



Human Resources and Skills Development Canada  
Labour Program  
Federal Contractors Program

Ressources humaines et Développement des compétences Canada

**BEST AVAILABLE COPY**

OFFICIAL USE ONLY
Agreement N°: 060961

s.19(1)  
s.24(1)

### Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization Lowe-Martin Company Inc	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) The Lowe-Martin Group	Procurement Business Number [Redacted]
Organization's North American Industry Classification System (NAICS) Code N° 323	Total number of employees in Canada (Full-Time/Part-Time/Temporary) ~530 To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02-eng.htm</a>

Official use only (If information above is incorrect)		
Procurement Business Number 1359 40559 PG-0001	Total number of employees in Canada	Organization's NAICS Code No 32311

HEAD OFFICE			
Address (building number, street, suite, etc.) 400 Hunt Club Road	City Ottawa	Province ON	Postal Code K1V 1C1
	Telephone Number 613.741.0962	Fax Number 613.741.5328	

EMPLOYMENT EQUITY CONTACT	
Name (print) Karen Poisson	Title Manager - Human Resources and Compensation
Telephone Number 613.741.0962	E-mail Address karen.poisson@lmgroupp.com

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Steve Grievesson	Title Vice President - Human Resources and Org Dev
Telephone Number 613.741.0962	E-mail Address steve.grievesson@lmgroupp.com
[Redacted]	Date 2013-07-15

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



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

Reporting Period 2015-07-10 to 2018-12-31

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)



	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	656	3	0	659	Toronto	210	0	0	210
Total Employees in Canada				659	Ottawa - Gatineau	446	3	0	449
					Total Employees in Canada				659



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-07-10 to 2018-12-31

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$ 60,000 - \$64,999	4	2	2										
	3	2	2										
	2	13	10	3									
	1	9	4	5							1		1
	<b>Total</b>		26	18	8							1	
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$ 30,000 - \$34,999	4	4	3	1									
	3	8	6	2							1	1	
	2	21	14	7	1	1		1	1		4	4	
	1	11	7	4				1		1	6	5	1
	<b>Total</b>		44	30	14	1	1		2	1	1	11	10
<b>Professionals</b>  Top Range: \$ 90,000 - \$94,999  Bottom Range: \$ 45,000 - \$49,999	4	5	4	1							3	3	
	3	2	1	1									
	2	6	3	3							1		1
	1	7	4	3							1		1
	<b>Total</b>		20	12	8							5	3
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: \$ 50,000 - \$54,999	4	1	1										
	3												
	2	2	1	1							1	1	
	1	3	2	1									
	<b>Total</b>		6	4	2							1	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-07-10 to 2018-12-31

005207

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: \$ 65,000 - \$69,999  Bottom Range: \$ 30,000 - \$34,999	4	1		1									
	3	3	2	1									
	2	1	1										
	1	1	1								1	1	
	<b>Total</b>		6	4	2							1	1
<b>Supervisors: Crafts and Trades</b>  Top Range: \$ 80,000 - \$84,999  Bottom Range: \$ 35,000 - \$39,999	4	4	4		1	1					1	1	
	3	6	4	2							2	1	1
	2	7	5	2							2	2	
	1	3	1	2									
	<b>Total</b>		20	14	6	1	1					5	4
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 50,000 - \$54,999  Bottom Range: \$ 40,000 - \$44,999	4	2	1	1									
	3												
	2	1		1							1		1
	1	1		1									
	<b>Total</b>		4	1	3							1	
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	1	1										
	3												
	2												
	1	52	50	2	2	2		3	3		7	7	
	<b>Total</b>		53	51	2	2	2	3	3		7	7	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-07-10 to 2018-12-31

005208

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Clerical Personnel</b>  Top Range: \$100,000 and over  Bottom Range: \$ 25,000 - \$29,999	4	1	1										
	3												
	2												
	1	85	41	44	1	1		4	3	1	16	9	7
	<b>Total</b>	86	42	44	1	1		4	3	1	16	9	7
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$100,000 and over  Bottom Range: \$ 5,000 - \$ 9,999	4	1	1										
	3	1		1									
	2	6	5	1							1		1
	1	78	33	45				2		2	6		6
	<b>Total</b>	86	39	47				2		2	7		7
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 80,000 - \$84,999  Bottom Range: Under \$5,000	4	8	8								3	3	
	3	82	75	7	1	1		2	2		21	18	3
	2	92	58	34				1	1		43	27	16
	1	1		1							1		1
	<b>Total</b>	183	141	42	1	1		3	3		68	48	20
<b>Other Sales and Service Personnel</b>  Top Range: \$ 30,000 - \$34,999  Bottom Range: \$ 20,000 - \$24,999	4	1	1										
	3												
	2	1	1										
	1	3	2	1							2	1	1
	<b>Total</b>	5	4	1							2	1	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-07-10 to 2018-12-31

005209

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Other Manual Workers</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000	4	1	1										
	3												
	2												
	1	116	73	43	1	1		1		1	48	27	21
	<b>Total</b>	117	74	43	1	1		1		1	48	27	21
<b>Total Number of Employees</b>		<b>656</b>	<b>434</b>	<b>222</b>	<b>7</b>	<b>7</b>		<b>15</b>	<b>10</b>	<b>5</b>	<b>173</b>	<b>111</b>	<b>62</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2015-07-10 to 2018-12-31

005210

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Clerical Personnel</b>  Top Range: \$ 30,000 - \$34,999  Bottom Range: \$ 25,000 - \$29,999	4	1		1							1		1
	3												
	2												
	1	1		1									
	<b>Total</b>		2		2							1	
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 35,000 - \$39,999  Bottom Range: \$ 35,000 - \$39,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>		1		1								
<b>Total Number of Employees</b>		<b>3</b>		<b>3</b>							<b>1</b>		<b>1</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Temporary / National

Reporting Period 2015-07-10 to 2018-12-31

005211

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>		1	1									
<b>Total Number of Employees</b>		1	1										





**Low-Martin Company. Inc. (certificate # V060961)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Full-Time / National**  
**Reporting Period 2015-07-10 to 2018-12-31**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$15,000</b>	5	2	3							1		1
<b>\$ 15,000 - \$19,999</b>	2	1	1							1		1
<b>\$ 20,000 - \$24,999</b>	55	31	24							31	17	14
<b>\$ 25,000 - \$29,999</b>	74	44	30	1	1		2	1	1	31	17	14
<b>\$ 30,000 - \$34,999</b>	68	38	30							25	16	9
<b>\$ 35,000 - \$37,499</b>	44	31	13	1	1		3	1	2	8	6	2
<b>\$ 37,500 - \$39,999</b>	23	18	5							6	5	1
<b>\$ 40,000 - \$44,999</b>	58	36	22	1	1		4	3	1	11	7	4
<b>\$ 45,000 - \$49,999</b>	64	38	26				1	1		19	13	6
<b>\$ 50,000 - \$59,999</b>	116	86	30	1	1		3	2	1	20	14	6
<b>\$ 60,000 - \$69,999</b>	57	40	17	1	1		2	2		10	8	2
<b>\$ 70,000 - \$84,999</b>	41	30	11	2	2					6	5	1
<b>\$ 85,000 - \$99,999</b>	13	10	3							3	3	
<b>\$100,000 and over</b>	36	29	7							1		1
<b>Total Number of Employees</b>	656	434	222	7	7		15	10	5	173	111	62



**Low-Martin Company. Inc. (certificate # V060961)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Part-Time / National**  
**Reporting Period 2015-07-10 to 2018-12-31**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 25,000 - \$29,999	1		1									
\$ 30,000 - \$34,999	1		1							1		1
\$ 35,000 - \$39,999	1		1									
<b>Total Number of Employees</b>	<b>3</b>		<b>3</b>							<b>1</b>		<b>1</b>



**Low-Martin Company. Inc. (certificate # V060961)**  
**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Temporary / National**  
**Reporting Period 2015-07-10 to 2018-12-31**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Under \$5,000</b>	<b>1</b>	<b>1</b>										
<b>Total Number of Employees</b>	<b>1</b>	<b>1</b>										



**Low-Martin Company. Inc. (certificate # V060961)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / National**  
**Reporting Period 2015-07-10 to 2018-12-31**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	5	3	2									
Middle and Other Managers	13	12	1				1	1		5	5	
Professionals	8	5	3	1		1				2	2	
Semi-Professionals and Technicians	3	2	1									
Supervisors	1	1										
Supervisors: Crafts and Trades	3	3								1	1	
Administrative and Senior Clerical Personnel	2	1	1							2	1	1
Skilled Crafts and Trades Workers	12	10	2				1	1		2	2	
Clerical Personnel	41	20	21	1	1		1	1		11	6	5
Intermediate Sales and Service Personnel	34	16	18	1		1	1		1	2		2
Semi-Skilled Manual Workers	39	29	10							11	7	4
Other Sales and Service Personnel	2	2										
Other Manual Workers	32	23	9	1	1		1	1		10	7	3
<b>Total Number of Employees Hired</b>	<b>195</b>	<b>127</b>	<b>68</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>1</b>	<b>46</b>	<b>31</b>	<b>15</b>



**Low-Martin Company. Inc. (certificate # V060961)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Temporary / National**  
**Reporting Period 2015-07-10 to 2018-12-31**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	1	1										
<b>Professionals</b>	4	1	3							1		1
<b>Semi-Professionals and Technicians</b>	2	2								1	1	
<b>Skilled Crafts and Trades Workers</b>	2	2					1	1				
<b>Clerical Personnel</b>	2	2										
<b>Intermediate Sales and Service Personnel</b>	4	1	3							2	1	1
<b>Semi-Skilled Manual Workers</b>	12	8	4				2	1	1	4	3	1
<b>Other Manual Workers</b>	9	8	1									
<b>Total Number of Employees Hired</b>	36	25	11				3	2	1	8	5	3



**Low-Martin Company. Inc. (certificate # V060961)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / National**  
**Reporting Period 2015-07-10 to 2018-12-31**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	11	7	4							1		1
<b>Middle and Other Managers</b>	23	20	3	1	1		1	1		7	7	
<b>Professionals</b>	9	5	4							2	1	1
<b>Semi-Professionals and Technicians</b>	3	2	1							1	1	
<b>Supervisors</b>	2	1	1									
<b>Supervisors: Crafts and Trades</b>	8	6	2	1	1					3	2	1
<b>Administrative and Senior Clerical Personnel</b>	3	2	1									
<b>Skilled Crafts and Trades Workers</b>	13	13					1	1		2	2	
<b>Clerical Personnel</b>	35	13	22				2	2		8	3	5
<b>Intermediate Sales and Service Personnel</b>	24	6	18	1		1				2	1	1
<b>Semi-Skilled Manual Workers</b>	54	40	14				1		1	25	16	9
<b>Other Manual Workers</b>	50	34	16	1	1					27	16	11
<b>Total Number of Employees Promoted</b>	235	149	86	4	3	1	5	4	1	78	49	29
<b>Total Number of Promotions</b>	318	201	117	4	3	1	7	6	1	99	61	38



**Lowe-Martin Company. Inc. (certificate # V060961)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Part-Time / National**  
**Reporting Period 2015-07-10 to 2018-12-31**

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



**Lowe-Martin Company. Inc. (certificate # V060961)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Temporary / National**  
**Reporting Period 2015-07-10 to 2018-12-31**

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





FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2015-07-10 to 2018-12-31

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	5	3	2									
Middle and Other Managers	18	14	4							3	2	1
Professionals	10	4	6	1		1						
Semi-Professionals and Technicians	2	2										
Supervisors: Crafts and Trades	2	2								1	1	
Administrative and Senior Clerical Personnel	2	2								1	1	
Skilled Crafts and Trades Workers	12	11	1							1	1	
Clerical Personnel	31	15	16				1	1		7	3	4
Intermediate Sales and Service Personnel	35	22	13	1		1				3	2	1
Semi-Skilled Manual Workers	32	23	9				1		1	7	5	2
Other Sales and Service Personnel	1	1										
Other Manual Workers	22	16	6	1	1		1	1		8	5	3
<b>Total Number of Employees Terminated</b>	<b>172</b>	<b>115</b>	<b>57</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>31</b>	<b>20</b>	<b>11</b>



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED  
 Temporary / National  
 Reporting Period 2015-07-10 to 2018-12-31

005221

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1										
Professionals	5	1	4							1		1
Semi-Professionals and Technicians	2	2								1	1	
Skilled Crafts and Trades Workers	2	2					1	1				
Clerical Personnel	2	2										
Intermediate Sales and Service Personnel	3	1	2							2	1	1
Semi-Skilled Manual Workers	9	6	3				2	1	1	4	3	1
Other Manual Workers	6	6										
<b>Total Number of Employees Terminated</b>	<b>30</b>	<b>21</b>	<b>9</b>				<b>3</b>	<b>2</b>	<b>1</b>	<b>8</b>	<b>5</b>	<b>3</b>



Workplace Equity Information Management System - Lowe-Martin Company, Inc.

Workforce Analysis - Detailed Report

Date: 2018-01-02

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	28	9	32.1 %	27.6 %	8	1	National
<b>02 : Middle and Other Managers</b>	National	52	14	26.9 %	39.4 %	20	-6	National
<b>03 : Professionals</b>		28	13	46.4 %	39.3 %	11	2	
1112 : Financial and investment analysts	National	1	0	0.0 %	44.9 %	0	0	National
1121 : Human resources professionals	National	5	4	80.0 %	73.2 %	4	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	2	100.0 %	66.6 %	1	1	National
2141 : Industrial and manufacturing engineers	National	2	0	0.0 %	20.4 %	0	0	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	27.7 %	0	0	National
2172 : Database analysts and data administrators	National	7	3	42.9 %	33.0 %	2	1	National
2174 : Computer programmers and interactive media developers	National	5	1	20.0 %	16.6 %	1	0	National
2175 : Web designers and developers	National	4	2	50.0 %	30.8 %	1	1	National
4163 : Business development officers and marketing researchers and consultants	National	1	1	100.0 %	51.3 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		8	2	25.0 %	25.6 %	2	0	
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	1	0	0.0 %	18.6 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	1	100.0 %	42.6 %	0	1	Ontario
2282 : User support technicians	Ontario	6	1	16.7 %	23.9 %	1	0	Ontario
<b>05 : Supervisors</b>		5	2	40.0 %	51.9 %	3	-1	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	2	1	50.0 %	51.8 %	1	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	3	1	33.3 %	52.0 %	2	-1	Toronto
<b>06 : Supervisors: Crafts and Trades</b>		19	5	26.3 %	30.3 %	6	-1	
7303 : Supervisors, printing and related occupations	Ontario	19	5	26.3 %	30.3 %	6	-1	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		4	2	50.0 %	77.4 %	3	-1	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	3	2	66.7 %	76.8 %	2	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	79.1 %	1	-1	Toronto



Workplace Equity Information Management System - Lowe-Martin Company, Inc.

Workforce Analysis - Detailed Report

Date: 2018-01-02

005223

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>09 : Skilled Crafts and Trades Workers</b>		52	0	0.0 %	14.8 %	8	-8	
7311 : Construction millwrights and industrial mechanics	Ontario	8	0	0.0 %	1.4 %	0	0	Ontario
7381 : Printing press operators	Ontario	44	0	0.0 %	17.2 %	8	-8	Ontario
<b>10 : Clerical Personnel</b>		95	47	49.5 %	65.6 %	62	-15	
Employment Equity Occupational Group	Ottawa - Gatineau	66	31	47.0 %	65.7 %	43	-12	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	29	16	55.2 %	65.5 %	19	-3	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		107	53	49.5 %	64.1 %	69	-16	
Employment Equity Occupational Group	Ottawa - Gatineau	59	33	55.9 %	62.8 %	37	-4	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	48	20	41.7 %	65.7 %	32	-12	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		192	44	22.9 %	14.7 %	28	16	
Employment Equity Occupational Group	Ottawa - Gatineau	124	24	19.4 %	11.8 %	15	9	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	68	20	29.4 %	20.1 %	14	6	Toronto
<b>13 : Other Sales and Service Personnel</b>		5	1	20.0 %	49.8 %	2	-1	
Employment Equity Occupational Group	Ottawa - Gatineau	5	1	20.0 %	49.8 %	2	-1	Ottawa - Gatineau
<b>14 : Other Manual Workers</b>		123	46	37.4 %	12.2 %	15	31	
Employment Equity Occupational Group	Ottawa - Gatineau	110	37	33.6 %	9.9 %	11	26	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	13	9	69.2 %	31.3 %	4	5	Toronto
<b>Total</b>		<b>718</b>	<b>238</b>	<b>33.1 %</b>	<b>33.0 %</b>	<b>237</b>	<b>1</b>	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2018-01-02

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	28	0	0.0 %	3.2 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	52	1	1.9 %	2.7 %	1	0	National
<b>03 : Professionals</b>		28	1	3.6 %	1.7 %	0	1	
1112 : Financial and investment analysts	National	1	0	0.0 %	0.8 %	0	0	National
1121 : Human resources professionals	National	5	0	0.0 %	3.1 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	1	50.0 %	2.1 %	0	1	National
2141 : Industrial and manufacturing engineers	National	2	0	0.0 %	0.9 %	0	0	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	1.3 %	0	0	National
2172 : Database analysts and data administrators	National	7	0	0.0 %	1.5 %	0	0	National
2174 : Computer programmers and interactive media developers	National	5	0	0.0 %	1.1 %	0	0	National
2175 : Web designers and developers	National	4	0	0.0 %	1.6 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	2.0 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		8	0	0.0 %	1.5 %	0	0	
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	1	0	0.0 %	1.4 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	3.0 %	0	0	Ontario
2282 : User support technicians	Ontario	6	0	0.0 %	1.3 %	0	0	Ontario
<b>05 : Supervisors</b>		5	0	0.0 %	1.8 %	0	0	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	2	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	3	0	0.0 %	0.9 %	0	0	Toronto
<b>06 : Supervisors: Crafts and Trades</b>		19	1	5.3 %	1.1 %	0	1	
7303 : Supervisors, printing and related occupations	Ontario	19	1	5.3 %	1.1 %	0	1	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		4	0	0.0 %	2.8 %	0	0	
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	3	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	1	0	0.0 %	0.8 %	0	0	Toronto



## Workforce Analysis - Detailed Report

Date: 2018-01-02

### Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>09 : Skilled Crafts and Trades Workers</b>		52	2	3.8 %	2.3 %	1	1	
7311 : Construction millwrights and industrial mechanics	Ontario	8	0	0.0 %	3.0 %	0	0	Ontario
7381 : Printing press operators	Ontario	44	2	4.5 %	2.2 %	1	1	Ontario
<b>10 : Clerical Personnel</b>		95	1	1.1 %	2.7 %	3	-2	
Employment Equity Occupational Group	Ottawa - Gatineau	66	1	1.5 %	3.5 %	2	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	29	0	0.0 %	0.8 %	0	0	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		107	1	0.9 %	2.1 %	2	-1	
Employment Equity Occupational Group	Ottawa - Gatineau	59	1	1.7 %	3.1 %	2	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	48	0	0.0 %	0.8 %	0	0	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		192	1	0.5 %	2.7 %	5	-4	
Employment Equity Occupational Group	Ottawa - Gatineau	124	1	0.8 %	3.7 %	5	-4	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	68	0	0.0 %	0.8 %	1	-1	Toronto
<b>13 : Other Sales and Service Personnel</b>		5	0	0.0 %	3.7 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	5	0	0.0 %	3.7 %	0	0	Ottawa - Gatineau
<b>14 : Other Manual Workers</b>		123	1	0.8 %	4.4 %	5	-4	
Employment Equity Occupational Group	Ottawa - Gatineau	110	1	0.9 %	4.8 %	5	-4	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	13	0	0.0 %	1.0 %	0	0	Toronto
<b>Total</b>		<b>718</b>	<b>9</b>	<b>1.2 %</b>	<b>2.8 %</b>	<b>18</b>	<b>-9</b>	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2018-01-02

### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	28	1	3.6 %	11.5 %	3	-2	National
<b>02 : Middle and Other Managers</b>	National	52	11	21.2 %	17.6 %	9	2	National
<b>03 : Professionals</b>		28	5	17.9 %	29.3 %	8	-3	
1112 : Financial and investment analysts	National	1	0	0.0 %	37.8 %	0	0	National
1121 : Human resources professionals	National	5	2	40.0 %	16.7 %	1	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	0	0.0 %	18.8 %	0	0	National
2141 : Industrial and manufacturing engineers	National	2	0	0.0 %	33.9 %	1	-1	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	38.6 %	0	0	National
2172 : Database analysts and data administrators	National	7	0	0.0 %	35.5 %	2	-2	National
2174 : Computer programmers and interactive media developers	National	5	2	40.0 %	34.2 %	2	0	National
2175 : Web designers and developers	National	4	1	25.0 %	27.5 %	1	0	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	25.7 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		8	1	12.5 %	36.0 %	3	-2	
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	1	0	0.0 %	37.0 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	18.0 %	0	0	Ontario
2282 : User support technicians	Ontario	6	1	16.7 %	38.8 %	2	-1	Ontario
<b>05 : Supervisors</b>		5	1	20.0 %	37.4 %	2	-1	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	16.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	3	1	33.3 %	51.5 %	2	-1	Toronto
<b>06 : Supervisors: Crafts and Trades</b>		19	6	31.6 %	25.6 %	5	1	
7303 : Supervisors, printing and related occupations	Ontario	19	6	31.6 %	25.6 %	5	1	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		4	1	25.0 %	20.7 %	1	0	
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	14.1 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	40.6 %	0	1	Toronto



Workplace Equity Information Management System - Lowe-Martin Company, Inc.

Workforce Analysis - Detailed Report

Date: 2018-01-02

005227

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>09 : Skilled Crafts and Trades Workers</b>		52	7	13.5 %	25.5 %	13	-6	
7311 : Construction millwrights and industrial mechanics	Ontario	8	2	25.0 %	12.9 %	1	1	Ontario
7381 : Printing press operators	Ontario	44	5	11.4 %	27.8 %	12	-7	Ontario
<b>10 : Clerical Personnel</b>		95	14	14.7 %	28.6 %	27	-13	
Employment Equity Occupational Group	Ottawa - Gatineau	66	8	12.1 %	18.2 %	12	-4	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	29	6	20.7 %	52.2 %	15	-9	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		107	8	7.5 %	38.8 %	42	-34	
Employment Equity Occupational Group	Ottawa - Gatineau	59	3	5.1 %	25.9 %	15	-12	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	48	5	10.4 %	54.7 %	26	-21	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		192	69	35.9 %	35.5 %	68	1	
Employment Equity Occupational Group	Ottawa - Gatineau	124	32	25.8 %	20.4 %	25	7	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	68	37	54.4 %	62.9 %	43	-6	Toronto
<b>13 : Other Sales and Service Personnel</b>		5	2	40.0 %	28.6 %	1	1	
Employment Equity Occupational Group	Ottawa - Gatineau	5	2	40.0 %	28.6 %	1	1	Ottawa - Gatineau
<b>14 : Other Manual Workers</b>		123	50	40.7 %	17.9 %	22	28	
Employment Equity Occupational Group	Ottawa - Gatineau	110	47	42.7 %	13.4 %	15	32	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	13	3	23.1 %	56.3 %	7	-4	Toronto
<b>Total</b>		<b>718</b>	<b>176</b>	<b>24.5 %</b>	<b>28.5 %</b>	<b>204</b>	<b>-28</b>	

Total may not equal sum of components due to rounding.

Sources: 2011 National Household Survey and employer's internal data





### Workforce Analysis - Detailed Report

Date: 2018-01-02

#### Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	80	2	2.5 %	5.0 %	4	-2	National
03 : Professionals	National	28	0	0.0 %	8.9 %	2	-2	National
04 : Semi-Professionals and Technicians	National	8	0	0.0 %	7.6 %	1	-1	National
05 : Supervisors	National	5	0	0.0 %	27.5 %	1	-1	National
06 : Supervisors: Crafts and Trades	National	19	0	0.0 %	10.1 %	2	-2	National
07 : Administrative and Senior Clerical Personnel	National	4	0	0.0 %	10.0 %	0	0	National
09 : Skilled Crafts and Trades Workers	National	52	2	3.8 %	7.8 %	4	-2	National
10 : Clerical Personnel	National	95	4	4.2 %	9.3 %	9	-5	National
11 : Intermediate Sales and Service Personnel	National	107	1	0.9 %	10.8 %	12	-11	National
12 : Semi-Skilled Manual Workers	National	192	4	2.1 %	10.3 %	20	-16	National
13 : Other Sales and Service Personnel	National	5	0	0.0 %	10.7 %	1	-1	National
14 : Other Manual Workers	National	123	1	0.8 %	6.8 %	8	-7	National
<b>Total</b>		<b>718</b>	<b>14</b>	<b>1.9 %</b>	<b>8.9 %</b>	<b>64</b>	<b>-50</b>	

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



**Workforce Analysis - Detailed Report**

Date: 2018-01-02

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

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



### Workforce Analysis - Detailed Report

Date: 2018-01-02

#### WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - Lowe-Martin Company, Inc.

**Workforce Analysis - Summary Report**

Date: 2018-12-31

**Women**

Employment Equity Occupational Group	Women					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	26	8	30.8 %	27.6 %	7	1
02 : Middle and Other Managers	44	14	31.8 %	39.4 %	17	-3
03 : Professionals	20	8	40.0 %	41.9 %	8	0
04 : Semi-Professionals and Technicians	6	2	33.3 %	26.1 %	2	0
05 : Supervisors	6	2	33.3 %	51.9 %	3	-1
06 : Supervisors: Crafts and Trades	20	6	30.0 %	29.0 %	6	0
07 : Administrative and Senior Clerical Personnel	4	3	75.0 %	76.8 %	3	0
09 : Skilled Crafts and Trades Workers	53	2	3.8 %	14.5 %	8	-6
10 : Clerical Personnel	88	46	52.3 %	65.6 %	58	-12
11 : Intermediate Sales and Service Personnel	87	48	55.2 %	64.3 %	56	-8
12 : Semi-Skilled Manual Workers	184	42	22.8 %	14.9 %	27	15
13 : Other Sales and Service Personnel	5	1	20.0 %	49.8 %	2	-1
14 : Other Manual Workers	117	43	36.8 %	12.3 %	14	29
<b>Total</b>	<b>660</b>	<b>225</b>	<b>34.1 %</b>	<b>32.1 %</b>	<b>211</b>	<b>14</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-12-31

#### Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	26	0	0.0 %	3.2 %	1	-1
02 : Middle and Other Managers	44	1	2.3 %	2.7 %	1	0
03 : Professionals	20	0	0.0 %	1.8 %	0	0
04 : Semi-Professionals and Technicians	6	0	0.0 %	1.6 %	0	0
05 : Supervisors	6	0	0.0 %	2.0 %	0	0
06 : Supervisors: Crafts and Trades	20	1	5.0 %	1.1 %	0	1
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	3.4 %	0	0
09 : Skilled Crafts and Trades Workers	53	2	3.8 %	2.3 %	1	1
10 : Clerical Personnel	88	1	1.1 %	2.6 %	2	-1
11 : Intermediate Sales and Service Personnel	87	0	0.0 %	1.9 %	2	-2
12 : Semi-Skilled Manual Workers	184	1	0.5 %	2.7 %	5	-4
13 : Other Sales and Service Personnel	5	0	0.0 %	3.7 %	0	0
14 : Other Manual Workers	117	1	0.9 %	4.3 %	5	-4
<b>Total</b>	<b>660</b>	<b>7</b>	<b>1.1 %</b>	<b>2.8 %</b>	<b>17</b>	<b>-10</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-12-31

#### Members of Visible Minorities

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	26	1	3.8 %	11.5 %	3	-2
02 : Middle and Other Managers	44	11	25.0 %	17.6 %	8	3
03 : Professionals	20	5	25.0 %	28.5 %	6	-1
04 : Semi-Professionals and Technicians	6	1	16.7 %	35.0 %	2	-1
05 : Supervisors	6	1	16.7 %	33.9 %	2	-1
06 : Supervisors: Crafts and Trades	20	5	25.0 %	25.1 %	5	0
07 : Administrative and Senior Clerical Personnel	4	1	25.0 %	14.1 %	1	0
09 : Skilled Crafts and Trades Workers	53	7	13.2 %	25.3 %	13	-6
10 : Clerical Personnel	88	17	19.3 %	29.4 %	26	-9
11 : Intermediate Sales and Service Personnel	87	7	8.0 %	40.8 %	35	-28
12 : Semi-Skilled Manual Workers	184	68	37.0 %	36.1 %	66	2
13 : Other Sales and Service Personnel	5	2	40.0 %	28.6 %	1	1
14 : Other Manual Workers	117	48	41.0 %	18.2 %	21	27
<b>Total</b>	<b>660</b>	<b>174</b>	<b>26.4 %</b>	<b>28.8 %</b>	<b>189</b>	<b>-15</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-12-31

#### Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	70	2	2.9 %	5.0 %	4	-2
03 : Professionals	20	0	0.0 %	8.9 %	2	-2
04 : Semi-Professionals and Technicians	6	0	0.0 %	7.6 %	0	0
05 : Supervisors	6	0	0.0 %	27.5 %	2	-2
06 : Supervisors: Crafts and Trades	20	0	0.0 %	10.1 %	2	-2
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	10.0 %	0	0
09 : Skilled Crafts and Trades Workers	53	3	5.7 %	7.8 %	4	-1
10 : Clerical Personnel	88	4	4.5 %	9.3 %	8	-4
11 : Intermediate Sales and Service Personnel	87	2	2.3 %	10.8 %	9	-7
12 : Semi-Skilled Manual Workers	184	3	1.6 %	10.3 %	19	-16
13 : Other Sales and Service Personnel	5	0	0.0 %	10.7 %	1	-1
14 : Other Manual Workers	117	1	0.9 %	6.8 %	8	-7
<b>Total</b>	<b>660</b>	<b>15</b>	<b>2.3 %</b>	<b>8.9 %</b>	<b>59</b>	<b>-44</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2018-12-31

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

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





### Workforce Analysis - Summary Report

Date: 2018-12-31

#### WFA Defaults - Persons with Disabilities

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







**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Lowe-Martin**  
**2019-01-01**

**Data from First/Previous Workforce Analysis**



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	January	1

**Data from Subsequent/Current Workforce Analysis**



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	December	31

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
01/02	Managers	77	1	4.3
03	Professionals	23	0	3.8
04	Semi-Professionals & Technicians	5	0	4.6
05	Supervisors	4	0	13.9
06	Supervisors: Crafts & Trades	20	0	7.8
07	Administrative & Senior Clerical Personnel	4	0	3.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	52	2	3.8
10	Clerical Personnel	77	3	7.0
11	Intermediate Sales & Service Personnel	88	2	5.6
12	Semi-Skilled Manual Workers	180	3	4.8
13	Other Sales & Service Personnel	4	0	6.3
14	Other Manual Workers	110	1	5.3
<b>Total</b>		<b>644</b>	<b>12</b>	<b>5.2</b>

\* Source:

		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
	69	2	5.0	
	20	0	8.9	
	6	0	7.6	
	5	0	27.5	
	20	0	10.1	
	4	0	10.0	
	0	0	0.0	
	53	3	7.8	
	87	3	9.3	
	87	2	10.8	
	183	3	10.3	
	5	0	10.7	
	118	1	6.8	
	<b>657</b>	<b>14</b>	<b>8.9</b>	

\* Source:

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Low-Martin**

**2019-01-01**

Start Date of Flow Data		
YYYY	MM	DD
2016	1	1

End Date of Flow Data		
YYYY	MM	DD
2018	12	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Employment Equity Occupational Group (EEOG)	Table 1: Women			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	5	2	0	0
02 Middle & Other Managers	10	1	1	0
03 Professionals	6	2	4	3
04 Semi-Professionals & Technicians	2	1	2	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	6	0	2	0
10 Clerical Personnel	28	14	2	0
11 Intermediate Sales & Service Personnel	29	14	3	2
12 Semi-Skilled Manual Workers	28	7	8	2
13 Other Sales & Service Personnel	2	0	0	0
14 Other Manual Workers	20	8	7	0
<b>Total</b>	<b>138</b>	<b>49</b>	<b>29</b>	<b>7</b>

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	11	4	0	0
	21	2	0	0
	6	3	0	0
	1	0	0	0
	1	0	0	0
	6	2	0	0
	3	1	0	0
	0	0	0	0
	12	0	0	0
	30	18	0	0
	23	17	0	0
	45	12	1	1
	0	0	0	0
	24	8	0	0
<b>Total</b>	<b>183</b>	<b>67</b>	<b>1</b>	<b>1</b>

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	2	1	0	0
	10	3	1	0
	3	2	4	3
	0	0	1	0
	0	0	0	0
	0	0	0	0
	1	0	0	0
	0	0	0	0
	7	0	1	0
	9	6	1	0
	17	7	2	1
	14	5	4	2
	1	0	0	0
	9	2	0	0
<b>Total</b>	<b>73</b>	<b>26</b>	<b>14</b>	<b>6</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Lowe-Martin**

**2019-01-01**

Start Date of Flow Data		
YYYY	MM	DD
2016	1	1

End Date of Flow Data		
YYYY	MM	DD
2018	12	31

**Data from Form 4 - Employees Hired**



**Table 2: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#

**Data from Form 5 - Employees Promoted**



**Table 6: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
	#	#	#	#

**Data from Form 6 - Employees Terminated**



**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#

01	Senior Managers	5	0	0	0
02	Middle & Other Managers	10	0	1	0
03	Professionals	6	1	4	0
04	Semi-Professionals & Technicians	2	0	2	0
05	Supervisors	1	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	1	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	6	0	2	0
10	Clerical Personnel	28	1	2	0
11	Intermediate Sales & Service Personnel	29	1	3	0
12	Semi-Skilled Manual Workers	28	0	8	0
13	Other Sales & Service Personnel	2	0	0	0
14	Other Manual Workers	20	0	7	0
<b>Total</b>		<b>138</b>	<b>3</b>	<b>29</b>	<b>0</b>

01	Senior Managers	11	0	0	0
02	Middle & Other Managers	21	1	0	0
03	Professionals	6	0	0	0
04	Semi-Professionals & Technicians	1	0	0	0
05	Supervisors	1	0	0	0
06	Supervisors: Crafts & Trades	6	1	0	0
07	Administrative & Senior Clerical Personnel	3	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	12	0	0	0
10	Clerical Personnel	30	0	0	0
11	Intermediate Sales & Service Personnel	23	1	0	0
12	Semi-Skilled Manual Workers	45	0	1	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	24	1	0	0
<b>Total</b>		<b>183</b>	<b>4</b>	<b>1</b>	<b>0</b>

01	Senior Managers	2	0	0	0
02	Middle & Other Managers	10	0	1	0
03	Professionals	3	0	4	0
04	Semi-Professionals & Technicians	0	0	1	0
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	1	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	7	0	1	0
10	Clerical Personnel	9	0	1	0
11	Intermediate Sales & Service Personnel	17	0	2	0
12	Semi-Skilled Manual Workers	14	0	4	0
13	Other Sales & Service Personnel	1	0	0	0
14	Other Manual Workers	9	0	0	0
<b>Total</b>		<b>73</b>	<b>0</b>	<b>14</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Lowe-Martin**

**2019-01-01**

Start Date of Flow Data		
YYYY	MM	DD
2016	1	1

End Date of Flow Data		
YYYY	MM	DD
2018	12	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	5	0	0
02 Middle & Other Managers	10	1	1	0
03 Professionals	6	0	4	0
04 Semi-Professionals & Technicians	2	0	2	0
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	6	0	2	1
10 Clerical Personnel	28	1	2	0
11 Intermediate Sales & Service Personnel	29	0	3	0
12 Semi-Skilled Manual Workers	28	0	8	2
13 Other Sales & Service Personnel	2	0	0	0
14 Other Manual Workers	20	0	7	0
<b>Total</b>	<b>138</b>	<b>2</b>	<b>29</b>	<b>3</b>

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
11	0	0	0
21	1	0	0
6	0	0	0
1	0	0	0
1	0	0	0
6	0	0	0
3	0	0	0
0	0	0	0
12	1	0	0
30	2	0	0
23	0	0	0
45	0	1	0
0	0	0	0
24	0	0	0
<b>183</b>	<b>4</b>	<b>1</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
2	0	0	0
10	0	1	0
3	0	4	0
0	0	1	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
7	0	1	1
9	0	1	0
17	0	2	0
14	1	4	0
1	0	0	0
9	0	0	0
<b>73</b>	<b>1</b>	<b>14</b>	<b>1</b>



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Lowe-Martin**

**2019-01-01**

Start Date of Flow Data		
YYYY	MM	DD
2016	1	1

End Date of Flow Data		
YYYY	MM	DD
2018	12	31

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 4: Members of Visible Minorities**

**Table 8: Members of Visible Minorities**

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	5	0	0
02 Middle & Other Managers	10	4	1	0
03 Professionals	6	1	4	1
04 Semi-Professionals & Technicians	2	0	2	1
05 Supervisors	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	6	2	2	0
10 Clerical Personnel	28	5	2	0
11 Intermediate Sales & Service Personnel	29	2	3	2
12 Semi-Skilled Manual Workers	28	6	8	4
13 Other Sales & Service Personnel	2	0	0	0
14 Other Manual Workers	20	7	7	0
<b>Total</b>	<b>138</b>	<b>28</b>	<b>29</b>	<b>8</b>

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
11	1	0	0
21	7	0	0
6	2	0	0
1	1	0	0
1	0	0	0
6	3	0	0
3	0	0	0
0	0	0	0
12	2	0	0
30	7	0	0
23	1	0	0
45	22	1	0
0	0	0	0
24	11	0	0
<b>183</b>	<b>57</b>	<b>1</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
2	0	0	0
10	3	1	0
3	0	4	0
0	0	1	1
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
7	1	1	0
9	4	1	0
17	3	2	2
14	2	4	1
1	0	0	0
9	4	0	0
<b>73</b>	<b>17</b>	<b>14</b>	<b>4</b>

Federal Contractors Program Achievement Report

005245

Part 3: Goals

Low-Martin

2019-01-01

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)	All Employees								First/Previous Short-term Goals											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2016
	2016-January-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-January-1	Annually	Over 3 Years	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	25	0.0%	1.0%	1	8.0%	4.0%	3	4	8	4.0%	1	0	0	10.0%	27.6%	1	0	32.0%	26.9%	
02 Middle & Other Managers	52	-5.4%	6.3%	10	22.9%	6.3%	10	20	17	6.3%	3	10	9	45.0%	39.4%	-3	-1	32.7%	37.1%	
03 Professionals	23	-4.6%	-13.0%	-9	32.6%	23.3%	16	7	12	23.3%	8	2	4	40.0%	45.0%	2	2	52.2%	57.1%	
04 Semi-Professionals & Tech	5	6.3%	26.0%	4	18.2%	1.0%	0	4	1	1.0%	0	1	1	22.8%	22.8%	0	0	20.0%	22.2%	
05 Supervisors	4	7.7%	1.0%	0	0.0%	1.0%	0	0	2	1.0%	0	0	0	51.9%	51.9%	0	0	50.0%	50.0%	
06 Supervisors: Crafts & Trades	20	0.0%	1.0%	1	0.0%	1.0%	1	2	6	1.0%	0	0	1	30.0%	30.3%	0	1	30.0%	33.3%	
07 Administrative & Sr Clerical	4	0.0%	14.5%	2	25.0%	1.0%	0	2	2	1.0%	0	3	2	75.0%	76.8%	-1	-1	50.0%	66.7%	
08 Skilled Sales & Service	0	0.0%	1.0%	0	0.0%	1.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	52	0.6%	1.0%	2	15.2%	1.0%	2	4	0	1.0%	0	8	2	45.0%	14.5%	-8	-6	0.0%	3.7%	
10 Clerical Personnel	77	4.2%	3.9%	9	12.2%	7.3%	17	26	41	7.3%	9	24	17	65.6%	65.6%	-10	-7	53.2%	57.0%	
11 Intermediate Sales & Service	88	-0.4%	3.0%	8	21.7%	9.1%	24	32	43	9.1%	12	31	21	64.3%	64.3%	-14	-10	48.9%	54.2%	
12 Semi-Skilled Manual	180	0.6%	1.0%	5	9.9%	3.9%	21	26	42	3.9%	5	-10	3	10.0%	14.8%	15	13	23.3%	21.6%	
13 Other Sales & Service	4	7.7%	1.0%	0	22.2%	1.0%	0	0	1	1.0%	0	1	0	49.8%	49.8%	-1	-1	25.0%	25.0%	
14 Other Manual Workers	110	2.4%	1.6%	5	7.9%	1.8%	6	11	41	1.8%	2	-25	1	5.0%	12.1%	28	26	37.3%	34.8%	
Total	644	0.7%		0	13.4%		0	0	216	0.0%	0	-9	0		32.1%	9	9	33.5%	33.5%	

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

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	10.0	0	0.0	
02 Middle & Other Managers	9	45.0	2	0.0	
03 Professionals	4	40.0	0	0.0	
04 Semi-Professionals & Tech	1	22.8	0	0.0	
05 Supervisors	0	51.9	0	0.0	
06 Supervisors: Crafts & Trades	1	30.0	0	0.0	
07 Administrative & Sr Clerical	2	75.0	1	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	2	45.0	8	0.0	
10 Clerical Personnel	17	65.6	7	0.0	
11 Intermediate Sales & Service	21	64.3	10	0.0	
12 Semi-Skilled Manual	3	10.0	0	0.0	
13 Other Sales & Service	0	49.8	1	0.0	

Federal Contractors Program Achievement Report

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Part 3: Goals

Lowe-Martin

2019-01-01

14	Other Manual Workers	1	5.0	0	0.0
Total		0	0.0		0.0

Federal Contractors Program Achievement Report

005247

Part 3: Goals

Low-Martin

2019-01-01

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2016-January-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-January-1	Annually	Over 3 Years	#	#	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	Over 3 Years	#	#	%	%	#	#	%	%
01 Senior Managers	25	0.0%	0.0%	0	8.0%	0.0%	0	0	0	0.0%	0	1	0	10.0%	3.2%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	52	-5.4%	0.0%	0	22.9%	0.0%	0	0	1	0.0%	0	0	0	8.0%	2.7%	0	0	1.9%	1.9%
03 Professionals	23	-4.6%	0.0%	0	32.6%	0.0%	0	0	0	0.0%	0	0	0	5.0%	2.0%	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	5	6.3%	0.0%	0	18.2%	0.0%	0	0	0	0.0%	0	0	0	5.0%	1.3%	0	0	0.0%	0.0%
05 Supervisors	4	7.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	5.0%	1.4%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	20	0.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	-1	0	2.0%	1.1%	1	1	5.0%	5.0%
07 Administrative & Sr Clerical	4	0.0%	0.0%	0	25.0%	0.0%	0	0	0	0.0%	0	0	0	5.0%	3.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	52	0.6%	0.0%	0	15.2%	0.0%	0	0	2	0.0%	0	-1	0	8.0%	2.3%	1	1	3.8%	3.8%
10 Clerical Personnel	77	4.2%	0.0%	0	12.2%	0.0%	0	0	0	0.0%	0	2	0	10.0%	2.7%	-2	-2	0.0%	0.0%
11 Intermediate Sales & Service	88	-0.4%	0.0%	0	21.7%	0.0%	0	0	0	0.0%	0	2	0	5.0%	1.9%	-2	-2	0.0%	0.0%
12 Semi-Skilled Manual	180	0.6%	0.0%	0	9.9%	0.0%	0	0	1	0.0%	0	4	0	5.0%	2.7%	-4	-4	0.6%	0.6%
13 Other Sales & Service	4	7.7%	0.0%	0	22.2%	0.0%	0	0	0	0.0%	0	0	0	10.0%	3.7%	0	0	0.0%	0.0%
14 Other Manual Workers	110	2.4%	0.0%	0	7.9%	0.0%	0	0	1	0.0%	0	4	0	10.0%	4.4%	-4	-4	0.9%	0.9%
Total	644	0.7%		0	13.4%		0	0	6	0.0%	0	12	0		2.8%	-12	-12	0.9%	0.9%

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	10.0	0	0.0	
02 Middle & Other Managers	0	8.0	2	0.0	
03 Professionals	0	5.0	2	0.0	
04 Semi-Professionals & Tech	0	5.0	1	0.0	
05 Supervisors	0	5.0	1	0.0	
06 Supervisors: Crafts & Trades	0	2.0	1	0.0	
07 Administrative & Sr Clerical	0	5.0	1	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	8.0	3	0.0	
10 Clerical Personnel	0	10.0	2	0.0	
11 Intermediate Sales & Service	0	5.0	2	0.0	
12 Semi-Skilled Manual	0	5.0	4	0.0	
13 Other Sales & Service	0	10.0	0	0.0	

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Lowe-Martin

2019-01-01

14	Other Manual Workers	0	10.0	4	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Report

005249

Part 3: Goals

Low-Martin

2019-01-01

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		First/Previous Short-term Goals																		
		All Employees								Persons with Disabilities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2016-January-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-January-1	Annually	Over 3 Years	#	#	%	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	77	-2.7%	26.0%	60	15.5%	0.0%	0	60	1	0.0%	0	5	8	13.0%	4.3%	-2	3	1.3%	6.6%
03	Professionals	23	-4.6%	0.0%	0	32.6%	0.0%	0	0	0	0.0%	0	1	0	13.0%	3.8%	-1	-1	0.0%	0.0%
04	Semi-Professionals & Tech	5	6.3%	0.0%	0	18.2%	0.0%	0	0	0	0.0%	0	0	0	14.0%	4.6%	0	0	0.0%	0.0%
05	Supervisors	4	7.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	40.0%	13.9%	-1	-1	0.0%	0.0%
06	Supervisors: Crafts & Trades	20	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	2	0	22.0%	7.8%	-2	-2	0.0%	0.0%
07	Administrative & Sr Clerical	4	0.0%	0.0%	0	25.0%	0.0%	0	0	0	0.0%	0	0	0	40.0%	3.4%	0	0	0.0%	0.0%
08	Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
09	Skilled Crafts & Trades	52	0.6%	14.5%	23	15.2%	1.9%	3	26	2	1.9%	0	1	3	12.0%	3.8%	0	2	3.8%	6.7%
10	Clerical Personnel	77	4.2%	0.0%	0	12.2%	0.0%	0	0	3	0.0%	0	2	0	13.0%	7.0%	-2	-2	3.9%	3.9%
11	Intermediate Sales & Service	88	-0.4%	0.0%	0	21.7%	0.0%	0	0	2	0.0%	0	3	0	10.0%	5.6%	-3	-3	2.3%	2.3%
12	Semi-Skilled Manual	180	0.6%	0.0%	0	9.9%	0.6%	3	3	3	0.6%	0	6	0	10.0%	4.8%	-6	-6	1.7%	1.7%
13	Other Sales & Service	4	7.7%	0.0%	0	22.2%	0.0%	0	0	0	0.0%	0	0	0	10.0%	6.3%	0	0	0.0%	0.0%
14	Other Manual Workers	110	2.4%	0.0%	0	7.9%	0.0%	0	0	1	0.0%	0	5	0	10.0%	5.3%	-5	-5	0.9%	0.9%
Total		644	0.7%		0	13.4%		0	0	12	0.0%	0	21	0		5.2%	-21	-21	1.9%	1.9%

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	8	5.0	0	0.0	
03	Professionals	0	2.0	1	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	2.0	1	0.0	
06	Supervisors: Crafts & Trades	0	4.0	2	0.0	
07	Administrative & Sr Clerical	0	3.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	3	0.0	0	0.0	
10	Clerical Personnel	0	6.0	2	0.0	
11	Intermediate Sales & Service	0	6.0	3	0.0	
12	Semi-Skilled Manual	0	8.0	6	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	8.0	5	0.0	
Total		0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Lowe-Martin**

**2019-01-01**

005250

Federal Contractors Program Achievement Report

005251

Part 3: Goals

Low-Martin

2019-01-01

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	All Employees																			Members of Visible Minorities				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years					
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2016	2019			
	2016-January-1	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-January-1	Annually	Over 3 Years	#	#	%	%	#	#	%	%					
	#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	#	#	%	%					
01 Senior Managers	25	0.0%	0.0%	0	8.0%	0.0%	0	0	1	0.0%	0	2	0	35.0%	11.5%	-2	-2	4.0%	4.0%					
02 Middle & Other Managers	52	-5.4%	3.2%	5	22.9%	6.3%	10	15	10	6.3%	2	2	2	15.0%	17.6%	1	0	19.2%	17.5%					
03 Professionals	23	-4.6%	18.6%	13	32.6%	0.0%	0	13	3	0.0%	0	7	6	45.0%	27.8%	-3	-1	13.0%	25.0%					
04 Semi-Professionals & Tech	5	6.3%	0.0%	0	18.2%	18.2%	3	3	1	18.2%	1	2	1	30.0%	38.4%	-1	-1	20.0%	20.0%					
05 Supervisors	4	7.7%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	1	0	25.0%	42.7%	-1	-1	25.0%	25.0%					
06 Supervisors: Crafts & Trades	20	0.0%	-5.9%	-4	0.0%	0.0%	0	-4	6	0.0%	0	-2	-1	25.0%	25.6%	1	1	30.0%	31.3%					
07 Administrative & Sr Clerical	4	0.0%	0.0%	0	25.0%	0.0%	0	0	0	0.0%	0	1	0	30.0%	14.1%	-1	-1	0.0%	0.0%					
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
09 Skilled Crafts & Trades	52	0.6%	5.3%	8	15.2%	1.9%	3	11	6	1.9%	0	9	3	30.0%	25.2%	-7	-6	11.5%	15.0%					
10 Clerical Personnel	77	4.2%	9.4%	22	12.2%	4.9%	11	33	13	4.9%	2	17	13	40.0%	28.3%	-9	-4	16.9%	24.2%					
11 Intermediate Sales & Service	88	-0.4%	-4.4%	-11	21.7%	5.7%	15	4	8	5.7%	1	24	2	60.0%	40.9%	-28	-22	9.1%	11.7%					
12 Semi-Skilled Manual	180	0.6%	2.0%	11	9.9%	1.7%	9	20	64	1.7%	3	7	7	35.0%	35.7%	0	0	35.6%	35.6%					
13 Other Sales & Service	4	7.7%	0.0%	0	22.2%	0.0%	0	0	2	0.0%	0	-1	0	10.0%	28.6%	1	1	50.0%	50.0%					
14 Other Manual Workers	110	2.4%	0.7%	2	7.9%	3.5%	12	14	47	3.5%	5	-22	0	1.0%	17.7%	28	22	42.7%	37.5%					
Total	644	0.7%		0	13.4%		0	0	162	0.0%	0	22	0		28.5%	-22	-22	25.2%	25.2%					

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	35.0	2	0.0	
02 Middle & Other Managers	2	15.0	0	0.0	
03 Professionals	6	45.0	1	0.0	
04 Semi-Professionals & Tech	1	30.0	1	0.0	
05 Supervisors	0	25.0	1	0.0	
06 Supervisors: Crafts & Trades	-1	25.0	0	0.0	
07 Administrative & Sr Clerical	0	30.0	1	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	3	30.0	6	0.0	
10 Clerical Personnel	13	40.0	4	0.0	
11 Intermediate Sales & Service	2	60.0	22	0.0	
12 Semi-Skilled Manual	7	35.0	0	0.0	
13 Other Sales & Service	0	10.0	0	0.0	



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2019-01-01

14	Other Manual Workers	0	1.0	0	0.0
Total		0	0.0	0	0.0

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Part 3: Goals

Low-Martin

2019-01-01

Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)	Subsequent/Current Short-term Goals																			
	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2018
	2018-December-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-December-31	Annually	Over 3 Years	#	#	%	%	#	#	%	%	
#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	#	#	%	%		
01	Senior Managers	25	0.0%	2.0%	2	8.0%	5.0%	4	6	8	5.0%	1	0	0	5.0%	27.6%	1	0	32.0%	25.9%
02	Middle & Other Managers	44	-5.4%	6.3%	8	22.9%	8.0%	11	19	14	8.0%	3	9	6	30.0%	39.4%	-3	-3	31.8%	32.7%
03	Professionals	20	-4.6%	5.0%	3	32.6%	14.0%	8	11	8	14.0%	3	5	3	30.0%	41.9%	0	-2	40.0%	34.8%
04	Semi-Professionals & Tech	6	6.3%	26.0%	5	18.2%	14.0%	3	8	2	14.0%	1	2	2	28.0%	26.1%	0	0	33.3%	27.3%
05	Supervisors	5	7.7%	2.0%	0	0.0%	14.0%	2	2	2	14.0%	1	2	1	30.0%	51.9%	-1	-1	40.0%	40.0%
06	Supervisors: Crafts & Trades	20	0.0%	2.0%	1	0.0%	14.0%	8	9	6	14.0%	3	3	3	28.0%	29.0%	0	0	30.0%	28.6%
07	Administrative & Sr Clerical	4	0.0%	14.5%	2	25.0%	14.0%	2	4	3	14.0%	1	1	1	35.0%	0.0%	0	3	75.0%	50.0%
08	Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
09	Skilled Crafts & Trades	53	0.6%	2.0%	3	15.2%	14.0%	22	25	2	14.0%	1	7	5	18.0%	14.5%	-6	-2	3.8%	10.7%
10	Clerical Personnel	87	4.2%	3.9%	10	12.2%	14.0%	37	47	46	14.0%	19	30	26	55.0%	0.0%	-11	53	52.9%	54.6%
11	Intermediate Sales & Service	87	-0.4%	3.0%	8	21.7%	14.0%	37	45	47	14.0%	20	29	25	55.0%	0.0%	-9	52	54.0%	54.7%
12	Semi-Skilled Manual	183	0.6%	2.0%	11	9.9%	14.0%	77	88	42	14.0%	18	5	5	6.0%	14.9%	15	0	23.0%	14.9%
13	Other Sales & Service	5	7.7%	2.0%	0	22.2%	14.0%	2	2	1	14.0%	0	1	1	30.0%	49.8%	-1	0	20.0%	40.0%
14	Other Manual Workers	118	2.4%	2.0%	7	7.9%	14.0%	50	57	43	14.0%	18	-10	0	0.0%	12.3%	28	10	36.4%	20.0%
Total		657	0.7%		0	13.4%		0	0	224	0.0%	0	-13	0		32.1%	13	13	34.1%	34.1%

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01	Senior Managers		5.0	20.0	
02	Middle & Other Managers		30.0	30.0	
03	Professionals		30.0	40.0	
04	Semi-Professionals & Tech		28.0	20.0	
05	Supervisors		30.0	45.0	
06	Supervisors: Crafts & Trades		28.0	25.0	
07	Administrative & Sr Clerical		35.0	65.0	
08	Skilled Sales & Service		0.0	0.0	
09	Skilled Crafts & Trades		18.0	15.0	
10	Clerical Personnel		55.0	60.0	
11	Intermediate Sales & Service		55.0	60.0	
12	Semi-Skilled Manual		6.0	15.0	
13	Other Sales & Service		30.0	50.0	
14	Other Manual Workers		0.0	10.0	

Federal Contractors Program Achievement Report

005254

Part 3: Goals

Lowe-Martin

2019-01-01

Total		0.0	0.0
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Federal Contractors Program Achievement Report

005255

Part 3: Goals

Low-Martin

2019-01-01

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years		Annually	Over 3 Years					
	2018-December-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-December-31	Annually	Over 3 Years	Annually	Over 3 Years	2018	2021						
	#	%	%	#	%	%	#	#	%	%	#	%	#	%	%	#	#	%	%	
01	Senior Managers	25	0.0%	1.0%	1	8.0%	5.0%	4	5	0	5.0%	0	1	1	10.0%	3.2%	-1	0	0.0%	3.8%
02	Middle & Other Managers	44	-5.4%	1.0%	1	22.9%	8.0%	11	12	1	8.0%	0	0	0	0.0%	2.7%	0	0	2.3%	2.2%
03	Professionals	20	-4.6%	1.0%	1	32.6%	14.0%	8	9	0	14.0%	0	0	0	0.0%	1.8%	0	0	0.0%	0.0%
04	Semi-Professionals & Tech	6	6.3%	1.0%	0	18.2%	14.0%	3	3	0	14.0%	0	0	0	0.0%	1.6%	0	0	0.0%	0.0%
05	Supervisors	5	7.7%	1.0%	0	0.0%	14.0%	2	2	0	14.0%	0	0	0	0.0%	1.8%	0	0	0.0%	0.0%
06	Supervisors: Crafts & Trades	20	0.0%	1.0%	1	0.0%	14.0%	8	9	1	14.0%	0	-1	0	5.0%	1.1%	1	1	5.0%	4.8%
07	Administrative & Sr Clerical	4	0.0%	1.0%	0	25.0%	14.0%	2	2	0	14.0%	0	0	0	10.0%	3.4%	0	0	0.0%	0.0%
08	Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
09	Skilled Crafts & Trades	53	0.6%	1.0%	2	15.2%	14.0%	22	24	2	14.0%	1	0	1	5.0%	2.3%	1	1	3.8%	3.6%
10	Clerical Personnel	87	4.2%	1.0%	3	12.2%	14.0%	37	40	1	14.0%	0	1	2	5.0%	2.6%	-1	1	1.1%	3.3%
11	Intermediate Sales & Service	87	-0.4%	1.0%	3	21.7%	14.0%	37	40	0	14.0%	0	2	2	5.0%	1.9%	-2	0	0.0%	2.2%
12	Semi-Skilled Manual	183	0.6%	1.0%	5	9.9%	14.0%	77	82	1	14.0%	0	4	4	5.0%	2.6%	-4	0	0.5%	2.7%
13	Other Sales & Service	5	7.7%	1.0%	0	22.2%	14.0%	2	2	0	14.0%	0	0	0	5.0%	3.7%	0	0	0.0%	0.0%
14	Other Manual Workers	118	2.4%	1.0%	4	7.9%	14.0%	50	54	1	14.0%	0	4	4	8.0%	4.3%	-4	0	0.8%	4.1%
Total		657	0.7%		0	13.4%		0	0	7	0.0%	0	11	0		2.7%	-11	-11	1.1%	1.1%

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01	Senior Managers		10.0		5.0
02	Middle & Other Managers		0.0		0.0
03	Professionals		0.0		0.0
04	Semi-Professionals & Tech		0.0		0.0
05	Supervisors		0.0		0.0
06	Supervisors: Crafts & Trades		5.0		5.0
07	Administrative & Sr Clerical		10.0		5.0
08	Skilled Sales & Service		0.0		0.0
09	Skilled Crafts & Trades		5.0		5.0
10	Clerical Personnel		5.0		5.0
11	Intermediate Sales & Service		5.0		5.0
12	Semi-Skilled Manual		5.0		5.0
13	Other Sales & Service		5.0		5.0
14	Other Manual Workers		8.0		5.0

Federal Contractors Program Achievement Report

005256

Part 3: Goals

Lowe-Martin

2019-01-01

Total		0.0	0.0
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Federal Contractors Program Achievement Report

005257

Part 3: Goals

Low-Martin

2019-01-01

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			Actual	Projected		Actual	Projected				From - To	YYYY - YYYY								
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	Annually	Over 3 Years	2018	2021	%	#	#	%	%		
		2018-December-31	%	%	#	%	%	#	#	%	%	#	%	%	%	#	#	%	%	
01/02	Managers	69	-2.7%	1.0%	2	15.5%	5.0%	10	12	2	5.0%	0	2	1	10.0%	5.0%	-1	-1	2.9%	4.2%
03	Professionals	20	-4.6%	1.0%	1	32.6%	8.0%	5	6	0	8.0%	0	2	2	25.0%	8.9%	-2	0	0.0%	9.5%
04	Semi-Professionals & Tech	6	6.3%	1.0%	0	18.2%	14.0%	3	3	0	14.0%	0	0	0	10.0%	7.6%	0	0	0.0%	0.0%
05	Supervisors	5	7.7%	1.0%	0	0.0%	14.0%	2	2	0	14.0%	0	1	1	25.0%	27.5%	-1	0	0.0%	20.0%
06	Supervisors: Crafts & Trades	20	0.0%	1.0%	1	0.0%	14.0%	8	9	0	14.0%	0	2	2	20.0%	10.1%	-2	0	0.0%	9.5%
07	Administrative & Sr Clerical	4	0.0%	1.0%	0	25.0%	14.0%	2	2	0	14.0%	0	0	0	10.0%	10.0%	0	0	0.0%	0.0%
08	Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
09	Skilled Crafts & Trades	53	0.6%	1.0%	2	15.2%	25.0%	40	42	3	25.0%	2	3	4	10.0%	7.8%	-1	1	5.7%	9.1%
10	Clerical Personnel	87	4.2%	1.0%	3	12.2%	14.0%	37	40	3	14.0%	1	6	6	14.0%	9.3%	-5	0	3.4%	8.9%
11	Intermediate Sales & Service	87	-0.4%	1.0%	3	21.7%	14.0%	37	40	2	14.0%	1	9	9	22.0%	10.8%	-7	0	2.3%	11.1%
12	Semi-Skilled Manual	183	0.6%	1.0%	5	9.9%	14.0%	77	82	3	14.0%	1	17	17	21.0%	10.3%	-16	0	1.6%	10.1%
13	Other Sales & Service	5	7.7%	1.0%	0	22.2%	14.0%	2	2	0	14.0%	0	1	1	25.0%	10.7%	-1	0	0.0%	20.0%
14	Other Manual Workers	118	2.4%	1.0%	4	7.9%	14.0%	50	54	1	14.0%	0	7	7	13.0%	6.8%	-7	0	0.8%	6.6%
Total		657	0.7%	1.0%	20	13.4%	14.0%	276	296	14	14.0%	6	52	0		8.9%	-44	-52	2.1%	1.2%

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02	Managers		10.0		10.0
03	Professionals		25.0		1.0
04	Semi-Professionals & Tech		10.0		1.0
05	Supervisors		25.0		1.0
06	Supervisors: Crafts & Trades		20.0		1.0
07	Administrative & Sr Clerical		10.0		1.0
08	Skilled Sales & Service		0.0		1.0
09	Skilled Crafts & Trades		10.0		1.0
10	Clerical Personnel		14.0		1.0
11	Intermediate Sales & Service		22.0		1.0
12	Semi-Skilled Manual		21.0		1.0
13	Other Sales & Service		25.0		1.0
14	Other Manual Workers		13.0		1.0
Total			0.0		0.0

Federal Contractors Program Achievement Report

005258

Part 3: Goals

Low-Martin

2019-01-01

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2018-December-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-December-31	Annually	Over 3 Years	#	#	%	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	%	#	#	%	%	#	#	%	%
01 Senior Managers	25	0.0%	1.0%	1	8.0%	5.0%	4	5	1	5.0%	0	2	1	10.0%	11.5%	-2	-1	4.0%	7.7%
02 Middle & Other Managers	44	-5.4%	1.0%	1	22.9%	8.0%	11	12	11	8.0%	3	0	0	2.0%	17.6%	3	0	25.0%	17.8%
03 Professionals	20	-4.6%	1.0%	1	32.6%	14.0%	8	9	5	14.0%	2	3	1	10.0%	28.5%	-1	-2	25.0%	19.0%
04 Semi-Professionals & Tech	6	6.3%	1.0%	0	18.2%	14.0%	3	3	1	14.0%	0	1	0	15.0%	35.0%	-1	-1	16.7%	16.7%
05 Supervisors	5	7.7%	1.0%	0	0.0%	14.0%	2	2	1	14.0%	0	1	0	10.0%	37.4%	-1	-1	20.0%	20.0%
06 Supervisors: Crafts & Trades	20	0.0%	1.0%	1	0.0%	14.0%	8	9	5	14.0%	2	2	1	10.0%	25.1%	0	-1	25.0%	19.0%
07 Administrative & Sr Clerical	4	0.0%	1.0%	0	25.0%	14.0%	2	2	1	14.0%	0	0	0	10.0%	14.1%	0	0	25.0%	25.0%
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	53	0.6%	1.0%	2	15.2%	14.0%	22	24	7	14.0%	3	10	6	25.0%	25.3%	-6	-4	13.2%	18.2%
10 Clerical Personnel	87	4.2%	1.0%	3	12.2%	14.0%	37	40	17	14.0%	7	17	8	21.0%	29.5%	-9	-9	19.5%	20.0%
11 Intermediate Sales & Service	87	-0.4%	1.0%	3	21.7%	14.0%	37	40	7	14.0%	3	33	18	45.0%	40.8%	-28	-15	8.0%	24.4%
12 Semi-Skilled Manual	183	0.6%	1.0%	5	9.9%	14.0%	77	82	68	14.0%	29	29	24	29.0%	36.2%	2	-5	37.2%	33.5%
13 Other Sales & Service	5	7.7%	1.0%	0	22.2%	14.0%	2	2	2	14.0%	1	0	0	10.0%	28.6%	1	0	40.0%	20.0%
14 Other Manual Workers	118	2.4%	1.0%	4	7.9%	14.0%	50	54	48	14.0%	20	-6	5	10.0%	18.1%	27	11	40.7%	27.0%
Total	657	0.7%		0	13.4%		0	0	174	0.0%	0	15	0		28.8%	-15	-15	26.5%	26.5%

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01 Senior Managers	10.0		0.0		
02 Middle & Other Managers	2.0		0.0		
03 Professionals	10.0		0.0		
04 Semi-Professionals & Tech	15.0		0.0		
05 Supervisors	10.0		15.0		
06 Supervisors: Crafts & Trades	10.0		15.0		
07 Administrative & Sr Clerical	10.0		0.0		
08 Skilled Sales & Service	0.0		0.0		
09 Skilled Crafts & Trades	25.0		18.0		
10 Clerical Personnel	21.0		25.0		
11 Intermediate Sales & Service	45.0		52.0		
12 Semi-Skilled Manual	29.0		15.0		
13 Other Sales & Service	10.0		0.0		
14 Other Manual Workers	10.0		0.0		

Federal Contractors Program Achievement Report

005259

Part 3: Goals

Lowe-Martin

2019-01-01

Total		0.0	0.0
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Federal Contractors Program Achievement Report

005260

Part 4: Results - Women

Low-Martin

43466

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#	#		
01 Senior Managers	2016	25	8	32.0	27.6	7	1	115.9																
	2018	25	8	32.0	27.6	7	1	115.9	5	2	40.0	1	1	11	4	36.4	4	0	2	1	50.0	1	0	
02 Middle & Other Managers	2016	52	17	32.7	39.4	20	-3	83.0																
	2018	44	14	31.8	39.4	17	-3	80.8	11	1	9.1	4	-3	21	2	9.5	7	-5	11	3	27.3	4	-1	
03 Professionals	2016	23	12	52.2	45.0	10	2	115.9																
	2018	20	8	40.0	41.9	8	0	95.5	10	5	50.0	4	1	6	3	50.0	3	0	7	5	71.4	4	1	
04 Semi-Professionals & Technicians	2016	5	1	20.0	22.8	1	0	87.7																
	2018	6	2	33.3	26.1	2	0	127.7	4	1	25.0	1	0	1	0	0.0	0	0	1	0	0.0	0	0	
05 Supervisors	2016	4	2	50.0	51.9	2	0	96.3																
	2018	5	2	40.0	51.9	3	-1	77.1	1	0	0.0	1	-1	1	0	0.0	1	-1	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	20	6	30.0	30.3	6	0	99.0																
	2018	20	6	30.0	29.0	6	0	103.4	0	0	0.0	0	0	6	2	33.3	2	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	14	5	35.7	0	0.0	10.0	357.1	0	0.0	0.0	0.0		
	2021	14	5	35.7			5.0	714.3			20.0	178.6		
02 Middle & Other Managers	2018	21	0	0.0	9	0.0	45.0	0.0	2	0.0	0.0	0.0		
	2021	21	0	0.0			30.0	0.0			30.0	0.0		
03 Professionals	2018	9	3	33.3	4	75.0	40.0	83.3	0	0.0	0.0	0.0		
	2021	9	3	33.3			30.0	111.1			40.0	83.3		
04 Semi-Professionals & Technicians	2018	4	1	25.0	1	100.0	22.8	109.6	0	0.0	0.0	0.0		
	2021	4	1	25.0			28.0	89.3			20.0	125.0		
05 Supervisors	2018	2	0	0.0	0	0.0	51.9	0.0	0	0.0	0.0	0.0		
	2021	2	0	0.0			30.0	0.0			45.0	0.0		
06 Supervisors: Crafts & Trades	2018	6	2	33.3	1	200.0	30.0	111.1	0	0.0	0.0	0.0		
	2021	6	2	33.3			28.0	119.0			25.0	133.3		

Federal Contractors Program Achievement Report

005261

Part 4: Results - Women

Low-Martin

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires			Promotions			Terminations							
		All Employees	Women				All Employees	Women		All Employees	Women		All Employees	Women		All Employees	Women							
			Representation	Availability	Gap	EE Result		Actual	Expected		Difference	Actual		Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#			
07 Administrative & Senior Clerical	2016	4	2	50.0	76.8	3	-1	65.1																
	2018	4	3	75.0	76.8	3	0	97.7	1	0	0.0	1	-1	3	1	33.3	2	-1	1	0	0.0	1	-1	
08 Skilled Sales & Service Personnel	2016	0	0	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	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	52	0	0.0	14.5	8	-8	0.0																
	2018	53	2	3.8	14.5	8	-6	26.0	8	0	0.0	1	-1	12	0	0.0	0	0	8	0	0.0	0	0	
10 Clerical Personnel	2016	77	41	53.2	65.6	51	-10	81.2																
	2018	87	46	52.9	65.6	57	-11	80.6	30	14	46.7	20	-6	30	18	60.0	16	2	10	6	60.0	5	1	
11 Intermediate Sales & Service Personnel	2016	88	43	48.9	64.3	57	-14	76.0																
	2018	87	47	54.0	64.3	56	-9	84.0	32	16	50.0	21	-5	23	17	73.9	11	6	19	8	42.1	9	-1	
12 Semi-Skilled Manual Workers	2016	180	42	23.3	14.8	27	15	157.7																
	2018	183	42	23.0	14.9	27	15	154.0	36	9	25.0	5	4	46	13	28.3	11	2	18	7	38.9	4	3	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	3	1	33.3	2	50.0	75.0	44.4	1	100.0	0.0	0.0		
	2021	3	1	33.3			35.0	95.2			65.0	51.3		
08 Skilled Sales & Service Personnel	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		
09 Skilled Crafts & Trades Workers	2018	12	0	0.0	2	0.0	45.0	0.0	8	0.0	0.0	0.0		
	2021	12	0	0.0			18.0	0.0			15.0	0.0		
10 Clerical Personnel	2018	50	26	52.0	17	152.9	65.6	79.3	7	371.4	0.0	0.0		
	2021	50	26	52.0			55.0	94.5			60.0	86.7		
11 Intermediate Sales & Service Personnel	2018	36	25	69.4	21	119.0	64.3	108.0	10	250.0	0.0	0.0		
	2021	36	25	69.4			55.0	126.3			60.0	115.7		
12 Semi-Skilled Manual Workers	2018	64	15	23.4	3	500.0	10.0	234.4	0	0.0	0.0	0.0		
	2021	64	15	23.4			6.0	390.6			15.0	156.3		

Federal Contractors Program Achievement Report

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Part 4: Results - Women

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	%	#	#	#			
13 Other Sales & Service Personnel	2016	4	1	25.0	49.8	2	-1	50.2																
	2018	5	1	20.0	49.8	2	-1	40.2	2	0	0.0	1	-1	0	0	0.0	0	0	1	0	0.0	0	0	0
14 Other Manual Workers	2016	110	41	37.3	12.1	13	28	307.0																
	2018	118	43	36.4	12.3	15	28	296.3	27	8	29.6	3	5	24	8	33.3	9	-1	9	2	22.2	3	-1	
Total	2016	644	216	33.5	32.1	207	9	104.5																
	2018	657	224	34.1	32.1	211	13	106.2	167	56	33.5	54	2	184	68	37.0	62	6	87	32	36.8	29	3	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women		Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	#	%	%	%				
13 Other Sales & Service Personnel	2018	1	0	0.0	0	0.0	49.8	0.0	1	0.0	0.0	0.0	
	2021	1	0	0.0			30.0	0.0			50.0	0.0	
14 Other Manual Workers	2018	42	14	33.3	1	1400.0	5.0	666.7	0	0.0	0.0	0.0	
	2021	42	14	33.3			0.0	0.0			10.0	333.3	
Total	2018	264	92	34.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	264	92	34.8			0.0	0.0			0.0	0.0	

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Part 5: Results - Aboriginal Peoples

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#			
01 Senior Managers	2016	25	0	0.0	3.2	1	-1	0.0																
	2018	25	0	0.0	3.2	1	-1	0.0	5	0	0.0	0	0	0	11	0	0.0	0	0	2	0	0.0	0	0
02 Middle & Other Managers	2016	52	1	1.9	2.7	1	0	71.2																
	2018	44	1	2.3	2.7	1	0	84.2	11	0	0.0	0	0	0	21	1	4.8	0	1	11	0	0.0	0	0
03 Professionals	2016	23	0	0.0	2.0	0	0	0.0																
	2018	20	0	0.0	1.8	0	0	0.0	10	1	10.0	1.8	0	1	6	0	0.0	0	0	7	0	0.0	0	0
04 Semi-Professionals & Technicians	2016	5	0	0.0	1.3	0	0	0.0																
	2018	6	0	0.0	1.6	0	0	0.0	4	0	0.0	0	0	0	1	0	0.0	0	0	1	0	0.0	0	0
05 Supervisors	2016	4	0	0.0	1.4	0	0	0.0																
	2018	5	0	0.0	1.8	0	0	0.0	1	0	0.0	0	0	0	1	0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	20	1	5.0	1.1	0	1	454.5																
	2018	20	1	5.0	1.1	0	1	454.5	0	0	0.0	0	0	0	6	1	16.7	0	1	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	14	0	0.0	0	0.0	10.0	0.0	0	0.0	0.0	0.0		
	2021	14	0	0.0			10.0	0.0			5.0	0.0		
02 Middle & Other Managers	2018	21	1	4.8	0	0.0	8.0	59.5	2	50.0	0.0	0.0		
	2021	21	1	4.8			0.0	0.0			0.0	0.0		
03 Professionals	2018	9	1	11.1	0	0.0	5.0	222.2	2	50.0	0.0	0.0		
	2021	9	1	11.1			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2018	4	0	0.0	0	0.0	5.0	0.0	1	0.0	0.0	0.0		
	2021	4	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2018	2	0	0.0	0	0.0	5.0	0.0	1	0.0	0.0	0.0		
	2021	2	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2018	6	1	16.7	0	0.0	2.0	833.3	1	100.0	0.0	0.0		
	2021	6	1	16.7			5.0	333.3			5.0	333.3		

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Part 5: Results - Aboriginal Peoples

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2016	4	0	0.0	3.4	0	0	0.0																
	2018	4	0	0.0	3.4	0	0	0.0	1	0	0.0	0	0	0	3	0	0.0	0	0	1	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	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	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	52	2	3.8	2.3	1	1	167.2																
	2018	53	2	3.8	2.3	1	1	164.1	8	0	0.0	0	0	0	12	0	0.0	0	0	8	0	0.0	0	0
10 Clerical Personnel	2016	77	0	0.0	2.7	2	-2	0.0																
	2018	87	1	1.1	2.6	2	-1	44.2	30	1	3.3	1	0	30	0	0.0	0	0	10	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2016	88	0	0.0	1.9	2	-2	0.0																
	2018	87	0	0.0	1.9	2	-2	0.0	32	1	3.1	1	0	23	1	4.3	0	1	19	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	180	1	0.6	2.7	5	-4	20.6																
	2018	183	1	0.5	2.6	5	-4	21.0	36	0	0.0	1	-1	46	0	0.0	0	0	18	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	3	0	0.0	0	0.0	5.0	0.0	1	0.0	0.0	0.0		
	2021	3	0	0.0			10.0	0.0			5.0	0.0		
08 Skilled Sales & Service Personnel	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		
09 Skilled Crafts & Trades Workers	2018	12	0	0.0	0	0.0	8.0	0.0	3	0.0	0.0	0.0		
	2021	12	0	0.0			5.0	0.0			5.0	0.0		
10 Clerical Personnel	2018	50	1	2.0	0	0.0	10.0	20.0	2	50.0	0.0	0.0		
	2021	50	1	2.0			5.0	40.0			5.0	40.0		
11 Intermediate Sales & Service Personnel	2018	36	2	5.6	0	0.0	5.0	111.1	2	100.0	0.0	0.0		
	2021	36	2	5.6			5.0	111.1			5.0	111.1		
12 Semi-Skilled Manual Workers	2018	64	0	0.0	0	0.0	5.0	0.0	4	0.0	0.0	0.0		
	2021	64	0	0.0			5.0	0.0			5.0	0.0		

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Part 5: Results - Aboriginal Peoples

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	4	0	0.0	3.7	0	0	0.0																
	2018	5	0	0.0	3.7	0	0	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
14 Other Manual Workers	2016	110	1	0.9	4.4	5	-4	20.7																
	2018	118	1	0.8	4.3	5	-4	19.7	27	0	0.0	1	-1	24	1	4.2	0	1	9	0	0.0	0	0	0
Total	2016	644	6	0.9	2.8	18	-12	33.3																
	2018	657	7	1.1	2.7	18	-11	39.5	167	3	1.8	5	-2	184	4	2.2	2	2	87	0	0.0	1	-1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	1	0	0.0	0	0.0	10.0	0.0	0	0.0	0.0	0.0	0.0
	2021	1	0	0.0			5.0	0.0			5.0	0.0	0.0
14 Other Manual Workers	2018	42	1	2.4	0	0.0	10.0	23.8	4	25.0	0.0	0.0	0.0
	2021	42	1	2.4			8.0	29.8			5.0	47.6	0.0
Total	2018	264	7	2.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0
	2021	264	7	2.7			0.0	0.0			0.0	0.0	0.0

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Part 6: Results - Persons with Disabilities

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2016	77	1	1.3	4.3	3	-2	30.2																
	2018	69	2	2.9	5.0	3	-1	58.0	16	1	6.3	1	0	32	1	3.1	0	1	13	0	0.0	0	0	0
03 Professionals	2016	23	0	0.0	3.8	1	-1	0.0																
	2018	20	0	0.0	8.9	2	-2	0.0	10	0	0.0	1	-1	6	0	0.0	0	0	7	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2016	5	0	0.0	4.6	0	0	0.0																
	2018	6	0	0.0	7.6	0	0	0.0	4	0	0.0	0	0	1	0	0.0	0	0	1	0	0.0	0	0	0
05 Supervisors	2016	4	0	0.0	13.9	1	-1	0.0																
	2018	5	0	0.0	27.5	1	-1	0.0	1	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	20	0	0.0	7.8	2	-2	0.0																
	2018	20	0	0.0	10.1	2	-2	0.0	0	0	0.0	0	0	6	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments		
		Flow Data		Short-term Goals				Long-term Goals								
		All Employees	Persons with Disabilities	Persons with Disabilities								Persons with Disabilities				
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	#	%	#	%	%	%	#	%	%	%					
01&02 Managers	2018	35	2	5.7	8	25.0	5.0	114.3	0	0.0	0.0	0.0				
	2021	35	2	5.7			10.0	57.1			10.0	57.1				
03 Professionals	2018	9	0	0.0	0	0.0	2.0	0.0	1	0.0	0.0	0.0				
	2021	9	0	0.0			25.0	0.0			1.0	0.0				
04 Semi-Professionals & Technicians	2018	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0				
	2021	4	0	0.0			10.0	0.0			1.0	0.0				
05 Supervisors	2018	2	0	0.0	0	0.0	2.0	0.0	1	0.0	0.0	0.0				
	2021	2	0	0.0			25.0	0.0			1.0	0.0				
06 Supervisors: Crafts & Trades	2018	6	0	0.0	0	0.0	4.0	0.0	2	0.0	0.0	0.0				
	2021	6	0	0.0			20.0	0.0			1.0	0.0				

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Part 6: Results - Persons with Disabilities

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	4	0	0.0	3.4	0	0	0.0																
	2018	4	0	0.0	10.0	0	0	0.0	1	0	0.0	0	0	0	3	0	0.0	0	0	1	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	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	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	52	2	3.8	3.8	2	0	101.2																
	2018	53	3	5.7	7.8	4	-1	72.6	8	1	12.5	1	0	12	1	8.3	0	1	8	1	12.5	0	1	
10 Clerical Personnel	2016	77	3	3.9	7.0	5	-2	55.7																
	2018	87	3	3.4	9.3	8	-5	37.1	30	1	3.3	3	-2	30	2	6.7	1	1	10	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2016	88	2	2.3	5.6	5	-3	40.6																
	2018	87	2	2.3	10.8	9	-7	21.3	32	0	0.0	3	-3	23	0	0.0	1	-1	19	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	180	3	1.7	4.8	9	-6	34.7																
	2018	183	3	1.6	10.3	19	-16	15.9	36	2	5.6	4	-2	46	0	0.0	1	-1	18	1	5.6	0	1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	3	0	0.0	0	0.0	3.0	0.0	0	0.0	0.0	0.0		
	2021	3	0	0.0			10.0	0.0			1.0	0.0		
08 Skilled Sales & Service Personnel	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			1.0	0.0		
09 Skilled Crafts & Trades Workers	2018	12	1	8.3	3	33.3	0.0	0.0	0	0.0	0.0	0.0		
	2021	12	1	8.3			10.0	83.3			1.0	833.3		
10 Clerical Personnel	2018	50	3	6.0	0	0.0	6.0	100.0	2	150.0	0.0	0.0		
	2021	50	3	6.0			14.0	42.9			1.0	600.0		
11 Intermediate Sales & Service Personnel	2018	36	0	0.0	0	0.0	6.0	0.0	3	0.0	0.0	0.0		
	2021	36	0	0.0			22.0	0.0			1.0	0.0		
12 Semi-Skilled Manual Workers	2018	64	1	1.6	0	0.0	8.0	19.5	6	16.7	0.0	0.0		
	2021	64	1	1.6			21.0	7.4			1.0	156.3		



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Part 6: Results - Persons with Disabilities

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	4	0	0.0	6.3	0	0	0.0																
	2018	5	0	0.0	10.7	1	-1	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
14 Other Manual Workers	2016	110	1	0.9	5.3	6	-5	17.2																
	2018	118	1	0.8	6.8	8	-7	12.5	27	0	0.0	2	-2	24	0	0.0	0	0	0	9	0	0.0	0	0
Total	2016	644	12	1.9	5.2	33	-21	35.8																
	2018	657	14	2.1	8.9	58	-44	23.9	167	5	3.0	15	-10	184	4	2.2	3	1	87	2	2.3	2	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	0	0.0			25.0	0.0			1.0	0.0		
14 Other Manual Workers	2018	42	0	0.0	0	0.0	8.0	0.0	5	0.0	0.0	0.0		
	2021	42	0	0.0			13.0	0.0			1.0	0.0		
Total	2018	264	7	2.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	264	7	2.7			0.0	0.0			0.0	0.0		

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Part 7: Results - Members of Visible Minorities

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	25	1	4.0	11.5	3	-2	34.8																
	2018	25	1	4.0	11.5	3	-2	34.8	5	0	0.0	1	-1	11	1	9.1	0	1	2	0	0.0	0	0	0
02 Middle & Other Managers	2016	52	10	19.2	17.6	9	1	109.3																
	2018	44	11	25.0	17.6	8	3	142.0	11	4	36.4	2	2	21	7	33.3	4	3	11	3	27.3	2	1	1
03 Professionals	2016	23	3	13.0	27.8	6	-3	46.9																
	2018	20	5	25.0	28.5	6	-1	87.7	10	2	20.0	3	-1	6	2	33.3	1	1	7	0	0.0	1	-1	1
04 Semi-Professionals & Technicians	2016	5	1	20.0	38.4	2	-1	52.1																
	2018	6	1	16.7	35.0	2	-1	47.6	4	1	25.0	1	0	1	1	100.0	0	1	1	1	100.0	0	1	1
05 Supervisors	2016	4	1	25.0	42.7	2	-1	58.5																
	2018	5	1	20.0	37.4	2	-1	53.5	1	0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	20	6	30.0	25.6	5	1	117.2																
	2018	20	5	25.0	25.1	5	0	99.6	0	0	0.0	0	0	6	3	50.0	2	1	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	14	1	7.1	0	0.0	35.0	20.4	2	50.0	0.0	0.0		
	2021	14	1	7.1			10.0	71.4			0.0	0.0		
02 Middle & Other Managers	2018	21	8	38.1	2	400.0	15.0	254.0	0	0.0	0.0	0.0		
	2021	21	8	38.1			2.0	1904.8			0.0	0.0		
03 Professionals	2018	9	4	44.4	6	66.7	45.0	98.8	1	400.0	0.0	0.0		
	2021	9	4	44.4			10.0	444.4			0.0	0.0		
04 Semi-Professionals & Technicians	2018	4	1	25.0	1	100.0	30.0	83.3	1	100.0	0.0	0.0		
	2021	4	1	25.0			15.0	166.7			0.0	0.0		
05 Supervisors	2018	2	0	0.0	0	0.0	25.0	0.0	1	0.0	0.0	0.0		
	2021	2	0	0.0			10.0	0.0			15.0	0.0		
06 Supervisors: Crafts & Trades	2018	6	3	50.0	-1	-300.0	25.0	200.0	0	0.0	0.0	0.0		
	2021	6	3	50.0			10.0	500.0			15.0	333.3		

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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	%	#	#	#	%	#	#	#	%	#	%	#	#	#		
07 Administrative & Senior Clerical	2016	4	0	0.0	14.1	1	-1	0.0																
	2018	4	1	25.0	14.1	1	0	177.3	1	1	100.0	0	1	3	0	0.0	0	0	1	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	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	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	52	6	11.5	25.2	13	-7	45.8																
	2018	53	7	13.2	25.3	13	-6	52.2	8	2	25.0	2	0	12	2	16.7	1	1	8	1	12.5	1	0	
10 Clerical Personnel	2016	77	13	16.9	28.3	22	-9	59.7																
	2018	87	17	19.5	29.5	26	-9	66.2	30	5	16.7	9	-4	30	7	23.3	5	2	10	4	40.0	2	2	
11 Intermediate Sales & Service Personnel	2016	88	8	9.1	40.9	36	-28	22.2																
	2018	87	7	8.0	40.8	35	-28	19.7	32	4	12.5	13	-9	23	1	4.3	2	-1	19	5	26.3	2	3	
12 Semi-Skilled Manual Workers	2016	180	64	35.6	35.7	64	0	99.6																
	2018	183	68	37.2	36.2	66	2	102.6	36	10	27.8	13	-3	46	22	47.8	16	6	18	3	16.7	6	-3	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
07 Administrative & Senior Clerical	2018	3	1	33.3	0	0.0	30.0	111.1	1	100.0	0.0	0.0		
	2021	3	1	33.3			10.0	333.3			0.0	0.0		
08 Skilled Sales & Service Personnel	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		
09 Skilled Crafts & Trades Workers	2018	12	3	25.0	3	100.0	30.0	83.3	6	50.0	0.0	0.0		
	2021	12	3	25.0			25.0	100.0			18.0	138.9		
10 Clerical Personnel	2018	50	8	16.0	13	61.5	40.0	40.0	4	200.0	0.0	0.0		
	2021	50	8	16.0			21.0	76.2			25.0	64.0		
11 Intermediate Sales & Service Personnel	2018	36	0	0.0	2	0.0	60.0	0.0	22	0.0	0.0	0.0		
	2021	36	0	0.0			45.0	0.0			52.0	0.0		
12 Semi-Skilled Manual Workers	2018	64	29	45.3	7	414.3	35.0	129.5	0	0.0	0.0	0.0		
	2021	64	29	45.3			29.0	156.3			15.0	302.1		

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

**Low-Martin**

**43466**

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	4	2	50.0	28.6	1	1	174.8																
	2018	5	2	40.0	28.6	1	1	139.9	2	0	0.0	1	-1	0	0	0.0	0	0	1	0	0.0	1	-1	
14 Other Manual Workers	2016	110	47	42.7	17.7	19	28	241.4																
	2018	118	48	40.7	18.1	21	27	224.7	27	7	25.9	5	2	24	11	45.8	10	1	9	4	44.4	4	0	
Total	2016	644	162	25.2	28.5	184	-22	88.3																
	2018	657	174	26.5	28.8	189	-15	92.0	167	36	21.6	48	-12	184	57	31.0	46	11	87	21	24.1	22	-1	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2018	1	0	0.0	0	0.0	10.0	0.0	0	0.0	0.0	0.0		
	2021	1	0	0.0			10.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	42	14	33.3	0	0.0	1.0	3333.3	0	0.0	0.0	0.0		
	2021	42	14	33.3			10.0	333.3			0.0	0.0		
Total	2018	264	72	27.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	264	72	27.3			0.0	0.0			0.0	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Lowe-Martin</b>
<b>43466</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

**Operational Context**

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

- Impact of economic and industrial conditions on the organization.

Due to the impact of technology on the print manufacturing industry, experiences a decline in production, which has slowed how our need to hire new employees.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

Between 2016 and 2018, changes to the organizational structure was made to create efficiencies in our production after the acquisition of RP Graphics.

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

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

- Other.

**Additional Details**

Please provide any additional information (optional):

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Lowe-Martin Co. Inc.

**Primary Location:** Ottawa, Ontario

**Number of Employees:** 659

- Ontario 659

**Organization Overview:**

NAICS # 3231 (Printing and related support services)

Lowe-Martin provides integrated communication solutions that span a range of products and services including: web and sheet-fed offset printing, digital printing, publication printing and subscription services; direct and multi-channel marketing; online ordering; mobile app development; direct mail, large format and security printing; extensive in-house pre-press and bindery services; e-business solutions; and warehousing and logistics.

**Key Dates – First Year Assessment**

Initiated: 2016-03-01  
 Received: 2016-02-01  
 Closed: 2016-04-29  
 Workforce 2015-07-10  
 Analysis:

**Key Dates – Subsequent Assessment**

Initiated: 2019-10-15;  
 Received: 2019-07-29  
 Workforce 2018-12-31  
 Analysis:

**DATA VERIFICATION**

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

Yes  No

Comments:

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

Yes  No



**Comments:**

The period reported on the Achievement report is 2015-07-10 to 2018-12-31. The data from the current workforce analysis included in the Achievement report is consistent with that found in Forms 1 to 6 from WEIMS. Employer resubmitted the assessment correcting reporting period and removing temporary employees.

There is one temporary employee still included on the report that worked for more than 12 weeks (Semi-Skilled Manual Workers EEOG). Therefore, the total number of employees on the Summary report is showing as 660 (instead of 659).

**ASSESSMENT OF REASONABLE PROGRESS**

In the previous assessment, several gaps were found in different EEOG's in each designated group. In the previous assessment, short and long-term goals were set in numbers and percentage format. For the purpose of this assessment, only percentage format is used for goals.

**Women**

03	Professionals	Goal met (achieved 700%)
04	Semi-Professionals & Technicians	No goal set
07	Administrative & Senior Clerical	Goal met (achieved 100%)
09	Skilled Crafts & Trades Workers	Goal not met (achieved 66.7%)
10	Clerical Personnel	Goal met (achieved 4,300%)
11	Intermediate Sales & Service Personnel	Goal met (achieved 1,800%)

**Assessment/Observations**

- Most of the goals were met or achieved over 100%
- The only category where the goal was not achieved was EEOG 09 where two women were hired (out of 25 new hires): With an LMA rate of 10%, the goal to hire three women was unattainable.

**Aboriginal Peoples**

02	Middle & Other Managers	Goal not met (achieved 50%)
10	Clerical Personnel	Goal not met (achieved 50%)
11	Intermediate Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set

**Assessment/Observations**

- EEOG 02: Out of 36 new entrants in this EEOG, one person was from this designated group. With an LMA rate of 2.2%, the goal was unattainable.

- EEOG 10: Out of 76 new entrants in this EEOG, 1 (one) was from this designated group. The market availability was 2.2%. The company had set a goal of hiring / promoting two people. Given the market availability, this goal was unattainable.
- EEOG 11: Out of 58 new entrants, no Aboriginal people from this EEOG were hired; as no goal was set, the results are not evaluated
- EEOG 12: Out of 93 new entrants, no Aboriginal people from this EEOG were hired; as no goal was set, the results are not evaluated.

### ***Persons with Disabilities***

01 & 02	Managers	Goal met (achieved 200%)
03	Professionals	Goal not met (achieved 0%)
04	Semi-Professionals & Technicians	No goal set
06	Supervisors: Crafts & Trades	No goal set
10	Clerical Personnel	Goal met (achieved 300%)
11	Intermediate Sales & Service Personnel	Goal met (achieved 100%)
12	Semi-Skilled Manual Workers	Goal met (achieved 100%)
14	Other Manual Workers	Goal met (achieved 100%)

### Assessment/Observations

- EEOG 03: Out of 17 new entrants in this EEOG, none was a person with disabilities. With an LMA rate of 3.8% the goal of hiring two professionals was unattainable

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

01	Senior Managers	No goal set
02	Middle & Other Managers	Goal met (achieved 400%)
03	Professionals	Goal met (achieved 400%)
05	Supervisors	No goal set
07	Administrative & Senior Clerical	Goal met (achieved 200%)
09	Skilled Crafts & Trades Workers	Goal met (achieved 100%)
10	Clerical Personnel	Goal met (achieved 650%)
11	Intermediate Sales & Service Personnel	Goal met (achieved 250%)
12	Semi-Skilled Manual Workers	Goal met (achieved 650%)

### Assessment/Observations

- In two EEOGs, there were no goals set; therefore the results are not analyzed in these EEOGS
- In all other EEOG the goals were met or exceeded.

**ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2016-04-01 to 2018-10-24.
  - During their initial assessment, the organization set twenty short-term goals and sixteen were met above 100%. Seven gaps were not addressed by setting up goals. Ten EEOGs show a progress of more than 100% achievement.
  - All the required measures in the Efforts section were checked

**ASSESSMENT OF GOALS**

All short and long-term goals are set in percentage format.

- All short-term and long-term goals are set at labour market availability.
- For women only, the goals are reduced to 50%.

**Women**

Workforce Analysis Results			Goals		Representation-	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) %	(3 years or more) %	%
01	Senior Managers	1	-	-	30.8	27.6
02	Middle & Other Managers	-3	39.4	39.4	31.8	39.4
03	Professionals	0	-	-	40.0	41.9
04	Semi-Professionals & Technicians	0	-	-	33.3	26.1
05	Supervisors	-1	50.0	50.0	33.3	51.9
06	Supervisors: Crafts & Trades	0	-	-	30.0	29.0
07	Administrative & Senior Clerical Personnel	0	-	-	75.0	76.8
09	Skilled Crafts and Trades Workers	-6	14.5	14.5	3.8	14.5
10	Clerical Personnel	-12	50.0	50.0	52.3	65.6
11	Intermediate Sales & Service Personnel	-8	50.0	50.0	55.2	64.3
12	Semi-Skilled Manual Workers	15	-	-	22.8	14.9
13	Other Sales and Service Personnel	-1	49.8	49.8	20.0	49.8
14	Other Manual Workers	29	-	-	36.8	12.3

## Observations:

- All goals were set properly
- short and long-term goals were appropriately set at 50% so as not to encourage the occupational clustering of women in this occupation.

**Aboriginal Peoples**

Workforce Analysis Results		Goals			Representation-	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	3.2	3.2	0.0	3.2
02	Middle & Other Managers	0	-	-	2.3	2.7
03	Professionals	0	-	-	0.0	1.8
04	Semi-Professionals & Technicians	0	-	-	0.0	1.6
05	Supervisors	0	-	-	0.0	2.0
06	Supervisors: Crafts & Trades	1	-	-	5.0	1.1
07	Administrative & Senior Clerical Personnel	0	-	-	0.0	3.4
09	Skilled Crafts and Trade Workers	1	-	-	3.8	2.3
10	Clerical Personnel	-1	2.6	2.6	1.1	2.6
11	Intermediate Sales & Service Personnel	-2	1.9	1.9	0.0	1.9
12	Semi-Skilled Manual	-4	2.7	2.7	0.5	2.7
13	Other Sales and Service Personnel	0	-	-	0.0	3.7
14	Other Manual Workers	-4	4.3	4.3	0.9	4.3

## Observations:

- Goals have been set appropriately at LMA where there is a gap present.

**Persons with Disabilities**

Workforce Analysis Results		Goals			Representation-	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
01 & 02	Managers	-2	5.0	5.0	2.9	5.0
03	Professionals	-2	8.9	8.9	0.0	8.9
04	Semi-Professionals & Technicians	0	-	-	0.0	7.6
05	Supervisors	-2	27.5	27.5	0.0	27.5
06	Supervisors: Crafts & Trades	-2	10.1	10.1	0.0	10.1
07	Administrative & Senior Clerical Personnel	0	-	-	0.0	10.0
09	Skilled Craft & Trade Workers	-1	7.8	7.8	5.7	7.8
10	Clerical Personnel	-4	9.3	9.3	4.5	9.3
11	Intermediate Sales & Service Personnel	-7	10.8	10.8	2.3	10.8
12	Semi-Skilled Manual	-16	10.3	10.3	1.6	10.3
13	Other Sales and Service Personnel	-1	10.7	10.7	0.0	10.7
14	Other Manual Workers	-7	6.8	6.8	0.9	6.8

## Observations:

- Goals have been set appropriately at LMA in every EEOG where there is a gap.

**Members of Visible Minorities**

Workforce Analysis Results		Goals			Representation-	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
01	Senior Managers	-2	11.5	11.5	3.8	11.5

02	Middle & Other Managers	3	-	-	25.0	17.6
03	Professionals	-1	28.5	28.5	25.0	28.5
04	Semi-Professionals & Technicians	-1	35.0	35.0	16.7	35.0
05	Supervisors	-1	33.9	33.9	16.7	33.9
06	Supervisors: Crafts & Trades	0	-	-	25.0	25.1
07	Administrative & Senior Clerical Personnel	0	-	-	25.0	14.1
09	Skilled Crafts and Trade Workers	-6	25.3	25.3	13.2	25.3
10	Clerical Personnel	-9	29.4	29.4	19.3	29.4
11	Intermediate Sales & Service Personnel	-28	40.8	40.8	8.0	40.8
12	Semi-Skilled Manual	2	-	-	37.0	36.1
13	Other Sales and Service Personnel	1	-	-	40.0	28.6
14	Other Manual Workers	27	-	-	41.0	18.2

Observations:

- Goals have been set appropriately at LMA in every EEOG where there is a gap.

## RECOMMENDATION

I recommend that the employer be found:

in compliance     in non-compliance

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

1. The employer is found in compliance of his obligations under the agreement.
2. The employer has demonstrated through their second compliance assessment that reasonable progress has been made towards achieving employment equity in the workplace and some goals were met at a rate higher than 100%.
3. Given the progress that has been made towards achieving employment equity since the time of the previous assessment, it is recommended that that Lowe Martin Company Inc. continue to implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
4. The Employment Systems Review (ESR) could be suggested as a tool to identify potential barriers to the future recruitment and retention of individuals in each designated group.

Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**Name of Analyst: Olga Arnaoudova**

**Date: October 25, 2019**



**From:** Arnaoudova, Olga O [NC] **On Behalf Of** EE-EME

**Sent:** November 7, 2019 8:49 AM

**To:** karen.poisson@lmgroup.com

**Cc:** 'Kimberly Bilmer' <Kimberly.Bilmer@LMGroup.com>; 'maria.palma@LMgroup.com' <maria.palma@LMgroup.com>

**Subject:** Government of Canada Agreement Number: V060961 – Notification of Compliance with the Federal Contractors Program

**Subject: Government of Canada Agreement Number: V060961 – Notification of Compliance with the Federal Contractors Program**

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

Dear Karen Poisson:

I am writing to inform you that the subsequent compliance assessment initiated on December 9, 2018 has been completed. As a result of the assessment, Lowe-Martin Co. Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Lowe-Martin Co. Inc.'s employment equity program.

1. The employer is found in compliance of his obligations under the agreement.
2. The employer has demonstrated through their second compliance assessment that reasonable progress has been made towards achieving employment equity in the workplace and some goals were met at a rate higher than 100%.
3. Given the progress that has been made towards achieving employment equity since the time of the previous assessment, it is recommended that that Lowe Martin Company Inc. continue to implement hiring practices that encourage recruitment in the four designated groups to avoid creating any new gaps in representation.
4. The Employment Systems Review (ESR) could be suggested as a tool to identify potential barriers to the future recruitment and retention of individuals in each designated group. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intl4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intl4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on **December 9, 2021**. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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



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

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

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

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

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

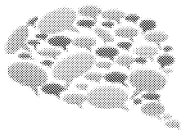
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdcc-rhdcc.gc.ca](mailto:ee-eme@hrsdcc-rhdcc.gc.ca).

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

Sincerely,

Workplace Equity Team

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



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

**From:** Kimberly Bilmer <Kimberly.Bilmer@LMGroup.com>  
**Sent:** October 10, 2019 3:05 PM  
**To:** Arnaoudova, Olga O [NC] <olga.arnaoudova@labour-travail.gc.ca>  
**Subject:** Re: Summary Report

Hopefully this is the last time!

Thank you for being so patient with me!

**Kimberly Bilmer**

Health & Safety/Security Supervisor

**LowesMartin**

T: 613-741-0963 ext 1286 | F: 613-741-5328  
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**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** Thursday, October 10, 2019 10:06 AM  
**To:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>  
**Subject:** RE: Summary Report

Hi Kim

The forms need to be generated at the National Level.. There is an option to be selected, when you generate them.

Can you please generate them again.

Thanks,  
Olga

**From:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>  
**Sent:** 2019-10-10 9:18 AM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** Re: Summary Report

Please see attached.

P.S I noticed that we terminated another casual employee that worked more than 12 weeks (I was going to update it tomorrow), so I deleted his WEIMS account as well.

Thanks!

**Kimberly Bilmer**

Health & Safety/Security Supervisor

## LowesMartin

T: 613-741-0963 ext 1286 | F: 613-741-5328

400 Hunt Club Road | Ottawa, Ontario | K1V 1C1 | [www.LMGroup.com](http://www.LMGroup.com)

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

**Sent:** Thursday, October 10, 2019 9:12 AM

**To:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>

**Subject:** RE: Summary Report

Hi Kimberly

If you could generate the forms again and the summary report, that would be great...

Thanks!

Olga

**From:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>

**Sent:** 2019-10-10 9:10 AM

**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>

**Subject:** Re: Summary Report

Great!

Would you like me to send all the forms to you now?

Thanks

### Kimberly Bilmer

Health & Safety/Security Supervisor

## LowesMartin

T: 613-741-0963 ext 1286 | F: 613-741-5328

400 Hunt Club Road | Ottawa, Ontario | K1V 1C1 | [www.LMGroup.com](http://www.LMGroup.com)

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

**Sent:** Thursday, October 10, 2019 8:41 AM

**To:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>

**Subject:** RE: Summary Report

Thank you for confirming!

You can remove temporary employees in WEIMS:

1. Please log into WEIMS
2. Go to Section 'Employees for Lowe-Martin' and Select: Search for employees
3. When you are on the search page scroll down to the bottom of the page and select again 'Search.'
4. This will display a list of all employees (you can view 20 or 50 at a time). Select the employee(s) you want to delete.
5. Click on 'Delete selected employees'

Regards,  
Olga

**From:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>  
**Sent:** 2019-10-10 8:31 AM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** Re: Summary Report

employee number 85010 was employed longer than 12 weeks.

**Kimberly Bilmer**

Health & Safety/Security Supervisor

**LoweMartin**

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**From:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>  
**Sent:** Thursday, October 10, 2019 8:26 AM  
**To:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** Re: Summary Report

Hi Olga,

How would I be able to remove that one worker via WEIMS?

Thanks

**Kimberly Bilmer**

Health & Safety/Security Supervisor

**LoweMartin**

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**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** Thursday, October 10, 2019 8:08 AM  
**To:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>  
**Subject:** RE: Summary Report

Hi Kimberly

I verified with my supervisor that you can manually remove one-by one temporary workers from WEIMS. Another way to do that is for you to pull out the back-up employee.txt file and remove the temporary, then upload it into the system. It might however not be necessary, as it appears that there were 38 temporary workers (Form 4, page 2) that did not appear on the summary report as they apparently worked for less than 12 weeks. Temporary workers with a contract that is less then 12 weeks are not counted on the summary report for FCP.

There is 1 temporary worker that worked more than 12 weeks and therefore appeared on the summary report – that employee was in the Semi-Skilled Manual Workers category (Form 2, Page 6). If we remove this worker, the final count will be 659. I will update the Excel sheet accordingly.

Please keep in mind not to upload into the system temporary workers in the future.

Thank you,  
Olga

**From:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>  
**Sent:** 2019-10-09 3:16 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** Re: Summary Report

Hi Olga,

No we are just inputting them in one by one (any new hire, term, and promotion). We are no longer using the file.

Thanks

**Kimberly Bilmer**

Health & Safety/Security Supervisor

**LowelMartin**

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**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** Wednesday, October 9, 2019 3:02 PM  
**To:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>  
**Subject:** RE: Summary Report

Thanks, Kimberly!

I will be in touch if I have more questions.

As you are not using a employee.txt file and input your employees manually, I will check how you can get rid of temporary employees in WEIMS.

Olga

**From:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>  
**Sent:** 2019-10-09 1:38 PM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** Re: Summary Report

Hi Olga,

I created Form 1 today.

Thanks!

**Kimberly Bilmer**

Health & Safety/Security Supervisor

**LowesMartin**

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**From:** [olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca) <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Sent:** Wednesday, October 9, 2019 11:46 AM  
**To:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>  
**Subject:** RE: Summary Report

Hi Kimberly,

There are no temporary employees listed on Form 1 as perhaps this form was generated before the temporary was added to the system. Therefore it lists 659 workers and not 660 as on the Summary Report.

Semi-Skilled Manual Workers- one temporary worker was included in this category as per Form 2C (page 6)—this accounts for the difference.

I will double check with a colleague but I think that your total on 2018-12-31 was 659 if we do not count the temporary employee.

Can you just confirm if you created Form 1 today or it was in your files?

Olga

**From:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>  
**Sent:** 2019-10-09 10:58 AM  
**To:** Arnaoudova, Olga O [NC] <[olga.arnaoudova@labour-travail.gc.ca](mailto:olga.arnaoudova@labour-travail.gc.ca)>  
**Subject:** Summary Report

Hi Olga,  
Please see attached!  
Thanks

**Kimberly Bilmer**

Health & Safety/Security Supervisor

**LoweMartin**

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**From:** [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca) <[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)>  
**Sent:** Wednesday, October 9, 2019 10:57 AM  
**To:** Kimberly Bilmer <[Kimberly.Bilmer@LMGroup.com](mailto:Kimberly.Bilmer@LMGroup.com)>  
**Subject:** Your report has been generated, and is ready for viewing.

(Le message français suit)

**English Message**

The report that you requested is completed and is attached to this email.

If you have been sent this in error, please contact the Administrator at [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

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**Message français**

Le rapport que vous avez demandé est complété et joint à ce courriel.

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