers | National | | 2 | 1 | 50.0 % | 31.5 % | 1 | 0 | National |
| 5121: Authors, writers and editors | National | | 1 | 0 | 0.0 % | 10.7 % | 0 | 0 | National |
| 04: Semi-professional and technical staff | | | 26 | 4 | 15.4 % | 13.8 % | 4 | 0 | |
| 2233: Industrial and Manufacturing Engineering Technologists and Technicians | Quebec | | 3 | 1 | 33.3 % | 12.3 % | 0 | 1 | Quebec |
| 2262: Engineering Inspectors and Regulatory Officers | Quebec | | 2 | 1 | 50.0 % | 6.7 % | 0 | 1 | Quebec |
| 2281 : Computer Network Technicians | Quebec | | 3 | 0 | 0.0 % | 13.1 % | 0 | 0 | Quebec |
| 2282: User Support Agents | Quebec | | 10 | 1 | 10.0 % | 18.2 % | 2 | -1 | Quebec |
| 4211 : Paralegals and related occupations | Quebec | | 1 | 0 | 0.0 % | 8.3 % | 0 | 0 | Quebec |
| 5241 : Graphic designers and illustrators | Quebec | | 7 | 1 | 14.3 % | 11.2 % | 1 | 0 | Quebec |
| 06 : Foremen | | | 3 | 0 | 0.0 % | 4.2 % | 0 | 0 | |
| 7202: Contractors and Supervisors, Electrical and Telecommunications Contractors and Supervisors | British Columbia | | 1 | 0 | 0.0 % | 12.6 % | 0 | 0 | British Columbia |
| 7202: Contractors and Supervisors, Electrical and Telecommunications Contractors and Supervisors | Nova Scotia | | 2 | 0 | 0.0 % | 0.0 % | 0 | 0 | Nova Scotia |
| 07: Administrative and Senior Clerical Staff | | | 15 | 3 | 20.0 % | 12.2 % | 2 | 1 | |
| Employment Equity Occupational Group | Montreal | | 15 | 3 | 20.0 % | 12.2 % | 2 | 1 | Montreal |
| 08: Specialized sales and service personnel | | | 1 | 1 | 100.0 % | 8.5 % | 0 | 1 | |
| 6221: Technical Sales Specialists - Wholesale Trade | Quebec | | 1 | 1 | 100.0 % | 8.5 % | 0 | 1 | Quebec |



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Members of Visible Minorities

| | | | ı | Members of | Visible Mino | rities | | |
|--------------------------------------|----------|---------------|--------|-------------|--------------|--------|-------------------|----------------------|
| Employment Equity Occupational Group | Internal | All employees | Repres | sentationAv | ailability | | Differ | Place of recruitment |
| | location | # | # | % | % | # | ence _# | |
| 09: Skilled workers and artisans | | 1 | 0 | 0.0 % | 1.3 % | 0 | 0 | |
| 7244: Power Line and Cable Workers | Quebec | 1 | 0 | 0.0 % | 1.3 % | 0 | 0 | Quebec |
| 10 : Office staff | | 7 | 1 | 14.3 % | 17.4 % | 1 | 0 | |
| Employment Equity Occupational Group | Montreal | 7 | 1 | 14.3 % | 17.4 % | 1 | 0 | Montreal |
| Total | | 217 | 53 | 24.4 % | 25.1 % | 55 | -2 | |

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2011 National Household Survey and internal employer data



Default Workforce Analysis System - Detailed Report

Date: 2018-10-25

Persons with disabilities

| Employment Equity Occupational Group | Internal | All employees | Repres | entationAva | ilability | | Differ | Place of recruitment |
|--|----------|---------------|--------|-------------|-----------|---|-------------------|----------------------|
| | location | # | # | % | % | # | ence _# | |
| 01/02 : Executives | National | 66 | 0 | 0.0 % | 4.3 % | 3 | -3 | National |
| 03: Professionals | National | 98 | 1 | 1.0 % | 3.8 % | 4 | -3 | National |
| 04: Semi-professional and technical staff | National | 26 | 0 | 0.0 % | 4.6 % | 1 | -1 | National |
| 06 : Foremen | National | 3 | 0 | 0.0 % | 7.8 % | 0 | 0 | National |
| 07: Administrative and Senior Clerical Staff | National | 15 | 0 | 0.0 % | 3.4 % | 1 | -1 | National |
| 08: Specialized sales and service personnel | National | 1 | 0 | 0.0 % | 3.5 % | 0 | 0 | National |
| 09: Skilled workers and artisans | National | 1 | 0 | 0.0 % | 3.8 % | 0 | 0 | National |
| 10 : Office staff | National | 7 | 1 | 14.3 % | 7.0 % | 0 | 1 | National |
| Total | | 217 | 2 | 0.9 % | 4.2 % | 9 | -7 | |

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2012 Canadian Disability Survey and internal employer data



Default Workforce Analysis System - Detailed Report

Date: 2018-10-25

Default Data for Workforce Analysis - Women, Aboriginal Peoples and Visible Minorities

| Employment Equity Occupational Group | Perform an analysis by | Place of recruitment |
|--|------------------------|----------------------|
| 01: Senior Management | EEOG | National |
| 02: Middle management and other directors | EEOG | National |
| 03: Professionals | CNP | National |
| 04: Semi-professional and technical staff | CNP | Provincial |
| 06 : Foremen | CNP | Provincial |
| 07: Administrative and Senior Clerical Staff | EEOG | СМА |
| 08: Specialized sales and service personnel | CNP | Provincial |
| 09: Skilled workers and artisans | CNP | Provincial |
| 10 : Office staff | EEOG | CMA |



Default Workforce Analysis System - Detailed Report

Date: 2018-10-25

Default Data for Workforce Analysis - Persons with Disabilities

| Employment Equity Occupational Group | Perform an analysis by | Place of recruitment |
|--|------------------------|----------------------|
| 01/02 : Executives | СРЕМЕ | National |
| 3. : Professionals | СРЕМЕ | National |
| 4.: Semi-professional and technical staff 06 : | СРЕМЕ | National |
| Foremen | СРЕМЕ | National |
| 07: Administrative and Senior Clerical Personnel 08: | СРЕМЕ | National |
| Specialized Sales and Service Personnel 09: Skilled | СРЕМЕ | National |
| Workers and Craftspeople | СРЕМЕ | National |
| 10 : Office staff | СРЕМЕ | National |
| | СРЕМЕ | |
| | СРЕМЕ | |
| | | |

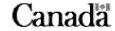


Default Workforce Analysis System - Summary Report

Date: 2018-10-22

Women

| Employment Equity Occupational Group | All employees | Repres | entation | Availa | bility | Differ | |
|--|---------------|--------|----------|--------|--------|-------------------|--|
| | # | # | % | % | # | ence _# | |
| 01: Senior Management | 5 | 0 | 0.0 % | 27.4 % | 1 | -1 | |
| 02: Middle management and other directors | 61 | 12 | 19.7 % | 38.9 % | 24 | -12 | |
| 03: Professionals | 98 | 13 | 13.3 % | 21.5 % | 21 | -8 | |
| 04: Semi-professional and technical staff | 26 | 5 | 19.2 % | 30.5 % | 8 | -3 | |
| 06 : Foremen | 3 | 0 | 0.0 % | 8.3 % | 0 | 0 | |
| 07: Administrative and Senior Clerical Staff | 15 | 13 | 86.7 % | 80.8 % | 12 | 1 | |
| 08: Specialized sales and service personnel | 1 | 0 | 0.0 % | 29.1 % | 0 | 0 | |
| 09: Skilled workers and artisans | 1 | 0 | 0.0 % | 1.6 % | 0 | 0 | |
| 10 : Office staff | 7 | 3 | 42.9 % | 62.5 % | 4 | -1 | |
| Total | 217 | 46 | 21.2 % | 32.8 % | 70 | -24 | |



Default Workforce Analysis System - Summary Report

Date: 2018-10-22

Aboriginal

| Aboriginal | | | | | | | |
|--|---------------|--------|----------|---------|-------|-------------------|--|
| Employment Equity Occupational Group | All employees | Repres | entation | Availab | ility | Differ | |
| | # | # | % | % | # | ence _# | |
| 01: Senior Management | 5 | 0 | 0.0 % | 2.9 % | 0 | 0 | |
| 02: Middle management and other directors | 61 | 0 | 0.0 % | 2.2 % | 1 | -1 | |
| 03: Professionals | 98 | 0 | 0.0 % | 0.7 % | 1 | -1 | |
| 04: Semi-professional and technical staff | 26 | 0 | 0.0 % | 1.2 % | 0 | 0 | |
| 06 : Foremen | 3 | 0 | 0.0 % | 0.9 % | 0 | 0 | |
| 07: Administrative and Senior Clerical Staff | 15 | 0 | 0.0 % | 0.7 % | 0 | 0 | |
| 08: Specialized sales and service personnel | 1 | 0 | 0.0 % | 1.0 % | 0 | 0 | |
| 09: Skilled workers and artisans | 1 | 0 | 0.0 % | 1.3 % | 0 | 0 | |
| 10 : Office staff | 7 | 0 | 0.0 % | 0.8 % | 0 | 0 | |
| Total | 217 | 0 | 0.0 % | 1.2 % | 2 | -2 | |
| | | | | | | | |



Default Workforce Analysis System - Summary Report

Date: 2018-10-22

Members of Visible Minorities

| Formula was and Foreity Occupational Consum | All amulausas | Members of Visible Minorities RepresentationAvailability | | | | Differ | |
|--|--------------------|---|---------|-----------|----|-------------------|--|
| Employment Equity Occupational Group | All employees # | # | % | « « « « « | # | ence _# | |
| 01: Senior Management | 5 | 5 | 100.0 % | 10.1 % | 1 | 4 | |
| 02: Middle management and other directors | 61 | 14 | 23.0 % | 15.0 % | 9 | 5 | |
| 03: Professionals | 98 | 25 | 25.5 % | 38.8 % | 38 | -13 | |
| 04: Semi-professional and technical staff | 26 | 4 | 15.4 % | 13.8 % | 4 | 0 | |
| 06 : Foremen | 3 | 0 | 0.0 % | 4.2 % | 0 | 0 | |
| 07: Administrative and Senior Clerical Staff | 15 | 3 | 20.0 % | 12.2 % | 2 | 1 | |
| 08: Specialized sales and service personnel | 1 | 1 | 100.0 % | 8.5 % | 0 | 1 | |
| 09: Skilled workers and artisans | 1 | 0 | 0.0 % | 1.3 % | 0 | 0 | |
| 10 : Office staff | 7 | 1 | 14.3 % | 17.4 % | 1 | 0 | |
| Total | 217 | 53 | 24.4 % | 25.1 % | 55 | -2 | |



Default Workforce Analysis System - Summary Report

Date: 2018-10-22

Persons with disabilities

| Employment Equity Occupational Group | All employees | Persons with disabilities RepresentationAvailability | | | | Differ | |
|--|---------------|---|--------|-------|---|-------------------|--|
| | # | # | % | % | # | ence _# | |
| 01/02 : Executives | 66 | 0 | 0.0 % | 4.3 % | 3 | -3 | |
| 03: Professionals | 98 | 1 | 1.0 % | 3.8 % | 4 | -3 | |
| 04: Semi-professional and technical staff | 26 | 0 | 0.0 % | 4.6 % | 1 | -1 | |
| 06 : Foremen | 3 | 0 | 0.0 % | 7.8 % | 0 | 0 | |
| 07: Administrative and Senior Clerical Staff | 15 | 0 | 0.0 % | 3.4 % | 1 | -1 | |
| 08: Specialized sales and service personnel | 1 | 0 | 0.0 % | 3.5 % | 0 | 0 | |
| 09: Skilled workers and artisans | 1 | 0 | 0.0 % | 3.8 % | 0 | 0 | |
| 10 : Office staff | 7 | 1 | 14.3 % | 7.0 % | 0 | 1 | |
| Total | 217 | 2 | 0.9 % | 4.2 % | 9 | <i>-</i> 7 | |



Default Workforce Analysis System - Summary Report

Date: 2018-10-22

Default Data for Workforce Analysis - Women, Aboriginal Peoples and Visible Minorities

| Employment Equity Occupational Group | Perform an analysis by | Place of recruitment |
|--|------------------------|----------------------|
| 01: Senior Management | EEOG | National |
| 02: Middle management and other directors | EEOG | National |
| 03: Professionals | CNP | National |
| 04: Semi-professional and technical staff | CNP | Provincial |
| 06 : Foremen | CNP | Provincial |
| 07: Administrative and Senior Clerical Staff | EEOG | CMA |
| 08: Specialized sales and service personnel | CNP | Provincial |
| 09: Skilled workers and artisans | CNP | Provincial |
| 10 : Office staff | EEOG | CMA |



Default Workforce Analysis System - Summary Report

Date: 2018-10-22

Default Data for Workforce Analysis - Persons with Disabilities

| Employment Equity Occupational Group | Perform an analysis by | Place of recruitment |
|--|------------------------|----------------------|
| 01/02 : Executives | СРЕМЕ | National |
| 3. : Professionals | СРЕМЕ | National |
| 4.: Semi-professional and technical staff 06 : | СРЕМЕ | National |
| Foremen | СРЕМЕ | National |
| 07: Administrative and Senior Clerical Personnel 08: | СРЕМЕ | National |
| Specialized Sales and Service Personnel 09: Skilled | СРЕМЕ | National |
| Workers and Craftspeople | СРЕМЕ | National |
| 10 : Office staff | СРЕМЕ | National |
| | СРЕМЕ | |
| | CPEME | |



Part 1: Workforce Analysis

L-3 Communications MAPPS Inc.

2018-10-30

Data from First/Previous Workforce Analysis

| Data from Sub | sequent/Curre Analysis | ent Workforce |
|---------------|---------------------------|---------------|
| ↓ | j | \ |

| Data from Fir | st/Previous Workf | orce Analysis |
|---------------|-------------------|---------------|
| YYYY | MM | DD |
| 2016 | 03 | 31 |

| Data from Subse | quent/Current Wo | rkforce Analysis |
|-----------------|------------------|------------------|
| YYYY | MM | DD |
| 2018 | 10 | 22 |

| | | | Гable 1: Women | |
|-------|--|-----------------------------------|----------------|---------------|
| | | First/Previous Workforce Analysis | | |
| E | overant Fauity Occupational Crown (FFOC) | All Employees | Won | nen |
| rmba | oyment Equity Occupational Group (EEOG) | | Representation | Availability* |
| | | # | # | % |
| 01 | Senior Managers | 5 | 0 | 27.4 |
| 02 | Middle & Other Managers | 56 | 9 | 38.9 |
| 03 | Professionals | 94 | 10 | 21.6 |
| 04 | Semi-Professionals & Technicians | 24 | 2 | 25.7 |
| 05 | Supervisors | 0 | 0 | 0.0 |
| 06 | Supervisors: Crafts & Trades | 3 | 0 | 8.3 |
| 07 | Administrative & Senior Clerical Personnel | 20 | 19 | 80.8 |
| 08 | Skilled Sales & Service Personnel | 1 | 0 | 29.1 |
| 09 | Skilled Crafts & Trades Workers | 2 | 0 | 1.6 |
| 10 | Clerical Personnel | 5 | 2 | 62.5 |
| 11 | Intermediate Sales & Service Personnel | 0 | 0 | 0.0 |
| 12 | Semi-Skilled Manual Workers | 0 | 0 | 0.0 |
| 13 | Other Sales & Service Personnel | 0 | 0 | 0.0 |
| 14 | Other Manual Workers | 0 | 0 | 0.0 |
| Total | | 210 | 42 | 33.1 |

| Subsequent/Current Workforce Analysis | | | | | |
|---------------------------------------|----------------|---------------|--|--|--|
| All Employees | | | | | |
| | Representation | Availability* | | | |
| 5 | 0 | 27.4 | | | |
| 61 | 12 | 38.9 | | | |
| 98 | 13 | 21.5 | | | |
| 26 | 5 | 30.5 | | | |
| 0 | 0 | 0.0 | | | |
| 3 | 0 | 8.3 | | | |
| 15 | 13 | 80.8 | | | |
| 1 | 0 | 29.1 | | | |
| 1 | 0 | 1.6 | | | |
| 7 | 3 | 62.5 | | | |
| 0 | 0 | 0.0 | | | |
| 0 | 0 | 0.0 | | | |
| o | 0 | 0.0 | | | |
| 0 | 0 | 0.0 | | | |
| 0 | 0 | 0.0 | | | |
| 212 | 46 | 32.8 | | | |

| * Source: | | | | |
|------------|------------|------------|---|--|
| 2011 Natio | nal Housel | hold Surve | У | |

| * Source: | | | |
|-------------|--------------|--------|--|
| 2011 Nation | al Household | Survey | |

Part 1: Workforce Analysis

L-3 Communications MAPPS Inc.

2018-10-30

Data from First/Previous Workforce Analysis

| Data from Su | bsequent/Curre Analysis | ent Workforce |
|--------------|----------------------------|---------------|
| \ | \ | \ |

| Data from Fi | rst/Previous Work | force Analysis |
|--------------|-------------------|----------------|
| YYYY | MM | DD |
| 2016 | 03 | 31 |

| Data from Subse | quent/Current Wo | rkforce Analysis |
|-----------------|------------------|------------------|
| YYYY | MM | DD |
| 2018 | 10 | 22 |

| | | Table | 2: Aboriginal P | eoples |
|-------|--|-----------------------------------|--------------------|---------------|
| | | First/Previous Workforce Analysis | | |
| Empl | oumant Equity Occupational Crown (EEOC) | All Employees | Aboriginal Peoples | |
| ռաբո | oyment Equity Occupational Group (EEOG) | | Representation | Availability* |
| | | # | # | % |
| 01 | Senior Managers | 5 | 0 | 2.9 |
| 02 | Middle & Other Managers | 56 | 0 | 2.2 |
| 03 | Professionals | 94 | 0 | 0.7 |
| 04 | Semi-Professionals & Technicians | 24 | 0 | 1.1 |
| 05 | Supervisors | 0 | ol | 0.0 |
| 06 | Supervisors: Crafts & Trades | 3 | 0 | 0.9 |
| 07 | Administrative & Senior Clerical Personnel | 20 | 0 | 0.7 |
| 08 | Skilled Sales & Service Personnel | 1 | 0 | 1.0 |
| 09 | Skilled Crafts & Trades Workers | 2 | 0 | 1.3 |
| 10 | Clerical Personnel | 5 | ol | 0.8 |
| 11 | Intermediate Sales & Service Personnel | 0 | 0 | 0.0 |
| 12 | Semi-Skilled Manual Workers | 0 | ol | 0.0 |
| 13 | Other Sales & Service Personnel | 0 | 0 | 0.0 |
| 14 | Other Manual Workers | 0 | 0 | 0.0 |
| Total | | 210 | 0 | 1.2 |

| Table 6: Aboriginal Peoples Subsequent/Current Workforce Analysis | | | |
|---|----------------|---------------|-------------------------|
| | | | All Employees Aborigina |
| | Representation | Availability* | |
| # | # | % | |
| 61 | 0 | 2.9 | |
| 98 | 0 | 2.2 | |
| 26 | 0 | 0.7 | |
| 0 | 0 | 1.2 | |
| 3 | 0 | 0.0 | |
| 15 | 0 | 0.9 | |
| 1 | 0 | 0.7 | |
| 1 | 0 | 1.0 | |
| 7 | 0 | 1.3 | |
| 0 | 0 | 0.8 | |
| 0 | ol | 0.0 | |
| 0 | ol | 0.0 | |
| 0 | o | 0.0 | |
| 0 | 0 | 0.0 | |
| 212 | 0 | 1.2 | |

| * Source: | |
|--------------------------------|--|
| 2011 National Household Survey | |

| * Source: | |
|--------------------------------|--|
| 2011 National Household Survey | |

Part 1: Workforce Analysis

L-3 Communications MAPPS Inc.

2018-10-30

Data from First/Previous Workforce Analysis

| YYYY | MM | DD |
|----------------|-----------------|---------------|
| Data from Firs | t/Previous Work | orce Analysis |

| Data from S | Subsequent/Curr Analysis | ent Workforce |
|-------------|-----------------------------|---------------|
| <u> </u> | <u> </u> | <u> </u> |

| 2018 | 10 | 22 |
|-----------------|------------------|------------------|
| VVVV | MM | aa |
| Data from Subse | quent/Current Wo | rkforce Analysis |

| | | Table 3: Me | mbers of Visible | : Minorities |
|-------|--|-----------------------------------|-------------------------------|---------------|
| | | First/Previous Workforce Analysis | | |
| Emplo | symont Equity Occupational Croup (EEOC) | All Employees | Members of Visible Minorities | |
| Embio | yment Equity Occupational Group (EEOG) | | Representation | Availability* |
| | | # | # | % |
| 01 | Senior Managers | 5 | 5 | 10.1 |
| 02 | Middle & Other Managers | 56 | 15 | 15.0 |
| 03 | Professionals | 94 | 29 | 38.7 |
| 04 | Semi-Professionals & Technicians | 24 | 5 | 15.2 |
| 05 | Supervisors | 0 | 0 | 0.0 |
| 06 | Supervisors: Crafts & Trades | 3 | 0 | 4.2 |
| 07 | Administrative & Senior Clerical Personnel | 20 | 6 | 12.2 |
| 08 | Skilled Sales & Service Personnel | 1 | 1 | 8.5 |
| 09 | Skilled Crafts & Trades Workers | 2 | 0 | 1.3 |
| 10 | Clerical Personnel | 5 | 1 | 17.4 |
| 11 | Intermediate Sales & Service Personnel | 0 | 0 | 0.0 |
| 12 | Semi-Skilled Manual Workers | 0 | 0 | 0.0 |
| 13 | Other Sales & Service Personnel | 0 | 0 | 0.0 |
| 14 | Other Manual Workers | 0 | 0 | 0.0 |
| Total | • | 210 | 62 | 25.0 |

| Table 7: Members of Visible Minorities Subsequent/Current Workforce Analysis | | | |
|--|----------------|---------------|---------------|
| | | | All Employees |
| | Representation | Availability* | |
| # | # | % | |
| 61 | 5 | 10.1 | |
| 98 | 14 | 15.0 | |
| 26 | 25 | 38.8 | |
| 0 | 4 | 13.8 | |
| 3 | 0 | 0.0 | |
| 15 | 0 | 4.2 | |
| 1 | 3 | 12.2 | |
| 1 | 1 | 8.5 | |
| 7 | 0 | 1.3 | |
| 0 | 1 | 17.4 | |
| 0 | 0 | 0.0 | |
| 0 | 0 | 0.0 | |
| 0 | 0 | 0.0 | |
| 0 | o | 0.0 | |
| 212 | 53 | 25.1 | |

* Source: 2011 National Household Survey

Part 1: Workforce Analysis

L-3 Communications MAPPS Inc.

2018-10-30

Data from First/Previous Workforce Analysis

| Data from Fi | rst/Previous Work | force Analysis |
|--------------|-------------------|----------------|
| YYYY | MM | DD |
| 2016 | 03 | 31 |

| Data from S | ubsequent/Curro Analysis | ent Workforce |
|-------------|-----------------------------|---------------|
| \ | \ | \ |

| 2018 | 10 | 22 |
|-----------------|------------------|------------------|
| VVVV | MM | aa |
| Data from Subse | quent/Current Wo | rkforce Analysis |

| | | Table 4: Persons with Disabilities | | sabilities | |
|---|--|------------------------------------|---------------------------|---------------|--|
| Employment Equity Occupational Group (EEOG) | | First/Previous Workforce Analysis | | | |
| | | All Employees | Persons with Disabilities | | |
| Embio | yment Equity Occupational Group (EEOG) | | Representation | Availability* | |
| | | # | # | % | |
| 01/02 | Managers | 61 | 1 | 4.3 | |
| 03 | Professionals | 94 | 1 | 3.8 | |
| 04 | Semi-Professionals & Technicians | 24 | 0 | 4.6 | |
| 05 | Supervisors | 0 | 0 | 0.0 | |
| 06 | Supervisors: Crafts & Trades | 3 | 0 | 7.8 | |
| 07 | Administrative & Senior Clerical Personnel | 20 | 0 | 3.4 | |
| 08 | Skilled Sales & Service Personnel | 1 | 0 | 3.5 | |
| 09 | Skilled Crafts & Trades Workers | 2 | 0 | 3.8 | |
| 10 | Clerical Personnel | 5 | 1 | 7.0 | |
| 11 | Intermediate Sales & Service Personnel | 0 | 0 | 0.0 | |
| 12 | Semi-Skilled Manual Workers | 0 | 0 | 0.0 | |
| 13 | Other Sales & Service Personnel | 0 | 0 | 0.0 | |
| 14 | Other Manual Workers | 0 | 0 | 0.0 | |
| Total | | 210 | 3 | 4.1 | |

| Table 8: Persons with Disabilities | | | | |
|---------------------------------------|---------------------------|---------------|--|--|
| Subsequent/Current Workforce Analysis | | | | |
| All Employees | Persons with Disabilities | | | |
| | Representation | Availability* | | |
| # | # | % | | |
| 159 | 0 | 4.3 | | |
| 26 | 1 | 3.8 | | |
| 0 | 0 | 4.6 | | |
| 3 | 0 | 0.0 | | |
| 15 | 0 | 7.8 | | |
| 1 | 0 | 3.4 | | |
| 1 | 0 | 3.5 | | |
| 7 | 0 | 3.8 | | |
| 0 | 1 | 7.0 | | |
| 0 | 0 | 0.0 | | |
| 0 | 0 | 0.0 | | |
| 0 | 0 | 0.0 | | |
| 0 | 0 | 0.0 | | |
| 212 | 2 | 4.2 | | |

| * Source: | | | | |
|------------|------------|-------------|----|--|
| 2012 Canad | ian Survey | on Disabili | ty | |

| * Source: | | | |
|--------------|-------------------|--------|--|
| 2012 Canadia | ın Survey on Disa | bility | |

Part 2: Flow Data Analysis

L-3 Communications MAPPS Inc.

2018-10-30

| Start | Date of Flow | / Data |
|-------|--------------|--------|
| YYYY | MM | DD |
| 2016 | 03 | 31 |

| End I | Date of Flow | Data |
|-------|--------------|------|
| YYYY | MM | DD |
| 2018 | 10 | 22 |

| Th | W7 | # T7 | 1 |
|------------|----------|-----------|----------|
| i i jata t | rom Fori | ո 5 - Εալ | MOVEES |
| ******* | | | groj ces |
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| | Dron | noted | |
| | 1 1 0 11 | uvicu | |
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| Pron | noted | - | | Term | inated |
|---------------------|-----------|-------------|-----------|-------------|----------|
| ↓ | <u> </u> | | | | |
| Table 5: | Women | | | Table 9 | : Women |
| ıll-time / National | Part-time | / National | Full-time | / National | Part-tim |
| | | | | | |

| | 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 | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 4 | 1 | 0 | 0 |
| 03 Professionals | 19 | 4 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 7 | 2 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 7 | 3 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 4 | 2 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 |
| Total | 41 | 12 | 0 | 0 |

| Full-time / National | | Part-time / National | | |
|---------------------------|-------------------|---------------------------|------------------------|--|
| All Employees Promoted | Women Promoted | All Employees Promoted | Women Promoted # | |
| # | # | # | | |
| 1 | 0 | 0 | 0 | |
| 20 | 4 | 0 | 0 | |
| 11 | 4 | 1 | 1 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 1 | 1 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | ol | 0 | |
| 0 | 0 | 0 | 0 | |
| 33 | 9 | 1 | 1 | |

| Table 9: Women | | | | | | |
|-----------------------------|---------------------|-----------------------------|---------------------|--|--|--|
| Full-time / National | | Part-time / National | | | | |
| All Employees Terminated | Women Terminated | All Employees Terminated | Women Terminated | | | |
| # | # | # | # | | | |
| 1 | 0 | 0 | 0 | | | |
| 9 | 1 | 1 | 0 | | | |
| 11 | 1 | 0 | 0 | | | |
| 5 | 0 | 0 | 0 | | | |
| 0 | 0 | 0 | 0 | | | |
| 0 | 0 | 0 | 0 | | | |
| 9 | 6 | 1 | 1 | | | |
| 0 | 0 | 0 | 0 | | | |
| 1 | 0 | 0 | 0 | | | |
| 3 | 1 | 0 | 0 | | | |
| 0 | 0 | 0 | 0 | | | |
| 0 | 0 | 0 | 0 | | | |
| 0 | 0 | 0 | 0 | | | |
| 0 | 0 | 0 | 0 | | | |
| 39 | 9 | 2 | 1 | | | |

Data from Form 6 - Employees

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

L-3 Communications MAPPS Inc.

2018-10-30

| Start | Date of Flow | Data |
|-------|--------------|------|
| YYYY | MM | DD |
| 2016 | 03 | 31 |

| End I | Date of Flow | Data |
|-------|--------------|------|
| YYYY | MM | DD |
| 2018 | 10 | 22 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

| | Full-time | / National | Part-time | / National |
|---|------------------------|-----------------------------|------------------------|-----------------------------|
| Employment Equity Occupational Group (EEOG) | All Employees Hired | Aboriginal Peoples Hired | All Employees Hired | Aboriginal Peoples Hired |
| | # | # | # | # |
| 01 Senior Managers | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 4 | 0 | 0 | 0 |
| 03 Professionals | 19 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 7 | 0 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 7 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 4 | 0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 |
| Total | 41 | 0 | 0 | 0 |

| Full-time / National | | Part-time / National | |
|---------------------------|-----------------------------------|---------------------------|-----------------------------------|
| All Employees Promoted | Aboriginal Peoples Promoted | All Employees Promoted | Aboriginal Peoples Promoted |
| # | # | # | # |
| 1 | 0 | 0 | (|
| 20 | 0 | 0 | (|
| 11 | 0 | 1 | (|
| 0 | 0 | 0 | (|
| 0 | 0 | 0 | (|
| 0 | 0 | 0 | (|
| 1 | 0 | 0 | (|
| 0 | 0 | 0 | (|
| 0 | 0 | 0 | (|
| 0 | 0 | 0 | (|
| 0 | 0 | 0 | (|
| 0 | 0 | 0 | (|
| 0 | 0 | 0 | (|
| 0 | 0 | 0 | (|
| 33 | 0 | 1 | (|

| Table 10: Aboriginal Peoples | | | |
|------------------------------|-------------------------------------|-----------------------------|-------------------------------------|
| Full-time / National | | Part-time / National | |
| All Employees Terminated | Aboriginal Peoples Terminated | All Employees Terminated | Aboriginal Peoples Terminated |
| # | # | # | # |
| 1 | 0 | 0 | 0 |
| 9 | 0 | 1 | 0 |
| 11 | 0 | 0 | 0 |
| 5 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 9 | 0 | 1 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 3 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 39 | 0 | 2 | 0 |

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

L-3 Communications MAPPS Inc.

2018-10-30

| Start | Date of Flow | / Data |
|-------|--------------|--------|
| YYYY | MM | DD |
| 2016 | 03 | 31 |

| End I | Date of Flow | Data |
|-------|--------------|------|
| YYYY | MM | DD |
| 2018 | 10 | 22 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

| | I HOLE DE L'ESCHIO WICH D'ESHOULES | | | |
|---|------------------------------------|---------------------------------------|------------------------|---------------------------------------|
| | Full-time | Full-time / National | | / National |
| Employment Equity Occupational Group EEOG) | All Employees Hired | Persons with Disabilities Hired | All Employees Hired | Persons with Disabilities Hired |
| | # | # | # | # |
| 01 Senior Managers | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 4 | 0 | 0 | 0 |
| 03 Professionals | 19 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 7 | 0 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | C |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | C |
| O7 Administrative & Senior Clerical Personnel | 7 | 0 | 0 | 0 |
| 98 Skilled Sales & Service Personnel | 0 | 0 | 0 | C |
| 99 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 4 | 0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 |
| Total | 41 | 0 | 0 | 0 |

| Table 7: Persons with Disabilities | | | |
|------------------------------------|--|---------------------------|--|
| Full-time / National | | Part-time / National | |
| All Employees Promoted | Persons with Disabilities Promoted | All Employees Promoted | Persons with Disabilities Promoted |
| # | # | # | # |
| 1 | 0 | 0 | 0 |
| 20 | 0 | 0 | 0 |
| 11 | 0 | 1 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 33 | 0 | 1 | 0 |

| Table 11: Persons with Disabilities | | | |
|-------------------------------------|--|-----------------------------|--|
| Full-time / National | | Part-time / National | |
| All Employees Terminated | Persons with Disabilities Terminated | All Employees Terminated | Persons with Disabilities Terminated |
| # | # | # | # |
| 1 | 1 | 0 | 0 |
| 9 | 0 | 1 | 0 |
| 11 | 0 | 0 | 0 |
| 5 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 9 | 0 | 1 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 3 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 39 | 1 | 2 | 0 |

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

L-3 Communications MAPPS Inc.

2018-10-30

| Start | Date of Flow | / Data |
|-------|--------------|--------|
| YYYY | MM | DD |
| 2016 | 03 | 31 |

| 2018 | 10 | 22 |
|-------|--------------|------|
| YYYY | MM | DD |
| End I | Date of Flow | Data |

Data from Form 4 - Employees

| 1 | 1 | \ | \ |
|----------|----------|-------------|-------------------|
| Table 4: | Members | f Visible N | <u> Ainoritie</u> |

| — | + | 1 | — |
|----------|----------|----------|----------|
| | Hi | red | |

| • | • | • | ¥ |
|----------|-----------|--------------|------------------|
| Table 4: | Members o | of Visible N | Iinoritie |

| | Table 4: Members of Visible Minoritie | | | | | | | | | | | |
|---|---------------------------------------|--|------------------------|--|--|--|--|--|--|--|--|--|
| | Full-time | / National | Part-time | Part-time / National | | | | | | | | |
| Employment Equity Occupational Group (EEOG) | All Employees Hired | Members of Visible Minorities Hired | All Employees Hired | Members of Visible Minorities Hired | | | | | | | | |
| | # | # | # | # | | | | | | | | |
| 01 Senior Managers | 0 | 0 | 0 | 0 | | | | | | | | |
| 02 Middle & Other Managers | 4 | 2 | 0 | 0 | | | | | | | | |
| 03 Professionals | 19 | 0 | 0 | 0 | | | | | | | | |
| 04 Semi-Professionals & Technicians | 7 | 0 | 0 | 0 | | | | | | | | |
| 05 Supervisors | 0 | 0 | 0 | 0 | | | | | | | | |

41

10 Clerical Personnel

Total

06 Supervisors: Crafts & Trades

08 Skilled Sales & Service Personnel 09 Skilled Crafts & Trades Workers

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

14 Other Manual Workers

07 Administrative & Senior Clerical Personnel

11 Intermediate Sales & Service Personnel

| | Pro | moted | |
|------|-----|-----------|---------|
| Data | | m 5 - Emp | oloyees |

| Full-time | / National | Part-time | / National |
|---------------------------|---|---------------------------|---|
| All Employees Promoted | Members of Visible Minorities Promoted | All Employees Promoted | Members of Visible Minorities Promoted |
| # | # | # | # |
| 1 | 1 | 0 | 0 |
| 20 | 2 | 0 | 0 |
| 11 | 3 | 1 | 1 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 1 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |

1

33

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 # # 11 39 11

| Data for First/Previous Goals | | | | | | | | | | | | | | | | | | |
|-------------------------------|--|---------------------|--------------------------------|--|---|--|--|--|--|--|---|---|---|---|--|--|---|---|
| С | D | E | F | G | Н | I | J | K | L | М | N | О | P | Q | R | S | Т | U |
| From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | Data Analysis & | | СхНх3 | F+I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | | : / \\ : | K÷C | (K - M + O) ÷ (+ F) |
| | J | 1 | <u> </u> | \ | | 1 | Ţ | Ţ | J | | Ţ | 1 | 1 | V | 1 | J | \ | 1 |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | First | Previous St | iort-term G | loals | | | | | | | |
| | Workforce | Workforce Workforce | Workforce Workforce Data Entry | Workforce Workforce Data Entry C x E x 3 | From From Workforce Analysis Analysis Workforce | From From Workforce Analysis A | From From Workforce Analysis | From Workforce Analysis Analysis Prom Data Entry C x E x 3 Workforce Analysis Analysis Prom Data Entry C x H x 3 F + I | From Workforce Analysis | From Workforce Analysis Analysis Analysis Table 1: | From Workforce Analysis Analysis Data Entry CxEx3 From Flow Workforce Analysis Table 1: Women | C D E F G H I J K L M N | C D E F G H I J K L M N O From Workforce Analysis Analysis Analysis Workforce Analysis Analysis Table 1: Women | C D E F G H I J K L M N O P From Workforce Analysis Analysis Analysis Analysis Analysis Table 1: Women | To be a part of the form workforce Analysis Analysis Analysis Analysis Analysis Table 1: Women | From Workforce Analysis Analysis Analysis Table 1: Women | C D E F G H I J K L M N O P Q R S From From Workforce Analysis Analysis Analysis Workforce Analysis Analysis T J X P Data Entry C X E X 3 Analysis Analysis T J X P Data Entry C X E X 3 Analysis C X E X 5 Analysis C X E X | C D E F G H I J K L M N O P Q R S T From Workforce Analysis Analysis Analysis Analysis Analysis Analysis T U J J J J J J J J J J J J J J J J J J |

| | | | | | | | | | | ort-term G | term Goals | | | | | | | | | | |
|----------------------------|---------------|------------|----------|---------------|-----------------|--------------|------------|-----------------|--------------|------------|--------------|-----------------|----------|------|--------|--------------|-------------|-----------|----------------|---------------------|--|
| | | | | | All En | iployees | | | | | | | | | W | omen | | | | | |
| | | Number | Growt | th (New Posit | ions) | Turnover (Re | | Terminated | | Number | Turnover (Re | enlacement of | Hires | | Goals | | | | | | |
| Employment Equity C | Occupational | | | | | | Employees) | | Anticipated | | Terminated | | Required | Fron | n - 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 | |
| , , | | 2016-03-31 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | Years | 2016-03-31 | Annually | Over 3 Years | Years | 2016 | 2019 | | | | | Years | |
| | | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % | |
| 01 Senior Managers | 5 | 5 | 130.2% | | 0 | 3.0% | | 0 | 0 | 0 | 0.0% | 0 | 1 | 0 | | 27.4% | -1 | -1 | 0.0% | 0.0% | |
| 02 Middle & Other | Managers | 56 | 20.5% | | 0 | 13.0% | | 0 | 0 | 9 | 0.0% | 0 | 13 | 0 | | 38.9% | -13 | -13 | 16.1% | 16.1% | |
| 03 Professionals | | 94 | -34.8% | | 0 | 18.3% | | 0 | 0 | 10 | 0.0% | 0 | 10 | 0 | | 21.6% | -10 | -10 | 10.6% | 10.6% | |
| 04 Semi-Profession | als & Tech | 24 | -100.0% | | 0 | 41.7% | | 0 | 0 | 2 | 0.0% | 0 | 4 | 0 | | 25.7% | -4 | -4 | 8.3% | 8.3% | |
| 05 Supervisors | | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 06 Supervisors: Cra | ifts & Trades | 3 | 71.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 8.3% | 0 | 0 | 0.0% | 0.0% | |
| 07 Administrative & | & Sr Clerical | 20 | -63.2% | | 0 | 95.2% | | 0 | 0 | 19 | 0.0% | 0 | -3 | 0 | | 80.8% | 3 | 3 | 95.0% | 95.0% | |
| 08 Skilled Sales & S | Service | 1 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 29.1% | 0 | 0 | 0.0% | 0.0% | |
| 09 Skilled Crafts & | Trades | 2 | 51.8% | | 0 | 22.2% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 1.6% | 0 | 0 | 0.0% | 0.0% | |
| 10 Clerical Personn | el | 5 | -100.0% | | 0 | 120.0% | | 0 | 0 | 2 | 0.0% | 0 | 1 | 0 | | 62.5% | -1 | -1 | 40.0% | 40.0% | |
| 11 Intermediate Sal | es & Service | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 12 Semi-Skilled Ma | nual | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 13 Other Sales & Se | | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 14 Other Manual W | /orkers | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| Total | | 210 | 0.3% | | 0 | 19.4% | | 0 | 0 | 42 | 0.0% | 0 | 28 | 0 | | 33.1% | -28 | -28 | 20.0% | 20.0% | |

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

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

| | | | | | Table 2: Women |
|-------|------------------------------|-----------|---------|-----------------|----------------|
| Empl | oyment Equity Occupational | | Wome | n | |
| | (EEOG) | Short-ter | m Goals | Long-term Goals | Comments |
| | | | % | % | |
| | Senior Managers | 0 | 0.0 | 0,0 | |
| 02 | Middle & Other Managers | 0 | 0.0 | 0.0 | |
| 03 | Professionals | 0 | 0.0 | 4 0.0 | |
| 04 | Semi-Professionals & Tech | 1 | 0.0 | 2 0.0 | |
| | Supervisors | 0 | 0.0 | 0.0 | |
| 06 | Supervisors: Crafts & Trades | 0 | 0.0 | 0.0 | |
| 07 | Administrative & Sr Clerical | 0 | 0.0 | 0.0 | |
| | Skilled Sales & Service | 0 | 0.0 | 0.0 | |
| 09 | Skilled Crafts & Trades | 0 | 0.0 | 0.0 | |
| 10 | Clerical Personnel | 0 | 0.0 | 1 0.0 | |
| 11 | Intermediate Sales & Service | 0 | 0.0 | 0.0 | |
| 12 | Semi-Skilled Manual | 0 | 0.0 | 0,0 | |
| 13 | Other Sales & Service | 0 | 0.0 | 0.0 | |
| 14 | Other Manual Workers | 0 | 0.0 | 0.0 | |
| Total | | 1 | | 7 | |

1.2%

| | | Data for First/Previous Goals | | | | | | | | | | | | | | | | | | |
|--------|--|-------------------------------|--|----------------|--------|---|-----------------------------|------------|-----------------------------|-------------------------------|--|---------------|--------------------|------|------------|-------------------------------|-------------------------------|-----------|----------------|----------------------------------|
| , | | | | | | | | | | | | | | | | | | | , | |
| A | В | С | D | E | F | G | Н | I | J | K | L | M | N | O | P | Q | R | S | T | U |
| Data s | ources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis‡ | Data Entry | СхНх3 | F+I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JхР | Data Entry | From Workforce Analysis | From Workforce Analysis | | K ÷ C | (K - M + O) ÷ (C + F) |
| | | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | 1 | ↓ | <u> </u> | <u>\</u> | | <u></u> | 1 | ↓ | ↓ | 1 | ↓ | ↓ | <u>_</u> |
| | | | | | | | | | | | e <mark>3: Abori</mark> Previous Sl | | | | | | | | | |
| | | | | | AHE | nployees | | | | FIFSU | Previous Si | nort-term G | roais | | Aborio | nal Peoples | | | | |
| | | | | | Anti | • • | | | | | 1 | | T | 217 | r Goals | nai reopies | 1 | | | 1 |
| | | Number | Gren | wth (New Posit | tions) | | eplacement of Employees) | Terminated | | Number | | eplacement of | Hires | | n - To | | | | | |
| | yment Equity Occupational | YYYY-MM-DD | Actual | Proi | ected | Actual | , | ected | Anticipated Hires Over 3 | YYYY-MM-DD | | i Employees) | Required | | - YYYY | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Group | (EEOG) | | | | Over 3 | | - | Over 3 | Years | | | Over 3 | Over 3 Years | | | Availability | | Gap | Representation | Years |
| | | 2016-03-31 | Annually | Annually | Years | Annually | Annually | Years | | 2016-03-31 | Annually | Years | | 2016 | 2019 | | | | | |
| | | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| | Senior Managers | 5 | 130.2% | | (| 3.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 2.9% | 0 | 0 | 0.0% | 0.0% |
| 02 | Middle & Other Managers | 56 | 20.5% | | (| 13.0% | | 0 | | | 0.0% | | | (| | 2.2% | 1 -1 | -1 | 0.0% | 0.0% |
| 03 | Professionals Semi-Professionals & Tech | 94 24 | | | | 18.3% 41.7% | | 0 | | | 0.0% 0.0% | | 1 | | | 0.7% 1.1% | 1 -1 | -1 | 0.0% 0.0% | 0.0% 0.0% |
| 05 | Supervisors | 24 | 0.0% | | | 0.0% | | | " | " | 0.0% | | 1 % | | | 0.0% | 1 % | ١ | #DIV/0! | #DIV/0! |
| | Supervisors: Crafts & Trades | 3 | 71.0% | | `` | 0.0% | | 0 | 1 0 | " | 0.0% | l . | íl ő | | | 0.0% |] | ١ ٥ | 0.0% | 0.0% |
| 07 | Administrative & Sr Clerical | 20 | l | | (| 95.2% | | 0 | 0 | 0 | 0.0% |] | ه ا | | | 0.7% |] , | ه ا | 0.0% | 0.0% |
| 08 | Skilled Sales & Service | 1 | 0.0% | | | 0.0% | | 0 | 0 | 0 | 0.0% | | ه ا | | | 1.0% | ه ا | Ö | 0.0% | 0.0% |
| 09 | Skilled Crafts & Trades | 2 | 51.8% | | (| 22.2% | | 0 | 0 | 0 | 0.0% | l . | 0 | (| | 1.3% | 0 | 0 | 0.0% | 0.0% |
| 10 | Clerical Personnel | 5 | -100.0% | | (| 120.0% | | 0 | 0 | 0 | 0.0% | | 0 | (| | 0.8% | . 0 | 0 | 0.0% | 0.0% |
| 11 | Intermediate Sales & Service | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | o c | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 12 | Semi-Skilled Manual | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 | Other Sales & Service | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | C | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 | Other Manual Workers | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 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)^{1/3} - 1) x 100.

19.4%

210

0.3%

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.

0.0%

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

0.0%

0.0%

Analysis

Analysis

F) x Q)

R + M

Data for First/Previous Goals G M From Flow Data From From From From From (K - M + $(K - M + O) \div (C$ Equivalent $(F \times Q)$ -Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 $\mathbf{K} \div \mathbf{C}$ Workforce F + IWorkforce K x L x 3 J x P Data Entry Workforce Workforce O) - ((C +

to H

| *************************************** | \ | Ų | Ţ | \ | <u> </u> | | Ţ | \ | 1 | 1 | Ţ | Ţ | ↓ | J. | J | J | V | Ţ | Ţ |
|---|------------|----------|----------------|-----------------|-------------|---------------|-----------------|-----------------------|------------|--------------|-----------------|----------|-------|--------|------------------|-------------|-----------|----------------|------------------------------|
| | | | | | | | | | | Persons | | | | | | | | | |
| | | | | | | | | | First/ | Previous Sh | ort-term G | oais | | | | | | | |
| | | | | All Er | nployees | | | 1 | | | | | | | ith Disabilities | | | | |
| | Number | Gree | wth (New Posit | tions) | Turnover (R | eplacement of | Terminated | | Number | Turnover (Re | placement of | Hires | 3 Yea | | | | | | |
| Employment Equity Occupational | | | | | | Employees) | | Anticipated | | Terminated | | Required | | n - To | Present | _ | Projected | Present | Projected |
| Group (EEOG) | YYYY-MM-DD | Actual | Proj | jected | Actual | Proj | ected | Hires Over 3 Years | YYYY-MM-DD | | | Over 3 | YYYY | - YYYY | Availability | Present Gap | Ğар | Representation | Representation in 3 Years |
| | 2016-03-31 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | itais. | 2016-03-31 | Annually | Over 3 Years | Years | 2016 | 2019 | | | | | Icars |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01/02 Managers | 61 | 75.4% | | (| 8.0% | | C | 0 | 1 | 0.0% | 0 | 2 | 0 | | 4.3% | -2 | -2 | 1.6% | 1.6% |
| 03 Professionals | 94 | -34.8% | | (| 18.3% | | C | 0 | 1 | 0.0% | 0 | 3 | 0 | | 3.8% | -3 | -3 | 1.1% | 1.1% |
| 04 Semi-Professionals & Tech | 24 | -100.0% | | (| 41.7% | | C | 0 | 0 | 0.0% | 0 | 1 | 0 | | 4.6% | -1 | -1 | 0.0% | 0.0% |
| 05 Supervisors | 0 | 0.0% | | (| 0.0% | | C | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 06 Supervisors: Crafts & Trades | 3 | 71.0% | | (| 0.0% | | C | 0 | 0 | 0.0% | 0 | 0 | 0 | | 7.8% | 0 | 0 | 0.0% | 0.0% |
| 07 Administrative & Sr Clerical | 20 | -63.2% | | (| 95.2% | | C | 0 | 0 | 0.0% | 0 | 1 | 0 | | 3.4% | -1 | -1 | 0.0% | 0.0% |
| 08 Skilled Sales & Service | 1 | 0.0% | , | (| 0.0% | | C | 0 | 0 | 0.0% | 0 | 0 | 0 | | 3.5% | 0 | 0 | 0.0% | 0.0% |
| 09 Skilled Crafts & Trades | 2 | 51.8% | | (| 22.2% | | C | 0 | 0 | 0.0% | 0 | 0 | 0 | | 3.8% | 0 | 0 | 0.0% | 0.0% |
| 10 Clerical Personnel | 5 | -100.0% | , | (| 120.0% | | C | 0 | 1 | 0.0% | 0 | -1 | 0 | | 7.0% | 1 | 1 | 20.0% | 20.0% |
| 11 Intermediate Sales & Service | 0 | 0.0% | | (| 0.0% | | C | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | 0 | 0.0% | | (| 0.0% | | C | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 0 | 0.0% | | (| 0.0% | | C | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | 0 | 0.0% | , | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 210 | 0.3% | | | 19.4% | | C | 0 | 3 | 0.0% | 0 | 6 | 0 | | 4.1% | -6 | -6 | 1.4% | 1.4% |

2018-10-30

Analysis

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

Workforce

Analysis[‡]

Data sources:

Analysis

Analysis[†]

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 | <i>1</i> 0. | | |
|---------------------------------|------------------|-----------------|------------------------------------|
| | | | Table 6: Persons with Disabilities |
| Employment Equity Occupational | Persons with | Disabilities | |
| Group (EEOG) | Short-term Goals | Long-term Goals | Comments |
| | % | % | |
| 01/02 Managers | 0 0.0 | 0.0 | |
| 03 Professionals | 0.0 | 1 0.0 | |
| 04 Semi-Professionals & Tech | 0.0 | 1 0.0 | |
| 05 Supervisors | 0.0 | 0.0 | |
| 06 Supervisors: Crafts & Trades | 0.0 | 0.0 | |
| 07 Administrative & Sr Clerical | 0 0.0 | 1 0.0 | |
| 08 Skilled Sales & Service | 0.0 | 0.0 | |
| 09 Skilled Crafts & Trades | 0.0 | 0.0 | |
| 10 Clerical Personnel | 0.0 | 0.0 | |
| 11 Intermediate Sales & Service | 0.0 | 0.0 | |
| 12 Semi-Skilled Manual | 0 0.0 | 0.0 | |
| 13 Other Sales & Service | 0 0.0 | 0.0 | |
| 14 Other Manual Workers | 0 0.0 | 0.0 | |
| Total | 0 | 3 | |

+ F)

| | | | | | | | | | | Data | for First/I | Previous (| Goals | | | | | | | |
|---|---|-------------------------------|--|------------|----------|---|-----------|----------|-----|-------------------------------|---------------------------|------------|--------------------|-----|------------|-------------------------------|-------------------------------|-----------------------------------|----------|--------------------------|
| [A] | В | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | T | U |
| Data sources: | | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | 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 Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| *************************************** | | | 1 | 1 | <u> </u> | 1 | <u> </u> | \ | ↓ | <u> </u> | . | <u> </u> | ↓ | 1 | 1 | 1 | 1 | Ţ | 1 | 1 |
| | | | | | | | | | | Table 7: N | lembers o /Previous SI | | | 3 | | | | | | |

| | | | | | | | | | i abie /: Ni | | | | <u>, </u> | | | | | | |
|-----------------------------------|------------|----------|---------------|-----------------|--------------|------------|-----------------|-----------------------|--------------|--------------|-----------------|-------------------|--|-----------|----------------|-------------|-----------|----------------|---------------------|
| | | | | | | | | | First/ | Previous Sh | iort-term G | loals | | | | | | | |
| | | | | All En | ployees | | | | | | | | M | embers of | Visible Minori | ties | | | |
| | Number | Growt | h (New Positi | onel | Turnover (Re | | Terminated | | Number | Turnover (Re | | | 3 Year | Goals | | | | | |
| Employment Equity Occupationa | | 0.0 | | <u>.</u> | | Employees) | | Anticipated | | Terminated | | Hires Required | Fron | ı - To | Present | | Projected | Present | Projected |
| Group (EEOG) | YYYY-MM-DD | Actual | Proje | ected | Actual | Proj | ected | Hires Over 3 Years | YYYY-MM-DD | | | Over 3 | YYYY | - YYYY | Availability | Present Gap | Gap | Representation | Representation in 3 |
| , | 2016-03-31 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | Years | 2016-03-31 | Annually | Over 3 Years | Years | 2016 | 2019 | | | | | Years |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 Senior Managers | 5 | 130.2% | | 0 | 3.0% | | 0 | 0 | 5 | 0.0% | 0 | -4 | 0 | | 10.1% | 4 | 4 | 100.0% | 100.0% |
| 02 Middle & Other Managers | 56 | 20.5% | | 0 | 13.0% | | 0 | 0 | 15 | 0.0% | 0 | -7 | 0 | | 15.0% | 7 | ' 7 | 26.8% | 26.8% |
| 03 Professionals | 94 | -34.8% | | 0 | 18.3% | | 0 | 0 | 29 | 0.0% | 0 | 7 | 0 | | 38.7% | -7 | ' -7 | 30.9% | 30.9% |
| 04 Semi-Professionals & Tech | 24 | -100.0% | | 0 | 41.7% | | 0 | 0 | 5 | 0.0% | 0 | -1 | 0 | | 15.2% | 1 | . 1 | 20.8% | 20.8% |
| 05 Supervisors | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 06 Supervisors: Crafts & Trades | . 3 | 71.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 4.2% | 0 | 0 | 0.0% | 0.0% |
| 07 Administrative & Sr Clerical | 20 | -63.2% | | 0 | 95.2% | | 0 | 0 | 6 | 0.0% | 0 | -4 | 0 | | 12.2% | 4 | 4 | 30.0% | 30.0% |
| 08 Skilled Sales & Service | 1 | 0.0% | | 0 | 0.0% | | 0 | 0 | 1 | 0.0% | 0 | -1 | 0 | | 8.5% | 1 | . 1 | 100.0% | 100.0% |
| 09 Skilled Crafts & Trades | 2 | 51.8% | | 0 | 22.2% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 1.3% | 0 | 0 | 0.0% | 0.0% |
| 10 Clerical Personnel | 5 | -100.0% | | 0 | 120.0% | | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | | 17.4% | 0 | 0 | 20.0% | 20.0% |
| 11 Intermediate Sales & Service | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 210 | 0.3% | | 0 | 19.4% | | 0 | 0 | 62 | 0.0% | 0 | -10 | 0 | | 25.0% | 10 | 10 | 29.5% | 29.5% |

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

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

| | workforce Analysis) = 2) x 10 | 0. | | | |
|-------|-------------------------------------|------------|--------------|-----------------|--|
| | | | | | Table 8: Members of Visible Minorities |
| т | F .: 0 | Mem | bers of Visi | ble Minorities | |
| | oyment Equity Occupational p (EEOG) | Short-teri | m Goals | Long-term Goals | Comments |
| | | | % | % | |
| 01 | Senior Managers | 0 | 0.0 | 0 0 | 0 |
| 02 | Middle & Other Managers | 0 | 0.0 | 0 0 | 0 |
| 03 | Professionals | 0 | 0.0 | 3 0 | 0 |
| 04 | Semi-Professionals & Tech | 0 | 0.0 | 0 0 | 0 |
| 05 | Supervisors | 0 | 0.0 | 0 0 | 0 |
| 06 | Supervisors: Crafts & Trades | 0 | 0.0 | 0 0 | o l |
| 07 | Administrative & Sr Clerical | 0 | 0.0 | 0 0 | 0 |
| 08 | Skilled Sales & Service | o | 0.0 | 0 0 | 0 |
| 09 | Skilled Crafts & Trades | 0 | 0.0 | 0 0 | o l |
| 10 | Clerical Personnel | 0 | 0.0 | 0 0 | o l |
| 11 | Intermediate Sales & Service | 0 | 0.0 | 0 0 | o l |
| 12 | Semi-Skilled Manual | 0 | 0.0 | 0 0 | 0 |
| 13 | Other Sales & Service | 0 | 0.0 | 0 0 | 0 |
| 14 | Other Manual Workers | 0 | 0.0 | 0 0 | 0 |
| Total | | 0 | | 3 | |

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| | | | | | | | | | Data for | Subseque | nt/Curre | nt Goals | | | | | | | |
|---------------------------------------|-------------------------------|--|-----------------|-----------|---|-----------------------------|------------|-----------------------------|-------------------------------|--------------------|---------------|--------------------|--------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| A B | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | C x E x 3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНх3 | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | J | | | ↓ | <u> </u> | ↓ | ↓ | ↓ | | | | <u> </u> | | | | | ↓ | ↓ | |
| | | | | | | | | | 6.1 | Table 9: | | ~ · | | | | | | | |
| | | | | AU F- | ployees | | | | Subsequ | ent/Current | Short-tern | n Goals | | 11 | omen | | | | |
| | | | | AHER | | | | I | | T | | T | 1 ,,,, | r Goals | omen | | | ı | |
| | Number | Grow | rth (New Positi | ons) | Turnover (R | eplacement of Employees) | Terminated | | Number | | eplacement of | Hires | | n - To | | | | | |
| Employment Equity Occupational | YYYY-MM-DD | Actual | Proje | eted | Actual | Proj | ected | Anticipated Hires Over 3 | YYYY-MM-DD | | Employees) | Required | | - YYYY | Present | Present Gan | Projected | Present | Projected Representation in 3 |
| Group (EEOG) | | Actum | | Over 3 | | _ | Over 3 | Years | | | Over 3 | Over 3 Years | | T . | Availability | | Gap | Representation | Years |
| | 2018-10-22 | Annually | Annually | Years | Annually | Annually | Years | | 2018-10-22 | Annually | Years | | 2018 | 2021 | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 Senior Managers | 61 | 130.2% | 0.0% | 0 | 3.0% | 0.0% | 0 | 0 | 12 | 0.0% | 0 | 12 | . (| 27.4% | 38.9% | -12 | -12 | 19.7% | 19.7% |
| 02 Middle & Other Managers | 98 | 20.5% | 2.0% | 6 | 13.0% | 1.0% | 3 | 9 | 13 | 1.0% | 0 | 9 | 4 | 38.9% | 21.5% | -8 | -5 | 13.3% | 16.3% |
| 03 Professionals | 26 | -34.8% | 4.0% | 3 | 18.3% | 3.0% | 2 | 5 | 5 | 3.0% | 0 | 4 | - 1 | 21.5% | 30.5% | -3 | -3 | 19.2% | 20.7% |
| 04 Semi-Professionals & Tech | 0 | -100.0% | 7.0% | 0 | 41.7% | 5.0% | 0 | 0 | C | 5.0% | 0 | 0 | | 30.5% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 05 Supervisors | 3 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | C | 0.0% | 0 | 0 | |) | 8.3% | 0 | 0 | 0.0% | 0.0% |
| 06 Supervisors: Crafts & Trades | 15 | 71.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 13 | 0.0% | 0 | -1 | |) | 80.8% | 1 1 | 1 | 86.7% | 86.7% |
| 07 Administrative & Sr Clerical | 1 | -63.2% | 5.0% | 0 | 95.2% | 5.0% | 0 | 0 | | 5.0% | 0 | | 9 |) | 29.1% | 1 0 | 0 | 0.0% | 0.0% |
| 08 Skilled Sales & Service | 1 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | | 0.0% | 0 | | ' |) | 1.6% | 1 0 | 0 | 0.0% | 0.0% |
| 09 Skilled Crafts & Trades | 7 | 51.8% | 0.0% | 0 | 22.2% | 0.0% | 0 | 0 |] 3 | 0.0% | 0 |] 1 | | | 62.5% | -1 | -1 | 42.9% | 42.9% |
| 10 Clerical Personnel | 0 | -100.0% | 4.0% | 0 | 120.0% | 6.0% | 0 | 0 | | 6.0% | 0 | | | 50.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 11 Intermediate Sales & Service | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | | [| 0.0% | 0 |] 0 |] [| <u>'</u> | 0.0% | 1 0 | 0 | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | | | 0.0% | 0 |] 0 |] (| '[| 0.0% | 1 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | | | 0.0% | 0 | <u>'</u> |] (| <u>'</u> | 0.0% | 1 0 | 0 | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | | 46 | 0.0% | 0 | 1 0 | 1 . |) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 212 | 0.3% | | 0 | 19.4% | | 0 | | 46 | 0.0% | 1 0 | 24 | 1 (| <u>'</u> | 32.8% | -24 | -24 | 21.7% | 21.7% |

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

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

| | | | Table 10: Women |
|---------------------------------|------------------|-----------------|-----------------|
| Employment Equity Occupational | Wom | ien | |
| Group (EEOG) | Short-term Goals | Long-term Goals | Comments |
| | % | % | |
| 01 Senior Managers | 27.4 | 27.4 | |
| 02 Middle & Other Managers | 38.9 | 38.9 | |
| 03 Professionals | 21.5 | 21.5 | |
| 04 Semi-Professionals & Tech | 30.5 | 30.5 | |
| 05 Supervisors | 0.0 | 0.0 | |
| 06 Supervisors: Crafts & Trades | 0.0 | 0.0 | |
| 07 Administrative & Sr Clerical | 0.0 | 0.0 | |
| 08 Skilled Sales & Service | 0.0 | 0.0 | |
| 09 Skilled Crafts & Trades | 0.0 | 0.0 | |
| 10 Clerical Personnel | 50.0 | 50.0 | |
| 11 Intermediate Sales & Service | 0.0 | 0.0 | |
| 12 Semi-Skilled Manual | 0.0 | 0.0 | |
| 13 Other Sales & Service | 0.0 | 0.0 | |
| 14 Other Manual Workers | 0.0 | 0.0 | |
| Total | 0.0 | 0.0 | |

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| | | | | | | | | | Data for | Subsagua | nt/Curvo | nt Coole | | | | | | | |
|--|-----------------------------------|--|----------------|--------|---|----------------------------|------------|-----------------------------|-------------------------------|--------------------|------------|--------------------|---------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| l l | | | | | | | | | Data 101 | Subscque | no Curre | nt 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 [†] | , | CxEx3 | From Flow Data Analysis & Workforce Analysis‡ | | | 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) |
| r | ↓ | ↓ | ↓ | | ↓ | ↓ | <u> </u> | ↓ | <u> </u> | ↓ | <u> </u> | | ↓ | ↓ | | → | | ↓ | <u>\</u> |
| | | | | | | | | | | 11: Abor | | | | | | | | | |
| | | | | AHEs | aployees | | | | Subsequ | ent/Current | Snort-tern | n Goals | | A borioi | nal Peoples | | | | |
| | | | | Au En | • • | | on the | | | | | 1 | 3 Vo | r Goals | nai r copies | 1 | | I | |
| | Number | Grow | vth (New Posit | ions) | Turnover (Re | placement of Employees) | Terminated | | Number | Turnover (Re | | Hires | | m - To | | | | | |
| Employment Equity Occupational | EEOG) YYYY-MM-DD Actual Projected | | | ected | Actual | | ected | Anticipated Hires Over 3 | YYYY-MM-DD | . Terminated | Employees) | Required | | - YYYY | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Group (EEOG) | | | , | Over 3 | | | Over 3 | Years | | | Over 3 | Over 3 Years | | Τ | Availability | | Gap | Representation | Years |
| | 2018-10-22 | Annually | Annually | Years | Annually | Annually | Years | | 2018-10-22 | Annually | Years | | 2018 | 2021 | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | Ħ | % | % |
| 01 Senior Managers | 61 | 130.2% | 0.0% | C | 3.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 2 | (|) | 2.9% | -2 | | | 0.0% |
| 02 Middle & Other Managers | 98 | 20.5% | 2.0% | 6 | 13.0% | 1.0% | 3 | 9 | 0 | 1.0% | 0 | 2 | (| 2.2% | 2.2% | -2 | -2 | 0.0% | 0.0% |
| 03 Professionals | 26 | -34.8% | 4.0% | 3 | 18.3% | 3.0% | 2 | 5 | 0 | 3.0% | 0 | 0 | (| 0.7% | 0.7% | | 0 | 0.0% | 0.0% |
| 04 Semi-Professionals & Tech | 0 | -100.0% | 7.0% | 0 | 41.7% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | (|) | 1.2% | | 0 | #DIV/0! | #DIV/0! |
| 05 Supervisors | 3 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 1 0 |] | 2 | 0.0% | | 1 0 | 0.0% | 0.0% |
| 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical | 15 | 71.0% | 0.0% 5.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 1 0 | | (| 0.9% | | 0 | 0.0% | 0.0% |
| 07 Administrative & Sr Clerical 08 Skilled Sales & Service | 1 | -63.2% 0.0% | 0.0% | " | 95.2% | 5.0% 0.0% | " | 0 | " | 5.0% 0.0% | ١ | | ' | () | 0.7% 1.0% | | | 0.0% 0.0% | 0.0% 0.0% |
| 09 Skilled Crafts & Trades | 1 7 | 51.8% | 0.0% | | 22.2% | 0.0% | " | 0 | " | 0.0% | " | | ' | () | 1.0% | | | 0.0% | 0.0% |
| 10 Clerical Personnel | | -100.0% | 4.0% | | 120.0% | 6.0% | 0 | 0 | " | 6.0% | ١ | | ' | () | 0.8% | | | #DIV/0! | 1 |
| 11 Intermediate Sales & Service | 0 | 0.0% | 0.0% | | 0.0% | 0.0% | " | 0 | ١ | 0.0% | ١ |] , | `` | () | 0.0% | | 1 % | #DIV/0! | |
| 12 Semi-Skilled Manual | 0 | 0.0% | 0.0% | | 0.0% | 0.0% | " | 0 | ١ | 0.0% | " |] , | `` | | 0.0% | |] " | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | ٥ | 0.0% | 0.0% | " | 0.0% | 0.0% | 1 0 | ١ | ١ | 0.0% | ۱ ° | 1 6 | 1 7 | | 0.0% | 1 6 | 1 6 | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | ام | 0.0% | 0.0% | | 0.0% | 0.0% | 0 | ا م | ۱ | 0.0% | ا ا | ا ا | `` | | 0.0% |] | ۱ | #DIV/0! | #DIV/0! |
| Total | 212 | 0.3% | 0.070 | 0 | 19.4% | 0.070 | 0 | 0 | 0 | 0.0% | 0 | 3 | 1 | | 1.2% | -3 | -3 | 0.0% | 0.0% |

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

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 12: Aboriginal Peoples |
|---------------------------------|------------------|-------------|------------|------------------------------|
| Employment Equity Occupational | Aborig | nal Peoples | | |
| Group (EEOG) | Short-term Goals | Long- | term Goals | Comments |
| | % | | % | |
| 01 Senior Managers | | 0.0 | 0.0 | |
| 02 Middle & Other Managers | | 2.2 | 2.2 | |
| 03 Professionals | | 0.7 | 0.7 | |
| 04 Semi-Professionals & Tech | | 0.0 | 0.0 | |
| 05 Supervisors | | 0.0 | 0.0 | |
| 06 Supervisors: Crafts & Trades | | 0.0 | 0.0 | |
| 07 Administrative & Sr Clerical | | 0.0 | 0.0 | |
| 08 Skilled Sales & Service | | 0.0 | 0.0 | |
| 09 Skilled Crafts & Trades | | 0.0 | 0.0 | |
| 10 Clerical Personnel | | 0.0 | 0.0 | |
| 11 Intermediate Sales & Service | | 0.0 | 0.0 | |
| 12 Semi-Skilled Manual | | 0.0 | 0.0 | |
| 13 Other Sales & Service | | 0.0 | 0.0 | |
| 14 Other Manual Workers | | 0.0 | 0.0 | |
| Total | | 0.0 | 0.0 | |

| | | | | | | | | | | Data for | Subseque | ent/Curre | nt Goals | | | | | | | |
|---------------|---|-------------------------------|--|------------|-----------|---|-----------|--------------|----------|-------------------------------|----------|-----------|--------------------|-----|------------|-------------------------------|-------------------------------|-----------------------------------|-------|--------------------------|
| A | В | С | D | E | F | G | Н | I | J | K | Ĺ | M | N | 0 | P | Q | R | S | T | U |
| Data sources: | | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | C x E x 3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Enti | ry C x H x 3 | F+I | From Workforce Analysis | | 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 | 1 | Ţ | 1 | 1 | Ţ | \ | \ | ↓ | Ţ | Ţ | 1 | Ţ | Ţ | Į | 1 |

| | | | | | | | | | Table 13 | : Persons | with Disa | abilities | | | | | | | |
|-----------------------------------|------------|----------|------------------|-----------------|--------------|------------|-----------------|-----------------------|------------|--------------|-----------------|-------------------|--------|------------|-----------------|-------------|-----------|----------------|------------------------------|
| | | | | | | | | | Subseque | ent/Current | Short-tern | ı Goals | | | | | | | |
| | | | | All En | iployees | | | | | | | | | Persons wi | th Disabilities | | | | |
| | Number | Grov | vth (New Positio | ons) | Turnover (Re | | | | Number | Turnover (Re | nlacament of | | 3 Year | Goals | | | | | |
| Employment Equity Occupational | | | , | | <u> </u> | Employees) | | Anticipated | | Terminated | | Hires Required | | ı - To | Present | | Projected | Present | Projected |
| Group (EEOG) | YYYY-MM-DD | Actual | Proje | cted | Actual | Pro | jected | Hires Over 3 Years | YYYY-MM-DD | | | Over 3 | YYYY | · YYYY | Availability | Present Gap | Gap | Representation | Representation in 3 Years |
| | 2018-10-22 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | itais | 2018-10-22 | Annually | Over 3 Years | Years | 2018 | 2021 | | | | | rears |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | Ħ | % | % |
| 01/02 Managers | 159 | 75.4% | 0.0% | (| 8.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 7 | 0 | 4.3% | 4.3% | -7 | -7 | 0.0% | 0.0% |
| 03 Professionals | 26 | -34.8% | 2.0% | 2 | 18.3% | 1.0% | 1 | 3 | 1 | 1.0% | 0 | 0 | 0 | 3.8% | 3.8% | 0 | 0 | 3.8% | 3.6% |
| 04 Semi-Professionals & Tech | 0 | -100.0% | 4.0% | C | 41.7% | 3.0% | 0 | 0 | 0 | 3.0% | 0 | 0 | 0 | 4.6% | 4.6% | 0 | 0 | #DIV/0! | #DIV/0! |
| 05 Supervisors | 3 | 0.0% | 7.0% | 1 | 0.0% | 5.0% | 80 | 1 | 0 | 5.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 06 Supervisors: Crafts & Trades | 15 | 71.0% | 0.0% | C | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 1 | 0 | | 7.8% | -1 | -1 | 0.0% | 0.0% |
| 07 Administrative & Sr Clerical | 1 | -63.2% | 0.0% | (| 95.2% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 3.4% | 3.4% | 0 | 0 | 0.0% | 0.0% |
| 08 Skilled Sales & Service | 1 | 0.0% | 5.0% | (| 0.0% | 5.0% | 0 | 0 | 0 | 5.0% | 0 | 0 | 0 | | 3.5% | 0 | 0 | 0.0% | 0.0% |
| 09 Skilled Crafts & Trades | 7 | 51.8% | 0.0% | (| 22.2% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 3.8% | 0 | 0 | 0.0% | 0.0% |
| 10 Clerical Personnel | 0 | -100.0% | 0.0% | (| 120.0% | 0.0% | 0 | 0 | 1 | 0.0% | 0 | -1 | 0 | | 7.0% | 1 | 1 | #DIV/0! | #DIV/0! |
| 11 Intermediate Sales & Service | 0 | 0.0% | 4.0% | (| 0.0% | 6.0% | , 0 | 0 | 0 | 6.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | 0 | 0.0% | 0.0% | (| 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 0 | 0.0% | 0.0% | (| 0.0% | 0.0% | . 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | 0 | 0.0% | 0.0% | (| 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 212 | 0.3% | | | 19.4% | | 0 | 0 | 2 | 0.0% | 0 | 7 | 0 | | 4.2% | -7 | -7 | 0.9% | 0.9% |

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

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

| workforce Analysis) = 2) x 10 | Ю. | | |
|---------------------------------|------------------|-----------------|-------------------------------------|
| | | | Table 14: Persons with Disabilities |
| F 1 F 1 O 1 O 1 | Persons with | Disabilities | |
| Employment Equity Occupational | Short-term Goals | Long-term Goals | Comments |
| Group (EEOG) | % | % | |
| 01/02 Managers | 4.3 | 4.3 | |
| 03 Professionals | 3.8 | 3.8 | |
| 04 Semi-Professionals & Tech | 4.6 | 4.6 | |
| 05 Supervisors | 0.0 | 0.0 | |
| 06 Supervisors: Crafts & Trades | 0.0 | 0.0 | |
| 07 Administrative & Sr Clerical | 3.4 | 3.4 | |
| 08 Skilled Sales & Service | 0.0 | 0.0 | |
| 09 Skilled Crafts & Trades | 0.0 | 0.0 | |
| 10 Clerical Personnel | 0.0 | 0.0 | |
| 11 Intermediate Sales & Service | 0.0 | 0.0 | |
| 12 Semi-Skilled Manual | 0.0 | 0.0 | |
| 13 Other Sales & Service | 0.0 | 0.0 | |
| 14 Other Manual Workers | 0.0 | 0.0 | |
| Total | 0.0 | 0.0 | |

0.0%

0.0%

25.1%

| | | | | | | | | | | Data for | Subseque | nt/Curre | nt Goals | | | | | | | |
|---|--|-------------------------------|--|----------------|-----------------|---|---------------|-----------------|-----------------------------|-------------------------------|--------------------|-----------------|--------------------|------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|------------------------------|
| A | В | С | D | Е | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | T | U |
| Data s | iources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | C x E x 3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНхЗ | F+I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JхР | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | Κ÷C | (K - M + O) ÷ (C + F) |
| *************************************** | | J | Ţ | 1 | ↓ | ↓ | Ţ | Ţ | ↓ | Ţ | 1 | ↓ | Ţ | Ţ | Ţ | Ţ | 1 | Ţ | Į. | ↓ |
| | | | | | | | | | - | <u> Fable 15: N</u> | | | | S | | | | | | |
| | | | | | | | | | | Subsequ | ent/Current | Short-terr | n Goals | | | | | | | |
| | | | | | All En | nployees | | | | | | | | | | isible Minori | ties | | | |
| | | Number | Grov | vth (New Posit | ions) | Turnover (Re | eplacement of | Terminated | | Number | Turnover (R | eplacement of | Hires | | r Goals | | | | | |
| Emple | oyment Equity Occupational | | | | | | Employees) | | Anticipated Hires Over 3 | | | Employees) | Required | | n - To | Present | | Projected | Present | Projected |
| Group | (EEOG) | YYYY-MM-DD | Actual | Proj | ected | Actual | Proje | | Years | YYYY-MM-DD | | | Over 3 | YYYY | - YYYY | Availability | Present Gap | Gap | Representation | Representation in 3 Years |
| | | 2018-10-22 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | | 2018-10-22 | Annually | Over 3 Years | Years | 2018 | 2021 | | | | | |
| | | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 | Senior Managers | 61 | 130.2% | 0.0% | C | 3.0% | 0.0% | 0 | 0 | 5 | 0.0% | 0 | 1 | C | | 10.1% | -1 | -1 | 8.2% | 8.2% |
| 02 | Middle & Other Managers | 98 | 20.5% | 2.0% | 6 | 13.0% | 1.0% | 3 | 9 | 14 | 1.0% | 0 | 2 | C | | 15.0% | -1 | -2 | 14.3% | 13.5% |
| 03 | Professionals | 26 | -34.8% | 4.0% | 3 | 18.3% | 3.0% | 2 | 5 | 25 | 3.0% | 2 | -12 | 2 | 38.8% | 38.8% | 15 | 14 | 96.2% | 86.2% |
| 04 | Semi-Professionals & Tech | 0 | -100.0% | 7.0% | 0 | 41.7% | 5.0% | 0 | 0 | 4 | 5.0% | 1 | -3 | 0 | | 13.8% | 4 | 3 | #DIV/0! | #DIV/0! |
| 05 | Supervisors | 3 | 0.0% | 0.0% | C | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 06 | Supervisors: Crafts & Trades | 15 | 71.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | | 0.0% | 0 | | 0 | | 4.2% | -1 | -1 | 0.0% | 0.0% |
| 07 | Administrative & Sr Clerical | 1 | -63.2% | 5.0% | 0 | 95.2% | 5.0% | 0 | 0 | 3 | 5.0% | 0 | -3 | | | 12.2% | 3 | 3 | 300.0% | 300.0% |
| 08 | Skilled Sales & Service Skilled Crafts & Trades | 1 7 | 0.0% 51.8% | 0.0% 0.0% | | 0.0% | 0.0% 0.0% | 0 | " | | 0.0% | ١ | -1 | | | 8.5% 1.3% | 1 1 | 1 | 100.0% 0.0% | 100.0% 0.0% |
| 10 | Clerical Personnel | / | -100.0% | 4.0% | | 22.2% | 6.0% | | " | " | 6.0% | " |] ' | | | 1.3% | " | " | #DIV/0! | |
| 110 | Intermediate Sales & Service | ۱ ، | 0.0% | 0.0% | | 0.0% | 0.0% | 0 | | | 0.0% | " | 1 -1 | | | 0.0% | 1 6 | 1 | #DIV/0! | #DIV/0! #DIV/0! |
| 1 | Semi-Skilled Manual | ٥ | 0.0% | | | 0.0% | 0.0% | 0 | | ا ا | 0.0% | ا ا | J 0 | | | 0.0% | | ا ا | #DIV/0! | #DIV/0! |

2018-10-30

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

0.0%

0.0%

19.4%

0.0%

0.0%

0.0%

0.0%

0.3%

0.0%

0.0%

13

Total

Other Sales & Service

14 Other Manual Workers

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

0.0%

0.0%

0.0%

| | | | Table 16: Members of Visible Minorities |
|---------------------------------|------------------|-----------------|---|
| Employment Equity Occupational | Members of Visi | ble Minorities | |
| Group (EEOG) | Short-term Goals | Long-term Goals | Comments |
| | % | % | |
| 01 Senior Managers | 0.0 | 0.0 | |
| 02 Middle & Other Managers | 0.0 | 0.0 | |
| 03 Professionals | 38.8 | 38.8 | |
| 04 Semi-Professionals & Tech | 0.0 | 0.0 | |
| 05 Supervisors | 0.0 | 0.0 | |
| 06 Supervisors: Crafts & Trades | 0.0 | 0.0 | |
| 07 Administrative & Sr Clerical | 0.0 | 0.0 | |
| 08 Skilled Sales & Service | 0.0 | 0.0 | |
| 09 Skilled Crafts & Trades | 0.0 | 0.0 | |
| 10 Clerical Personnel | 0.0 | 0.0 | |
| 11 Intermediate Sales & Service | 0.0 | 0.0 | |
| 12 Semi-Skilled Manual | 0.0 | 0.0 | |
| 13 Other Sales & Service | 0.0 | 0.0 | |
| 14 Other Manual Workers | 0.0 | | |
| Total | 0.0 | 0.0 | |

#DIV/0!

#DIV/0!

25.0%

#DIV/0!

#DIV/0!

25.0%

| | | | | | | | | Fede | ral Conti | ractors | Progra | m Achie | evement | Report | | | | | | | | | 005023 |
|--------------------------------------|--------------|----------------------------------|----------------------------------|----------------|----------------------------------|----------------|------------------|----------------|-------------------------------|----------------------------------|------------------|-------------------|------------|-------------------------------|----------------------------------|-------------|---------------|------------|-------------------------------|----------------------------------|----------------|------------------|------------|
| | | | | | | | | | I | Part 4: 1 | Results | - Wome | en | | | | | | | | | | 8 |
| | | | | | | | | | L-3 C | Commun | ication | s MAP | PS Inc. | | | | | | | | | | |
| | | | | | | | | | | 20 | 018-10- | -30 | | | | | | | | | | | |
| A B | С | D | E | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | Т | U | V | W | X | Y |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | Е-Н | E ÷ H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L÷K x 100 | K x G ÷ 100 | L-N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Q ÷ P x 100 | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X |
| | | , | Ų. | V | V | V | J | J. | Ţ | Ų. | V | Ţ | Ţ | J | ↓ | V | Ų. | Ţ | Ţ | \ | J. | Ţ | ↓ _ |
| | | | V | Vorkf | orce An | alysis | | | | | | | | | Flow | Data A | nalysis | | | | | | |
| Employment Equity Occupational Group | Year | | | W | orkforce | | | | | 1 | Hires | | | | P | romotio | | | | Tei | rminatio | | |
| (EEOG) | | All Employees | Represen | tation | | men ability | 6 | EE Result | All Employees | | tual | /omen Expected | Difference | All Employee | Act | | omen Expected | Difference | All Employees | Acti | | omen Expected | Difference |
| (==00) | # | # | # | % | % | аниу # | Gap # | EE KESHII | # | # | | ## | ## | # | # | um % | Expected # | # | # | # | 9/6 | expected # | # |
| 01 Ci M | 2016 | 5 | 0 | 0.0 | 27.4 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | |
| 01 Senior Managers | 2018 | 61 | 12 | 19.7 | 38.9 | | -12 | 50.6 | C | 0 | 0.0 | 0 | (| 0 1 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| Middle & Other | 2016 | 56 | 9 | 16.1 | 38.9 | | -13 | 41.3 | | | 25.0 | | ļ . | | | 20.0 | | | 10 | | 10.0 | | |
| Managers | 2018 2016 | 98 94 | 13 10 | 13.3 | 21.5 21.6 | | -8 -10 | 61.7 49.3 | 4 | 1 | 25.0 | 1 | - | 0 20 | 4 | 20.0 | 3 | 1 | 10 | 1 | 10.0 | 2 | -1 |
| 03 Professionals | 2018 | 26 | 5 | 19.2 | 30.5 | | -3 | 63.1 | 19 | 4 | 21.1 | 6 | -3 | 2 12 | 2 5 | 41.7 | 1 | 4 | 11 | 1 | 9.1 | 1 | 0 |
| 04 Semi-Professionals & | 2016 | 24 | 2 | 8.3 | 25.7 | 6 | -4 | 32.4 | | | | | | | | | | | | | | | |
| Technicians | 2018 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | 7 | 2 | 28.6 | 0 | 1 | 2 (| 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 0 | 0 |
| 05 Supervisors | 2016 | 0 | 0 | 0.0 | 0.0 8.3 | | 0 | 0.0 | C | 0 | 0.0 | | | | 0 | 0.0 | | 0 | | 0 | 0.0 | 0 | |
| Supervisors: Crafts & | 2016 | 3 | 0 | 0.0 | 8.3 | | 0 | 0.0 | | 1 | 0.0 | | 1 | | 1 0 | 0.0 | " | 0 | 0 | 0 | 0.0 | - 0 | U |
| 06 Trades | 2018 | 15 | 13 | 86.7 | 80.8 | 12 | 1 | 107.3 | C | 0 | 0.0 | 0 | | 0 (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| Data sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | E÷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 | | | | | | | | | | | |
| | | , | ↓ | \ | V | ↓ | \ | Ţ | ↓ | ↓ | ↓ | ↓ | | | | | | | | | | | |
| | | New | Entrant | ts | | | | G | oals | | | | | | | | | | | | | | |
| Employment Equity | Year | FI | ow Data | | | | rm Goals | 3 | | Long-teri | | | _ | | | | _ | | | | | | |
| Occupational Group (EEOG) | | All Employees | Wome | | | Percent of | men | Percent of | | Won Percent of | l | Percent of | - | | | | Ć | Commen | ts | | | | |
| (EEOO) | | | Actus | | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | | | | | | | | | | | |
| | 2019 | # | # | % | # | % | % | % | # | % | % | % | | | | | | | | | | | |
| 01 Senior Managers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 27.4 | 0.0 | C | 0.0 | 0.0 27.4 | 0.0 | | | | | | | | | | | |
| Middle & Other | 2018 | 14 | 5 | 35.7 | 0 | 0.0 | 0.0 | 0.0 | C | 0.0 | 0.0 | | | | | | | | | | | | |
| 02 Managers | 2021 | 14 | 5 | 35.7 | | | 38.9 | 91.8 | | | 38.9 | 91.8 | | | | | | | | | | | |
| 03 Professionals | 2018 | 20 | 9 | 45.0 | 0 | 0.0 | 0.0 | 0.0 | 4 | 225.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Semi-Professionals & | 2021 | 20 | 9 | 45.0 100.0 | 1 | 200.0 | 21.5 0.0 | 209.3 | 7 | 100.0 | 21.5 0.0 | 209.3 | | | | | | | | | | | |
| 04 Technicians | 2018 | 2 | 2 | 100.0 | | 200.0 | 30.5 | 327.9 | 2 | 100.0 | 30.5 | 327.9 | | | | | | | | | | | |
| 05 Supervisors | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | C | 0.0 | 0.0 | | | | | | | | | | | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | | | | | | | | | | | | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | C | 0.0 | 0.0 | | | | | | | | | | | | |
| Trades | 2021 | 1 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | | Fede | ral Conti | ractors | Progra | m Achie | vement | Report | | | | | | | | | 005024 |
|--|--------------|----------------------------------|----------------------------------|--|----------------------------------|--|------------------|--------------|-------------------------------|----------------------------------|------------------|---------------|------------|-------------------------------|----------------------------------|-------------|---------------|------------|-------------------------------|----------------------------------|--------------|---------------|-------------|
| | | | | | | | | | | Part 4: I | Results | - Wome | en | | | | | | | | | | 8 |
| | | | | | | | | | L-3 (| Commun | ication | s MAPI | PS Inc. | | | | | | | | | | |
| | | | | | | | | | | 20 | 018-10- | -30 | | | | | | | | | | | |
| A B | C | D | E | F | G | Н | I | J | K | L | М | N | О | P | Q | R | S | Т | U | V | W | X | Y |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E÷D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | E - H | E÷H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L÷K x 100 | K x G ÷ 100 | L-N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | 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 |
| | 1 | , | ↓ | ↓ | J | \ | 1 | J | 1 | ↓ | \ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | 1 | ↓ | ↓ | \ | 1 |
| | | | | Workfo | orce An | alysis | | | | | | | | | Flow | Data A | nalysis | | | | | | |
| Employment Equity Occupational Group | Year | | | W | orkforce | | | | | | Hires | | | | P | romotio | | | | Te | rminati | | |
| (EEOG) | | All Employees | D | entation | Wo Avail | | 6 | EE Result | All Employee | | tual | omen | Difference | All Employee | s Act | | omen | Difference | All Employees | Act | | omen | Difference |
| , | # | # | # | ************************************** | % | ###################################### | Gap # | ee Kesiii | # | # | | Expected # | ## | # | # | wan % | Expected # | ## | # | # | uai % | Expected # | ## |
| Administrative & | 2016 | 20 | 19 | - | 80.8 | | 3 | 117.6 | | | | | | | | | | | | | | | |
| 07 Senior Clerical | 2018 | 1 | 0 | | 29.1 | 0 | 0 | 0.0 | 7 | 3 | 42.9 | 2 | 1 | 1 1 | 1 1 | 100.0 | 1 | 0 | 10 | 7 | 70.0 | 10 | -3 |
| 08 Skilled Sales & Service | | 1 | 0 | | 29.1 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| Personnel | 2018 | 1 | 0 | | 1.6 | | 0 | 0.0 | (| 0 | 0.0 | 0 | (| | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | (| 0 |
| 09 Skilled Crafts & Trades Workers | 2016 | 2 | 3 | | | 0 | 0 | 0.0 68.6 | | 0 | 0.0 | | | | 0 | 0.0 | | 0 | 1 | | 0.0 | - | |
| | 2016 | 5 | 2 | | 62.5 | 3 | -1 | 64.0 | | , 0 | 0.0 | 0 | | 1 | , 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | | 1 0 |
| 10 Clerical Personnel | 2018 | 0 | 0 | : | | : | 0 | 0.0 | 4 | 2 | 50.0 | 0 | 2 | 2 (| 0 | 0.0 | 0 | 0 | 3 | 1 | 33.3 | 1 | 0 |
| Intermediate Sales & | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| Service Personnel | 2018 | 0 | 0 | | 0.0 | | 0 | 0.0 | (| 0 | 0.0 | 0 | (|) (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | (| 0 |
| 12 Semi-Skilled Manual Workers | 2016 | 0 | 0 | | 0.0 | | 0 | 0.0 | | 0 | 0.0 | 0 | (| | 0 | 0.0 | 0 | | 0 | 0 | 0.0 | | |
| WOIKCIS | 2018 | 1 0 | | 0.0 | 0.0 | | 0 | 0.0 | | , 0 | 0.0 | | | 71 (| <u> </u> | 0.0 | | | | 0 | 0.0 | | <u>' </u> 0 |
| Data sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | E ÷ D x 100 | Part 3: Goals | E ÷ G x 100 | Part 3: Goals | F÷I x 100 | Part 3: Goals | E÷Kx 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
| | 1 | <u> </u> | | ↓ | | ↓ | ↓ | ↓ | ↓ | ↓ | | ↓ | ı | | | | | | | | | | |
| | | | Entra | | | | | | oals | | | | | | | | | | | | | | |
| Employment Equity | Year | F | ow Data | | | | rm Goals | 5 | | Long-teri | | | | | | | | | | | | | |
| Occupational Group | | All Employees | | men | | Percent of | men | Percent of | | Won Percent of | | Percent of | | | | | (| Comment | ts | | | | |
| (EEOG) | | | Ac | tual | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | | | | | | | | | | | |
| | # | # | # | % | # | % | % | % | # | 9% | % | % | | | | | | | | | | | |
| 07 Administrative & Senior Clerical | 2018 | -2 | 4 | | 0 | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Skilled Salas & Samiles | 2021 | -2 | 0 | -200.0 0.0 | n | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 08 Personnel | 2018 | 0 | 0 | i | | 0.0 | 0.0 | 0.0 | , | 0.0 | 0.0 | | | | | | | | | | | | |
| 09 Skilled Crafts & | 2018 | -1 | 0 | | 0 | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Trades Workers | 2021 | -1 | 0 | 1 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| 10 Clerical Personnel | 2018 2021 | 1 | 2 | 200.0 | | 0.0 | 0.0 50.0 | 0.0 400.0 | | 200.0 | 0.0 50.0 | 400.0 | | | | | | | | | | | |
| Intermediate Sales & | 2018 | 0 | 0 | | 0 | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | | | | | | | | | | | | |
| Service Personnel | 2021 | 0 | 0 | | | | 0.0 | 0.0 | | | 0.0 | | | | | | | | | | | | |
| 12 Semi-Skilled Manual Workers | 2018 | 0 | 0 | | | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | | | | | | | | | | | | |
| WOLKELS | 2021 | <u> </u> | 0 | į 0.0 | | | 0.0 | 0.0 | | | 0.0 | U.0 | | | | | | | | | | | |

| | | | | | | | | | Fede | ral Contr | actors | Progra | m Achie | vement I | Report | | | | | | | | | 025 |
|--------|------------------------------------|--------------|----------------------------------|----------------------------------|----------------|----------------------------------|----------------|------------------|----------------|-------------------------------|----------------------------------|------------------|---------------|------------|-------------------------------|------------------------------------|-------------|------------------|------------|-------------------------------|----------------------------------|----------------|-------------|------------|
| | | | | | | | | | reac | | | | - Wome | | Сероге | | | | | | | | | 005025 |
| | | | | | | | | | | | | | s MAPI | | | | | | | | | | | |
| | | | | | | | | | | | | 018-10- | | S Inc. | | | | | | | | | | |
| | | | | | | | | | | | | 010-10- | | | | | | | | | | | | |
| A | В | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | T | 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 |
| | | | Ų. | <u> </u> | Ţ | Ţ | J | J | . | V | <u> </u> | . | Ψ | Ţ | J. | <u> </u> | Ų. | 1 | Ţ | Ψ | \ | Ţ | Ţ | J |
| | | | | 1 | Workfo | orce An | alysis | | | | | | | | | Flow D | ata Āī | nalysis | | | | | | |
| | oloyment Equity upational Group | Year | | | W | orkforce | | | | | | Hires | | | | Pr | omotior | | | | Ter | minatio | | |
| | OG) | | All Employees | Represe | ntation | Woi Availa | | Gap | EE Result | All Employees | Ac | tual | omen Expected | Difference | All Employees | Actu | | omen Expected | Difference | All Employees | Acti | | Expected | Difference |
| | | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 13 | Other Sales & Service | 2016 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | | | | | | | | | | | | | | | |
| | Personnel | 2018 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 14 | Other Manual Workers | 2016 2018 | 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 |
| Tota | | 2016 | 210 | | 20.0 | 33.1 | 70 | -28 | | | | | | | | | | | | | | | | |
| Liota | | | | | | | | | | | | | | | | 2 | | | | | | | | |
| Data s | ources: | | 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 | | | | | | | | | | | |
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| | | | | Entran | its | | O | | | oals | - | ~ - | | | | | | | | | | | | |
| | oloyment Equity | Year | FI | low Data | nen | | Short-ter | | 5 | | Long-ter | | | | | | | , | Commen | 4_ | | | | |
| | upational Group OG) | | All Employees | | | Goal | Percent of | Goal | Percent of | Goal | Percent of | Goal | Percent of | | | | | Ĺ | ommen | IS . | | | | |
| | | # | # | # | % | # | Goal Met | % | Goal Met | # | Goal Met | % | Goal Met | | | | | | | | | | | |
| 12 | Other Sales & Service | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 13 | Personnel | 2021 | 0 | 0 | 0.0 | | | 0.0 | | | | 0.0 | 0.0 | | | | | | | | | | | |
| 14 | Other Manual Workers | 2018 2021 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | , | 2021 | 34 | | 64.7 | 1 | 2200,0 | 0.0 | | 7 | 314.3 | 0.0 | | | | | | | | | | | | |
| Tota | l | 2021 | 34 | | 64.7 | | | 0.0 | | | | 0.0 | | | | | | | | | | | | |

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| Α | В | С | D | E | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | T | U | V | W | X | Y |
| Data | sources: | | Part 1: Workforce Analysis | 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 | Analysis | | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V÷Ux 100 | U x F ÷ 100 | |
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| Em | ployment Equity | | | W | | orce An | • | | | | | | | | Т | Flow I | | • | | 1 | - Tr | | | |
| | upational Group | Year | | | ···· | orkforce Aborigina | | | | | | Hires Aborig | inal Peoples | | | P | romotior Aborigi | nal Peoples | | | 1 61 | minatio Aberigi | ns nal Peoples | |
| (EE | OG) | | All Employees | Represent | ation | Availa | ability | Gap | EE Result | All Employees | Act | tual | Expected | Difference | All Employees | Act | ual | Expected | Difference | All Employees | Acti | ral | Expected | Difference |
| | | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 01 | | | | | | | | | | | | | | |) 1 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| | Middle & Other 2016 56 0 0.0 2.9 2 -2 0.0 0 0 0.0 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0.0 0 | | | | | | | | | | | | | | 1 | | 0.0 | 0 | | 1 | 0 | 0.0 | 0 | |
| 02 | Managers 2018 98 0 0.0 2.2 2 -2 0.0 4 0 0.0 0 | | | | | | | | | | | | | | 20 | 0 | 0.0 | 0 | 0 | 10 | 0 | 0.0 | 0 | 0 |
| 03 | Professionals | | | | | | 1 | -1 | | 10 | | 0.0 | | | 12 | 0 | 0.0 | | | 1.1 | 0 | 0.0 | | |
| | Semi-Professionals & | 0.0 | 0 | (| 12 | 0 | 0.0 | 0 | 0 | 11 | 0 | 0.0 | 0 | 0 | | | | | | | | | | |
| 04 | Technicians | 2016 2018 | 24 0 | 0 | 1.1 1.2 | 0 | 0 | 0.0 | 7 | 0 | 0.0 | 0 | (| 0 | 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 0 | 0 | |
| 05 | Supervisors | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| | Supervisors: Crafts & | 2018 2016 | 3 | 0 | 0.0 | 0.0 0.9 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | (| 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 06 | Trades | 2018 | 15 | 0 | 0.0 | 0.9 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | (| 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| Data | sources: | | Part 2: Flow Data Analysis | Part 2: I 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 | | | | | | | | | | | |
| | | | | Entrant | <u> </u> | <u> </u> | <u> </u> | | <u> </u> | ↓ oals | | <u> </u> | | | | | | | | | | | | |
| Em | ployment Equity | | | ow Data | .3 | | Short-tei | rm Goals | | | Long-teri | m Goals | | | | | | | | | | | | |
| | upational Group | Year | | Aboriginal F | Peoples | | Aborigin | | | | Aboriginal | | | | | | | C | ommen | ts | | | | |
| | OG) | | All Employees | Actua | ı | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| | | # | # | # | % | # | % | % | % | # | % | % | % | | | | | | | | | | | |
| 01 | Senior Managers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | Middle & Other | 2021 | 0 14 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 02 | Managers | 2018 | 14 | 0 | 0.0 | U | 0.0 | 2.2 | 0.0 | 0 | 0.0 | 2.2 | 0.0 | | | | | | | | | | | |
| 03 | Professionals | 20 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 1 | 0.0 | 0.0 | | | | | | | | | | | | | |
| <u> </u> | | 2021 | 20 | 0 | 0.0 | | 0.0 | 0.7 | 0.0 | 2 | 0.0 | 0.7 | 0.0 | | | | | | | | | | | |
| 04 | Semi-Professionals & Technicians | 2018 | 2 2 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 05 | Supervisors | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | | 2021 | 0 | 0 | 0.0 | | _ | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| 06 | Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| | 114405 | 2021 | <u> </u> | U | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

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| A | В | С | 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: 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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| | | | | V | /orkfo | orce An | alysis | | | | | | | | | Flow I |)ata A | nalysis | | | | | | |
| | nent Equity | Year | | | W | orkforce | | | | | | Hires | | | | Pi | romotio | | | | Te | rminatio | | |
| (EEOG) | onal Group | | All Employees | _ | | Aborigina | | | | All Employees | , | | inal Peoples | | All Employees | | | inal Peoples | | All Employees | | | nal Peoples | |
| (EECG) | | # | # | Represent | tation % | Availa % | ability # | Gap # | EE Result | # | # Ac | tual % | Expected # | Difference # | # | Act | ual % | Expected # | Difference # | # | Act | ual % | Expected # | Difference # |
| Admin | nistrative & | 2016 | 20 | 0 | 0.0 | 0.7 | # | 0 | 0.0 | | # | 70 | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | , , | * | , ,, | /0 | | 7 | , r | 77 | /0 | ıř | 7 |
| 1 07 1 | r Clerical | 2018 | 1 | 0 | 0.0 | 0.7 | 0 | 0 | 0.0 | 7 | , 0 | 0.0 | 0 | (|) 1 | 0 | 0.0 | 0 | 0 | 10 | 0 | 0.0 | 0 | 0 |
| | d Sales & | 2016 | 1 | 0 | 0.0 | 1.0 | | 0 | 0.0 | | | | | | | | | | | | İ | | | |
| Servic | ce Personnel | 2018 | 1 | 0 | 0.0 | 1.0 | | 0 | 0.0 | C | 0 | 0.0 | 0 | (| 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| | d Crafts & s Workers | 2016 2018 | 2 | 0 | 0.0 | 1.3 1.3 | 0 | 0 | 0.0 | | 0 | 0.0 | | | | | 0.0 | | 0 | , | 0 | 0.0 | 0 | 0 |
| | | 2016 | 5 | 0 | 0.0 | 0.8 | 0 | 0 | 0.0 | C | , 0 | 0.0 | - | , | 1 | 1 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 10 Clerica | al Personnel | 2018 | 0 | 0 | 0.0 | 0.8 | | 0 | 0.0 | 4 | 0 | 0.0 | 0 | (| 0 | 0 | 0.0 | 0 | 0 | 3 | 0 | 0.0 | 0 | 0 |
| | nediate Sales & | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| | ce Personnel | 2018 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | C | 0 | 0.0 | 0 | (| 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 12 Semi-S Worke | Skilled Manual ers | 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 |
| | - | 2010 | ıvı | V . | 0.0 | 0.0 | | | 0.0 | | , | | | | 71 0 | <u>'I °</u> | 0.0 | | | | <u>°</u> i | 0.0 | | 0 |
| Data sources: | | | Part 2: Flow Data Analysis | 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 | | | | | | | | | | | |
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| | | | | Entrant | ES | | O. | ~ . | | oals | - | ~ . | | | | | | | | | | | | |
| | nent Equity onal Group | Year | FI | ow Data Aboriginal | Peoples | | | rm Goals at Peoples | 3 | | Long-teri Aborigina | | | | | | | r | ommen | 4 0 | | | | |
| (EEOG) | onai Group | | All Employees | Actus | | Goal | Percent of | | Percent of | 6.1 | Percent of | Goal | Percent of | | | | | · | ommen | ts . | | | | |
| (2200) | | | | Actus | | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | | Goal Met | | | | | | | | | | | |
| Admin | nistrative & | 2018 | # -2 | # 0 | 0.0 | # 0 | % 0.0 | % | % | # | 0.0 | % | 0.0 | | | | | | | | | | | |
| 1.07.1 | r Clerical | 2018 | -2 | 0 | 0.0 | | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| \vdash | d Sales & | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Servic | ce Personnel | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | | | | | | | | | | | | |
| | d Crafts & s Workers | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | |
| | | 2021 | -1 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | |
| 10 Clerica | al Personnel | 2018 | 1 | 0 | 0.0 | | 0,0 | 0.0 | 0.0 | | 0.0 | 0.0 | | 1 | | | | | | | | | | |
| | nediate Sales & | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | C | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| \vdash | ce Personnel | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | | | | | | | | | | | | |
| 12 Semi-S Worke | Skilled Manual | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | - | | | | | | | | | | |
| L I WOIKE | CIS | 2021 | <u> </u> | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

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| A | В | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | T | U | V | W | X | Y |
| Data s | sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | E-H | E÷H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L÷K x 100 | K x G ÷ 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Q÷Px 100 | P x F ÷ 100 | Q-S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X |
| | | | Ų. | <u> </u> | Ţ | Ţ | Ţ | Ų. | <u> </u> | Ų. | Ţ | Ų. | | Ţ | Ţ | <u> </u> | Ţ | Ţ | Ţ | <u> </u> | Ţ | Ţ | <u> </u> | Į |
| | | | | 1 | Vorkfo | orce An | alysis | | | | | | | | | Flow I | ata A | nalysis | | | | | | |
| | ployment Equity upational Group | Year | | | W | orkforce | | | | | | Hires | | | | Pi | omotio | | | | Т | erminat | | |
| | OG) | | All Employees | Represe | ntation | Aborigin Avail | | Gap | EE Result | All Employees | Act | | Expected | Difference | All Employees | Act | | nal Peoples Expected | Difference | All Employees | Ai | Abori tual | ginal Peoples Expected | Difference |
| | | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 13 | Other Sales & Service | 2016 | 0 | 0 | 0.0 | 0.0 | • | 0 | 0.0 | | | | | | | | | | | | | | | |
| | Personnel | 2018 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 | , |
| 14 | Other Manual Workers | 2018 | 0 | 0 | 0.0 | 0.0 | | 0 | | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | (| 0.0 | 0 0 | |
| Tota | 1 | 2016 | 210 | 0 | 0.0 | 1.2 | 3 | -3 | | | | | | | | | | | | | | | | |
| | | 2018 | 212 | 0 | 0.0 | 1.2 | 3 | -3 | 0.0 | 41 | 0 | 0.0 | 0 | 0 | 34 | 0 | 0.0 | 0 | 0 | 41 | (| 0.0 | 0 | |
| Data s | sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | E ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F÷Ix 100 | Part 3: Goals | E÷Kx 100 | Part 3: Goals | F÷M x 100 | | | | | | | | | | | |
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| | | | New | Entran | its | | | | G | oals | | | | | | | | | | | | | | |
| | ployment Equity | Year | FI | low Data | | | Short-te | | S | | Long-teri | | | | | | | | | | | | | |
| | upational Group OG) | | All Employees | Aborigina | • | | Aborigin Percent of | al Peoples | Percent of | | Aboriginal Percent of | | Percent of | | | | | (| Commen | ts | | | | |
| (E)E | 00) | | | Acti | | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | | | | | | | | | | | |
| | Other Sales & Service | # 2018 | # 0 | # 0 | 0.0 | # | 0.0 | % 0.0 | 0,0 | # | 0.0 | % 0.0 | % 0.0 | | | | | | | | | | | |
| 13 | Personnel | 2018 | 0 | 0 | 0.0 | | 0.0 | 0.0 | | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 14 | Other Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | 3444 | 2021 2018 | 34 | 0 | 0.0 | 0 | 0,0 | 0.0 | | 1 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Tota | 1 | 2018 | 34 | | 0.0 | | 0.0 | 0.0 | | 1 | 0.0 | 0.0 | | | | | | | | | | | | |

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| | | | | | | | | | I | art 6: R | esults - | Person | s with I | Disabiliti | ies | | | | | | | | | 8 |
| | | | | | | | | | | L-3 C | ommun | ication | s MAPI | PS Inc. | | | | | | | | | | |
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| A | В | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U | V | w | X | Y |
| Data sou | irces: | | 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 |
| | | | Į. | Ţ | 1 | Ţ | Ų. | Ţ | Ţ | Ţ | Ţ | Ţ | J. | 1 | 1 | 1 | V | Ţ | Ţ | 1 | 1 | Ţ | ↓ · | Ţ |
| | | | | , | Workfo | rce An | alysis | | | | | | | | | Flow E | ata Ar | alysis | | | | | | |
| | oyment Equity | Year | | | | orkforce | | | | | | Hires | | | | | omotion | | | | Tei | minatio | | |
| (EEO | pational Group (G) | | All Employees | D | | Persons with Availa | | | DE P | All Employee | | | th Disabilitie | S Difference | All Employees | | | h Disabilities | Difference | All Employees | | | th Disabilities | |
| (220 | 3) | # | # | Represe # | entation % | Avan | ability # | Gap # | EE Result | # | Act | uai % | Expected # | Difference # | # | Acti | ıaı % | Expected # | Difference # | # | Acti | rai % | Expected # | Difference # |
| 01& | (an a a a a a | 2016 | 61 | 1 | 1.6 | 4.3 | 3 | -2 | 38.1 | * | | | | | | | | | | | | | | |
| 02 | fanagers | 2018 | 159 | 0 | 0.0 | 4.3 | | -7 | 0.0 | 4 | . 0 | 0.0 | 0 | 0 | 21 | 0 | 0.0 | 0 | 0 | 11 | 1 | 9.1 | 0 | 1 |
| 03 Pr | rofessionals | 2016 | 94 | 1 | 1.1 | 3.8 | | -3 | 28.0 | | | | | | ļ | | | | | | | | _ | <u> </u> |
| Se | emi-Professionals & | 2018 2016 | 26 24 | 1 0 | | 3.8 4.6 | | -1 | 101.2 | 19 | 0 | 0.0 | 1 | -1 | . 12 | 0 | 0.0 | 0 | 0 | 11 | 0 | 0.0 | 0 | |
| | echnicians | 2018 | 0 | 0 | | 4.6 | | 0 | 0.0 | 7 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 0 | 0 |
| 05 81 | upervisors | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| \vdash | | 2018 | 3 | 0 | | 0.0 | | 0 | 0.0 | C | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| | upervisors: Crafts & rades | 2016 2018 | 3 15 | 0 | | 7.8 7.8 | | -1 | 0.0 | (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | 0 | |
| L | itacs | 2016 | 15 | U | 0.0 | 7.0 | 1 | -1 | 0.0 | | , | 0.0 | | | 71 0 | I 0 | 0.0 | <u> </u> | 0 | 1 0 | 0 | 0.0 | | |
| Data sou | irces: | | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | E÷Dx 100 | Part 3: Goals | E ÷ G x 100 | Part 3: Goals | F÷Ix 100 | Part 3: Goals | E÷Kx 100 | Part 3: Goals | F÷M x 100 | | | | | | | | | | | |
| | | | . | Ų. | ↓ | 1 | ↓ | Ţ | Ţ | 1 | 1 | ↓ | ↓ | | | | | | | | | | | |
| | | | New | Entra | nts | | | | G | oals | | | | | | | | | | | | | | |
| Emple | oyment Equity | · | FI | ow Data | | | Short-te | rm Goals | ; | | Long-teri | n Goals | | | | | | | | | | | | |
| | pational Group | Year | All Employees | Persor Disab | | | Persons wit | n Disabilities | | | Persons with | Disabilities | | | | | | C | ommen | ts | | | | |
| (EEO | (G) | | An Employees | Act | ual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| | | # | # | # | % | # | % | % | % | # | % | % | % | | | | | | | | | | | |
| 01& M | fanagers | 2018 | 14 | 0 | | 0 | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 02 | iming 013 | 2021 | 14 | 0 | | _ | | 4.3 | 0.0 | | | 4.3 | 0.0 | | | | | | | | | | | |
| 03 Pt | rofessionals | 2018 | 20 | 0 | | 0 | 0.0 | 0.0 3.8 | 0.0 | 1 | 0.0 | 0.0 3.8 | 0.0 | | | | | | | | | | | |
| 04 Se | emi-Professionals & | 2018 | 20 | 0 | | 0 | 0.0 | 0.0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | echnicians | 2021 | 2 | 0 | 0.0 | | | 4.6 | 0.0 | | | 4.6 | 0.0 | | | | | | | | | | | |
| 05 St | upervisors | 2018 | 0 | 0 | | 0 | 0.0 | 0.0 | 0.0 | C | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | upervisors: Crafts & | 2021 | 0 | 0 | | 0 | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | rades | 2018 | 0 | 0 | | U | 0.0 | 0.0 | 0.0 | · · | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |

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| | | | | | | | | | J | Part 6: R | esults - | Person | s with I | Disabilit | ies | | | | | | | | | 00 |
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| Α | В | C | 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 | 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 |
| | | ······ | . | T . | Ţ | 1 | Ţ | Ų. | Ţ | | Ţ | Ţ | Ţ | ↓ | 1 | 1 | Ţ | Ţ | Ų. | 1 | 1 | Ţ | V | J. |
| | | | | V | | orce An | | | | | | | | | · | | | nalysis | | | | | | |
| | ployment Equity cupational Group | Year | | | | orkforce Persons with | | | | | 1 | Hires Persons w | ith Disabilitie | | | P | romotio Persons w | ns th Disabilities | | | Te | rminatio | ns th Disabilitie | |
| | eog) | | All Employees | Represen | | | ability | Gap | EE Result | All Employee: | Ac | tual | Expected | Difference | All Employee | Act | | Expected | Difference | All Employees | Aci | | Expected | Difference |
| | | # | # | # | 9/6 | % | # | # | 9/6 | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 07 | Administrative & Senior Clerical | 2016 2018 | 20 | 0 | 0.0 | 3.4 | | -1 | 0.0 | 7 | , 0 | 0.0 | | |) 1 | 0 | 0.0 | 0 | 0 | 10 | 0 | 0.0 | 0 | 0 |
| 08 | Skilled Sales & | 2016 | 1 | 0 | 0.0 | 3.5 | | 0 | 0.0 | , | | 0.0 | | Ì | , , | 0 | 0.0 | Ů | 0 | 10 | | 0.0 | 0 | 0 |
| L 08 | Service Personnel | 2018 | 1 | 0 | 0.0 | 3.5 | | 0 | 0.0 | (| 0 | 0.0 | 0 | (|) (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 09 | Skilled Crafts & Trades Workers | 2016 2018 | 2 | 0 | 0.0 | 3.8 | • | 0 | 0.0 | | 0 | 0.0 | | | | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 10 | Clerical Personnel | 2016 | 5 | 1 | 20.0 | 7.0 | | 1 | 285.7 | | | 0.0 | | Ì | | | 0.0 | Ŭ | | | | 0.0 | | 0 |
| | | 2018 | 0 | 1 | 0.0 | 7.0 | | 1 | 0.0 | 4 | 0 | 0.0 | 0 | (|) (| 0 | 0.0 | 0 | 0 | 3 | 0 | 0.0 | 1 | -1 |
| 11 | Intermediate Sales & Service Personnel | 2016 2018 | 0 | 0 | 0.0 | 0.0 | • | 0 | 0.0 | | 0 | 0.0 | 0 | (|) (| 0 | 0.0 | 0 | 0 | | 0 | 0.0 | 0 | 0 |
| 12 | Semi-Skilled Manual | 2016 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | | | | | | | | | | | | | | | - |
| | Workers | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | (| 0 | 0.0 | 0 | (|) (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| Data | sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | E÷Dx 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 | | | | | | | | | | | |
| | | | ↓ Non | ↓ ⁄ Entran | ↓ to | <u>↓</u> | | | | ↓ loals | | | | | | | | | | | | | | |
| | | | | low Data | ıs | | Short-te | rm Goals | | | Long-teri | m Goals | | | | | | | | | | | | |
| | ployment Equity cupational Group | Year | | Persons Disabil | | | | h Disabilities | | | Persons with | | | | | | | (| Commen | fs | | | | |
| | EOG) | | All Employees | Actu | | Goal | Percent of | Goal | Percent of | Goal | Percent of | Goal | Percent of | | | | | | | •• | | | | |
| | | # | # | # | % | # | Goal Met | % | Goal Met | # | Goal Met | % | Goal Met | | | | | | | | | | | |
| 07 | Administrative & | 2018 | -2 | | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| L" | Senior Clerical | 2021 | -2 | - | 0.0 | _ | 0.0 | 3.4 | 0.0 | | | 3.4 | | | | | | | | | | | | |
| 08 | Skilled Sales & Service Personnel | 2018 2021 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | 1 | | | | | | | | | | |
| 09 | Skilled Crafts & | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | |
| Ľ | Trades Workers | 2021 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | 0.0 | | | | | | | | | | | | |
| 10 | Clerical Personnel | 2018 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | |
| 11 | Intermediate Sales & | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| <u> </u> | Service Personnel | 2021 | 0 | 0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | 0.0 | | | | | | | | | | | | |
| 12 | Semi-Skilled Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | - | | | | | | | | | | |

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| A B | | С | D | E | F | G | Н | ĭ | J | K | L | M | N | 0 | P | 0 | R | S | Т | U | V | W | X | Y |
| | | | | | | | | i | | | .a | 174 | | | <u> </u> | i | | <u></u> | | | | | X | |
| Data sources: | | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | E-H | E ÷ H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L÷K x 100 | K x G ÷ 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Q ÷ P x 100 | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V-X |
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| F F | . | | | | Workfo | | | | | | | | | | , | Flow I | | | | | | | | |
| Employment Equ Occupational Gro | | Year | | | | orkforce Persons with | | | | | 1 | Hires | th Disabilitie | | | P | omotio | 1S th Disabilitie: | | | Te | rminatio | ONS ith Disabilitie | |
| (EEOG) | -r | | All Employees | Repres | entation | Availa | | Gap | EE Result | All Employees | Act | | Expected | Difference | All Employees | Act | | Expected | Difference | All Employees | Ac | ual | Expected | Difference |
| | | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| Other Sales & S Personnel | - | 2016 | 0 | 0 | | 0.0 | | 0 | 0.0 | | | | 0 | | | | | | | | | | | |
| | | 2018 | 0 | 0 | | 0.0 | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | | 0 |
| 14 Other Manual W | orkers – | 2018 | 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 |
| Total | | 2016 | 210 | 3 | : | 4.1 | 9 | -6 | 34.8 | | | | | | | | | | | | | | | |
| | | 2018 | 212 | 2 | 0.9 | 4.2 | 9 | -7 | 22.5 | 41 | 0 | 0.0 | 2 | -2 | 34 | 0 | 0.0 | 0 | 0 | 41 | 1 | 2.4 | 1 | 0 |
| Data sources: | *************************************** | | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | E ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F ÷ I x 100 | Part 3: Goals | E÷Kx 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
| | | | Ų. | Ţ | l V | V | Ţ | <u> </u> | J | Ţ | . | Ţ | Ţ | | | | | | | | | | | |
| | | | New | Entra | nts | | | | G | oals | | | | | | | | | | | | | | |
| Employment Equ | ity | | Fl | ow Data | ns with | ; | Short-te | rm Goals | S | | Long-terr | n Goals | | | | | | | | | | | | |
| Occupational Gro | up | Year | All Employees | Disal | oilities | | Persons wit | h Disabilities | Percent of | | Persons with | | Percent of | | | | | C | ommen | its | | | | |
| , | | | | | tual | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | | | | | | | | | | | |
| Other Sales & S | ervice | # 2018 | # 0 | # 0 | % 0.0 | # 0 | 0.0 | % 0.0 | % 0.0 | # | 0.0 | 0.0 | % 0.0 | | | | | | | | | | | |
| Personnel | 7.00 | 2021 | 0 | 0 | | | 0.0 | 0.0 | 0.0 | · · | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 14 Other Manual W | orkers- | 2018 2021 | 0 | 0 | | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Total | | 2018 2021 | 34 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 3 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | | 2021 | 34 | U | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

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| | | | | | | | | | Par | t 7: Resu | lts - Me | mbers | of Visil | ole Mina | rities | | | | | | | | | 8 |
| | | | | | | | | | | L-3 C | ommun | ication | s MAP | PS Inc. | | | | | | | | | | |
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| Α | В | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | T | U | V | W | X | Y |
| Datas | ources: | | 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 |
| | | | | <u> </u> | <u> </u> | 1 | <u> </u> | 1 | 1 | <u> </u> | <u> </u> | <u> </u> | <u> </u> | <u> </u> | <u> </u> | | <u> </u> | <u> </u> | | <u> </u> | 1 | ↓ | <u> </u> | |
| Em | oloyment Equity | | | V | | orce An | • | | | | | *** | | | Т | | Data Ai | | | Г | - m | | | |
| | upational Group | Year | | | · | orkforce Visible M | | | | | 1 | Hires Visible | Minorities | | | P | romotioi Visible | Minorities | | | 16 | rminatio Visible | Minorities | |
| (EE | OG) | | All Employees | Represen | ntation | Availa | | Gap | EE Result | All Employees | Act | | Expected | Difference | All Employees | Act | | Expected | Difference | All Employees | Act | | Expected | Difference |
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| 01 | Senior Managers 2018 61 5 8.2 10.1 6 -1 81.2 0 0 0.0 | | | | | | | | | | | | | | | | 100.0 | 1 | 0 | - | 1 | 100.0 | - | |
| | 2018 61 5 8.2 10.1 6 -1 81.2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 | | | | | | | | | | | | | | 1 | 1 | 100.0 | 1 | 0 | 1 | 1 | 100.0 | 1 | 0 |
| 02 | | 50.0 | 1 | 1 | . 20 | 2 | 10.0 | 5 | -3 | 10 | 4 | 40.0 | 3 | 1 | | | | | | | | | | |
| 03 | Professionals | 2016 | 94 | 29 | 30.9 | 38.7 | 36 | -7 | 79.7 | | | | | | | | | | | | | | | |
| | | 2018 | 26 24 | 25 | 96.2 20.8 | 38.8 15.2 | 10 4 | 15 | 247.8 137.1 | 19 | 0 | 0.0 | 7 | -7 | 12 | 4 | 33.3 | 4 | 0 | 11 | 3 | 27.3 | 3 | 0 |
| 04 | Semi-Professionals & Technicians | 2018 | 0 | 4 | 0.0 | 13.2 | 0 | 4 | 0.0 | 7 | 0 | 0.0 | 1 | -1 | 0 | 0 | 0.0 | 0 | 0 | 5 | 1 | 20.0 | 1 | 0 |
| 05 | Supervisors | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| | | 2018 | 3 | 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 | 0 |
| 06 | Supervisors: Crafts & Trades | 2016 | 3 15 | 0 | 0.0 | 4.2 4.2 | 0 | -1 | 0.0 | 0 | 0 | 0.0 | 0 | | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| ш | | 2010 | | ĭ | 0.0 | '; | | | 0.0 | | ļ ĭ | 0.0 | ļ v | | 1 | I i | 0.0 | | | ı | i | 0.0 | | Ů |
| Data s | ources: | | Part 2: Flow Data Analysis | 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 | | | | | | | | | | | |
| | | | — | <u> </u> | | | | | | <u> </u> | | | | | | | | | | | | | | |
| | | | | Entran | ts | | Chart to | rm Goals | | oals | Long-teri | m Cools | | | | | | | | | | | | |
| | oloyment Equity upational Group | Year | 11 | Visible Mi | norities | , | Visible N | | | | Visible Mi | | | | | | | c | ommen | ts | | | | |
| | OG) | | All Employees | Actu | al | Goal | Percent of | Goal | Percent of | Goal | Percent of | Goal | Percent of | | | | | | ommen. | | | | | |
| | | # | # | # | % | # | Goal Met % | % | Goal Met % | # | Goal Met | % | Goal Met | | | | | | | | | | | |
| 01 | Senior Managers | 2018 | 0 | 1 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | • | 2021 | 0 | 1 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| 02 | Middle & Other Managers | 2018 | 14 14 | 4 | 28.6 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | - | | | | | | | | | | |
| | Ü | 2021 | 20 | 4 | 20.0 | 0 | 0.0 | 0.0 | 0.0 | | 133.3 | 0.0 | | | | | | | | | | | | |
| 03 | Professionals | 2021 | 20 | 4 | 20.0 | | | 38.8 | 51.5 | | | 38.8 | 51.5 | | | | | | | | | | | |
| 04 | Semi-Professionals & Technicians | 0.0 | 0.0 | 0.0 | 1 | | | | | | | | | | | | | | | | | | | |
| \vdash | | 2021 | 2 | 0 | 0.0 | n | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 05 | Supervisors | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 06 | Supervisors: Crafts & | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | - | | | | | | | | | | |
| L | Trades | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

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|--|--------------|----------------------------------|----------------------------------|----------------|----------------------------------|----------------|------------------|----------------|-------------------------------|----------------------------------|------------------|------------------------|------------|-------------------------------|----------------------------------|-------------|---------------|------------|-------------------------------|----------------------------------|----------------|------------------------|------------|
| | | | | | | | | Par | t 7: Resu | lts - Me | mbers | of Visil | ole Mino | orities | | | | | | | | | 8 |
| | | | | | | | | | L-3 C | ommun | ication | s MAP | PS Inc. | | | | | | | | | | |
| | | | | | | | | | | 20 | 018-10- | -30 | | | | | | | | | | | |
| A B | С | D | E | F | G | Н | I | J | K | L | M | 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 |
| | | . V | Ţ | J. | Ţ | Ţ | 1 | Ţ | Ų. | <u> </u> | J. | Ţ | ↓ | 1 | 1 | J. | Ţ | Ų. | Ų. | 1 | Ţ | Ţ | V |
| | | | ν | Vorkfo | orce An | alysis | | | | | | | | | Flow I | Data A | nalysis | | | | | | |
| Employment Equity Occupational Group | Year | | | W | orkforce | | | | | 1 | Hires | | | | P | romotio | | | | Ter | rminatio | | |
| (EEOG) | | All Employees | Represen | tation | Visible M Availa | | 6 | EE Result | All Employees | A co | Visible tual | Minorities Expected | Difference | All Employee | Ac | | Minorities | Difference | All Employees | Act | | Minorities Expected | Difference |
| , | # | # | # | % | % | # | Gap # | % | # | # | - % | # | # | # | # | - % | Expected # | # | # | # | % | # | # |
| Administrative & | 2016 | 20 | 6 | 30.0 | 12.2 | 2 | 4 | 245.9 | | | | | | | | | | | | | | | |
| Senior Clerical | 2018 | 1 | 3 | 300.0 | 12.2 | 0 | 3 | 2,459.0 | 7 | 1 | 14.3 | 1 | (|) 1 | 1 | 100.0 | 0 | 1 | 10 | 3 | 30.0 | 3 | 0 |
| 08 Skilled Sales & | 2016 | 1 | 1 | 100.0 | 8.5 | 0 | 1 | 1,176.5 | | | | | | | | | | | | | | | |
| Service Personnel Skilled Crafts & | 2018 2016 | 1 | 0 | 100.0 | 8.5 1.3 | 0 | 1 | 1,176.5 | 0 | 0 | 0.0 | C | (| | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 09 Trades Workers | 2018 | 7 | 0 | 0.0 | 1.3 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | | | | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 10 Clerical Personnel | 2016 | 5 | 1 | 20.0 | 17.4 | 1 | 0 | 114.9 | | | | | | | | | | | | | | | |
| To Cierical Personner | 2018 | 0 | 1 | 0.0 | 17.4 | 0 | 1 | 0.0 | 4 | 0 | 0.0 | 1 | -1 | ı c | 0 | 0.0 | 0 | 0 | 3 | 0 | 0.0 | 1 | -1 |
| Intermediate Sales & Service Personnel | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | 0.0 | | |
| Semi-Skilled Manual | 2018 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | | | , . | 0 | 0.0 | U | 0 | 0 | 0 | 0.0 | - 0 | 0 |
| Workers Wandar | 2018 | 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 |
| 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÷Ix 100 | Part 3: Goals | E÷Kx 100 | Part 3: Goals | F÷M x 100 | | | | | | | | | | | |
| | | • | Entran | te: | <u>↓</u> | Ψ | | <u> </u> | oals | <u> </u> | Ψ | | | | | | | | | | | | |
| F | | | ow Data | ıs | | Short to | m Goals | | | Long-teri | m Coole | | - | | | | | | | | | | |
| Employment Equity Occupational Group | Year | 11 | Visible Mit | orities | | Visible N | | <u> </u> | | Visible Mi | | | | | | | C | Commen | ts | | | | |
| (EEOG) | | All Employees | Actu | ıl | Goal | Percent of | Goal | Percent of | Goal | Percent of | Goal | Percent of | | | | | , | | ••• | | | | |
| | # | # | # | % | # | Goal Met % | % | Goal Met | # | Goal Met | % | Goal Met | | | | | | | | | | | |
| Administrative & | 2018 | -2 | 2 | -100.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 07 Senior Clerical | 2021 | -2 | 2 | -100.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| 08 Skilled Sales & | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | - | | | | | | | | | | |
| Service Personnel Skilled Crafts & | 2021 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| 09 Trades Workers | 2018 | -1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | U | 0.0 | 0.0 | | - | | | | | | | | | | |
| 10 Clerical Personnel | 2018 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Intermediate Sales & | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| Service Personnel | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| 12 Semi-Skilled Manual | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | - | | | | | | | | | | |
| Workers | 2021 | <u> </u> | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | | | Feder | al Contr | actors I | Prograi | m Achie | vement | Report | | | | | | | | | 034 |
|---------------|---------------------------|--------------|----------------------------------|----------------------------------|----------------|----------------------------------|------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|------------------------|------------|-------------------------------|--|-------------|------------------------|------------|-------------------------------|----------------------------------|----------------|------------------------|------------|
| | | | | | | | | | | t 7: Resu | | | | | _ | | | | | | | | | 005034 |
| | | | | | | | | | | L-3 C | ommun | ication | s MAPI | PS Inc. | | | | | | | | | | |
| | | | | | | | | | | | 20 | 018-10- | 30 | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 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 |
| | | | Į. | Ţ | 1 | T . | Ţ | Ţ | Ţ | Ų. | Ţ | Ţ | Ţ | Ų. | Ţ | ↓ | Ţ | Ţ | Ţ | Ų. | Ţ | 1 | ν | Ţ |
| | | | | 1 | Workfo | orce An | alysis | | | | | | | | | Flow | Data Ai | nalysis | | | | | | |
| | nent Equity onal Group | Year | | | W | orkforce | | | | | | Hires | | | | P | romotio | | | | Tei | rminati | | |
| (EEOG) | onai Group | | All Employees | Represe | tation | Visible M Availa | | Gap | EE Result | All Employees | Aci | | Minorities Expected | Difference | All Employees | Ac | | Minorities Expected | Difference | All Employees | Acti | | Minorities Expected | Difference |
| | | # | # | # | % | % | # # | Gap # | e.e. resun | # | # | · % | # | # | # | # | wan % | # | # | # | # | % | # | # |
| 13 Other | Sales & Service | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| Person | nnel | 2018 | 0 | 0 | 0.0 | - | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 |) (|
| 14 Other | Manual Workers | 2016 | 0 | 0 | 0.0 | | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | - | |
| | | 2016 | 210 | 62 | 29.5 | | | 10 | | - 0 | 0 | 0.0 | 0 | 0 | | | 0.0 | 0 | | - | 0 | 0.0 | - | |
| Total | | 2018 | 212 | 53 | 25.0 | | 53 | 0 | 99.6 | 41 | 3 | 7.3 | 10 | -7 | 34 | 8 | 23.5 | 10 | -2 | 41 | 12 | 29.3 | 12 | : (|
| | | | | Part 2: | | | | <u> </u> | | | | | | | | | | | | | | | | |
| Data sources: | | | Part 2: Flow Data Analysis | 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 | | | | | | | | | | | |
| ÷ | | | Ţ | Į. | Ţ | Į į | Ţ | \ | 1 | ↓ | Ţ | 1 | Ţ | | | | | | | | | | | |
| | | | New | Entrai | nts | | | | G | oals | | | | | | | | | | | | | | |
| Employm | nent Equity | Year | FI | ow Data | | | | rm Goal | S | | Long-teri | | | | | | | | | | | | | |
| | onal Group | i cai | All Employees | Visible M | linorities | | | dinorities | Ta | | Visible Mi | inorities | Percent of | | | | | C | ommen | ts | | | | |
| (EEOG) | | | | Act | ual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Goal Met | | | | | | | | | | | |
| | | # | Ħ | # | % | Ħ | % | % | % | # | % | % | % | | | | | | | | | | | |
| 1 104 | Sales & Service | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | | 2021 | 0 | Λ. | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| Person | | 2021 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |

0.0

0.0

0.0

366.7

2018 2021

Total

32.4 32.4

Federal Contractors Program Achievement Report Part 8: Reasonable Efforts L-3 Communications MAPPS Inc. 2018-10-30

Efforts

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

Required measures:

| ✓ | Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly. |
|-----------|--|
| 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. |
| ✓ | Adjusted survey results to reflect hires, promotions and terminations. |
| √ | Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates. |
| √ | Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups). |
| 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. |
| √ | Maintained appropriate records in all required areas. |
| | |

Other measures:

| uncı | measures. |
|----------|--|
| √ | Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate. |
| V | Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place. |
| V | Ensured ongoing senior-level support for employment equity and its implementation. |
| √ | Established accountability mechanisms to ensure that the short-term goals would be met. |
| V | Communicated the goals to relevant managers as well as monitored and recorded the results. |
| ¥ | Devoted adequate resources (financial and human) to ensure that the short-term goals would be met. |
| V | Consulted employee/union representatives on communication and implementation of employment equity. |
| V | 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. |
|--------------|---|
| V | Undertook initiatives to increase representation where gaps in representation were found. |
| V | Did all that might reasonably be expected to increase representation, taking into account resources and constraints. |
| | Other (please describe): |
| | |
| | |
| | |
| | |
| Onor | ational Contact |
| _ | ational Context |
| | check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance |
| assessn | nent. |
| \checkmark | Impact of economic and industrial conditions on the organization. |
| | The strong competition in engineering consulting activities has increased considerably and led to reorganizations, consolidations and restructuring within the company's divisions. This will no doubt affect workforce composition. Attracting and retaining the best talent remains a priority in order to win contracts on the market. |
| | Any reorganization or other corporate structural changes. |
| | |
| | |
| | |
| | |
| √ | Acquisitions, mergers or transfers of employees. |
| | The company provides its employees with international mobility in order to retain the best talent. As a result, internal and external employee transfers are to be expected. |
| | |
| | |
| \checkmark | Significant layoffs (include the number of employees affected and the occupational groups of those employees). |
| | The first wave of layoffs affecting seven employees occurred in May 2018, following a |
| | restructuring of activities and a shortage of work. |
| | |
| | |

| | Strikes (include dates, the number of employees affected and the occupational groups of those employees). | | | | | | |
|----------|---|--|--|--|--|--|--|
| | | | | | | | |
| | | | | | | | |
| ✓ | Other. | | | | | | |
| | A second wave of layoffs occurred on October 29, 2018, and affected seven employees. This was the result of an ongoing shortage of work and a failure to secure contracts in our energy-sector activities. | | | | | | |
| Addi | tional Details | | | | | | |
| Please | provide any additional information (optional): | | | | | | |
| | L3Technologies is currently in the process of consolidating its international activities in all divisions, which will subsequently affect the workforce. Moreover, the recent merger of L3Technologies and Harris Corporation will surely result in future reorganizations. | | | | | | |

Federal Contractors Program Report of the Subsequent Compliance Assessment

| Emplo | yer Name: | L-3 (| Commun | ications | MAPPS Ir | nc |
|-------|-----------|-------|--------|----------|----------|----|
|-------|-----------|-------|--------|----------|----------|----|

Primary Location: Montréal (Québec)

Number of Employees: 217

Québec: 213 Nova Scotia: 2 British Columbia: 2

Organization Overview:

NAICS 5415 - Computer Systems Design and Related Services

L-3 Communications MAPPS Inc. supplies automation and control systems, training solutions, and ship control systems.

Key Dates – First Year Assessment

2015-09-15 Initiated: Received: 2016-03-31 Closed: 2016-04-26 Workforce Analysis: 2016-03-31

Key Dates – Subsequent Assessment

Initiated: 2018-09-18 Received: 2018-10-30 Workforce Analysis: 2018-10-22

DATA VERIFICATION

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

| ✓ Yes □ No |
|--|
| Comments: None |
| I have verified that the data provided in the Achievement Report is consistent with that found in Forms 1 to 6: \boxtimes Yes \square No |

Comments: None



ASSESSMENT OF REASONABLE PROGRESS

- The organization established goals in numbers and not in percentages.
- Only one short-term goal was set during the previous assessment.

Women

| 01 | Senior Managers | No Goal set (Gap -1) |
|----|----------------------------------|-----------------------|
| 02 | Middle & Other Managers | No Goal set (Gap -13) |
| 03 | Professionals | No Goal set (Gap -10) |
| 04 | Semi-Professionals & Technicians | Goal met at 200% |
| 10 | Clerical Personnel | No goal set (Gap -1) |

Assessment/Observations

• None

Aboriginal Peoples

| 02 | Middle & Other Managers | No goal set (Gap -1) |
|----|-------------------------|----------------------|
| 03 | Professionals | No goal set (Gap -1) |

Assessment/Observations

None

Persons with Disabilities

| 01/02 | Managers | No goal set (-2) |
|-------|--|------------------|
| 03 | Professionals | No goal set (-3) |
| 04 | Semi-Professionals & Technicians | No goal set (-1) |
| 07 | Administrative & Senior Clerical Personnel | No goal set (-1) |

Assessment/Observations

None

Members of Visible Minorities

| 03 | Professionals | No goal set (Gap -7) |
|----|---------------|----------------------|
|----|---------------|----------------------|

Assessment/Observations

• None

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - The previous compliance assessment revealed a total of 12 gaps. However, only one short-term goal was set. The previous assessment accepted that the company be found in compliance without setting goals for all the area of under-representation.
 - The organization met at 200% the short-term goal that was set.

ASSESSMENT OF GOALS

All goals have been set in percentage format as recommended by the Labour Program. A short-term and long-term goal was established for every area of under-representation uncovered, and all goals are set equal to the respective labour market availability.

Women

| Workforce Analysis Results | | | | als | | | |
|---|---|-----|----------------|---------------|----------------|------|--|
| Employment Equity Occupational Crown (FEOC) | | | Short- term | Long- term | Representation | LMA | |
| Lilibio | Employment Equity Occupational Group (EEOG) | | (1 to 3 | (+3 | | | |
| | | | years) | years) | | | |
| # | Description | # | % | % | % | % | |
| 01 | Senior Managers | -1 | 27.4 | 27.4 | 0.0 | 27.4 | |
| 02 | Middle & Other Managers | -12 | 38.9 | 38.9 | 19.7 | 38.9 | |
| 03 | Professionals | -8 | 21.5 | 21.5 | 13.3 | 21.5 | |
| 04 | Semi-Professionals & Technicians | -3 | 30.5 | 30.5 | 19.2 | 30.5 | |
| 10 | Clerical Personnel | -1 | 50.0 | 50.0 | 42.9 | 62.5 | |

Observations: None

Aboriginal Peoples

| Workforce Analysis Results | | | Goals | | | |
|---|--|-----|---------|--------|----------------|-----|
| | | | Short- | Long- | Representation | LMA |
| Employ | Franksyment Fauity Ossumational Crown (FFOC) | | term | term | | |
| Employment Equity Occupational Group (EEOG) | | Gap | (1 to 3 | (+3 | | |
| | | | years) | years) | | |
| # | Description | # | % | % | % | % |
| 02 | Middle & Other Managers | -1 | 2.2 | 2.2 | 0.0 | 2.2 |

| 03 | Professionals | -1 | 0.7 | 0.7 | 0.0 | 0.7 |
|----|---------------|----|-----|-----|-----|-----|
| | | _ | | | | |

Observations: None

Members of Visible Minorities

| Workforce Analysis Results | | | Goals | | | |
|---|-----------------|-----|---------|-----------------------------|----------------|-------|
| | | | Short- | Short- Long- Representation | Representation | LMA |
| Empley | Franksin (FFOC) | | term | term | | LIVIA |
| Employment Equity Occupational Group (EEOG) | | Gap | (1 to 3 | (+3 | | |
| | | | years) | years) | | |
| # | Description | # | % | % | % | % |
| 03 | Professionals | -13 | 38.8 | 38.8 | 25.5 | 38.8 |

Observations: None

Persons with Disabilities

| Workforce Analysis Results | | | Goals | | | |
|----------------------------|---|-----|----------------|---------------|----------------|-----|
| 5 | | Gap | Short- term | Long- term | Representation | LMA |
| Employ | Employment Equity Occupational Group (EEOG) | | (1 to 3 | (+3 | | |
| | | | years) | years) | | |
| # | Description | # | % | % | % | % |
| 01/02 | Managers | -3 | 4.3 | 4.3 | 0.0 | 4.3 |
| 03 | Professionals | -3 | 3.8 | 3.8 | 1.0 | 3.8 |
| 04 | Semi-Professionals & Technicians | -1 | 4.6 | 4.6 | 0.0 | 4.6 |
| 07 | Admin & Senior Clerical Personnel | -1 | 3.4 | 3.4 | 0.0 | 3.4 |

Observations: None

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, considering their unique circumstances, I recommend the closing letter include the following:

- We have seen a stagnation or slight decrease in the value of the gaps between the two compliance assessments except in the category of Professionals for Visible Minorities where the gap has almost doubled since the first assessment. The workforce analysis also reveals a high gap for women in the Middle and Other Management category. We recommend that you pay particular attention to these two categories in the recruitment and promotion process.
- This would allow L-3 Communications MAPPS Inc. to focus its efforts on the early stages of the recruitment process to ensure that there are no barriers to employment equity in order to be able to meet the objectives set during this assessment.

Name of Analyst: Maurice N. Yakibonge

Date: 2018-11-28

From: Yakibonge, Ntambwe N [NC] On Behalf Of EE-EME

Sent: January 11, 2019 2:12 PM

To: 'Anna.Battisti@L3T.com' <Anna.Battisti@L3T.com>

Cc: 'Marlene.Morissette@L3T.com' < Marlene.Morissette@L3T.com>

Subject: Government of Canada Agreement Number: 10000085 - Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Anna Battisti:

I am writing to inform you that the subsequent compliance assessment initiated on September 18, 2018, has been completed. As a result of the assessment, L-3 Communications MAPPS Inc. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

The purpose of this subsequent assessment was to verify whether or not L-3 Communications MAPPS Inc. 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 L-3 Communications MAPPS Inc.'s employment equity program.

- We found stagnation or a slight decrease in the gaps between the two compliance assessments, except in the Professionals category for Visible Minorities where the gap has almost doubled since the first assessment. The workforce analysis also reveals a high gap for women in the Middle and Other Management category. We recommend that you pay particular attention to these two categories in your recruitment and promotion process.
- L-3 Communications MAPPS Inc. could then focus its efforts on the early stages of the recruitment process to ensure that there are no barriers preventing employment equity from being achieved in order to be able to meet the objectives set during this evaluation.

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 September 18, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When L-3 Communications MAPPS Inc. 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, L-3 Communications MAPPS Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.



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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish L-3 Communications MAPPS Inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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