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Labour Program Federal Contractors Program

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Canada

#### FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2016-12-21 to 2019-12-03

#### Province Census Metropolitan Areas Permanent Permanent **Total Number Total Number** Permanent Permanent Temporary Temporary Full-time Part-time of Employees Full-time Part-time of Employees Ontario 88 1 0 89 Calgary 1 0 0 Alberta 1 0 0 1 Toronto 5 0 0 5 Ont, less CMAs 83 1 0 84 90 • Total Employees in Canada 90 Total Employees in Canada

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

#### Employment and Social — Emplot at Véraloppaciant Veraloppació Conuco — incres Conicto

#### Newterra ltd. (certificate # 10000412)

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

#### Reporting Period 2016-12-21 to 2019-12-03

Occupational Group			All E	Employee	s		A	borigin	al Peop	nles		Pers	ons wi	th Disa	bilitie	3	P	Membe	rs of V	isible f	Ainoriti	es
Salary Range	QTR	Total		Men	Wom	1	Total		len	Womer		Total		en	•	omen	t	otal		len	•	men
Col. 1		Col. 2		Col. 3	Col.	4	Col. 5	C	ol. 6	Col. 7		Col. 8	C	sl. 9	C	oł. 10	Co	5₹. 11	Co	sl. 12	Co	1. 13
Senior Managers	4																					
Top Range: Under \$5,000	3																					
Bottom Range: Under \$5,000	2																					
	1		6	4		2					$\top$											
	Total		6	4		2																
Middle and Other Managers	4	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,																				
Top Range: Under \$5,000	3	************										•••••						•••••		••••••		*********
Bottom Range: Under \$5,000	2			***************************************										***********		**********						
	1	,	13	9		4												3		2		•
	Total		13	9		4												\$		2		
Professionals	4																					
Top Range: Under \$5,000	3																					
Bottom Range: Under \$5,000	2																					
	1		9	7		2												2		2		
	Total		9	7		2												2		2		
Semi-Professionals and Technicians	4																					
Top Range: Under \$5,000	3																					
Bottom Range: Under \$5,000	2																					
	1	1	14	14			1		1			***************************************										
	Total		14	14					1													

Page 1 of 5

Canada

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

#### Reporting Period 2016-12-21 to 2019-12-03

Occupational Group			All Employee	s	At	original Peo	ples	Persor	ns with Disa	bilities	Member	rs of Visible N	Minorities
Salary Range	OTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	3	1	2									
	Total	3	1	2									
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	1	1									
	Total	2	1	1									
Skilled Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	10	9	1							2	2	
	Total	10	9	1							2	2	
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	3	4									
	Total	7	3	4									

Page 2 of 5 Canada

Employment and Social Emplot et Séreloppement Vocalopment Consta xorast Consta

#### Newterra ltd. (certificate # 10000412)

#### Form 2 A

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

#### Reporting Period 2016-12-21 to 2019-12-03

Occupational Group		/	All Employee:	3	Ab	original Peop	iles	Perso	ons with Disat	oilities	Member	s of Visible A	Ainorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Other Manual Workers	4	1	1										
Top Range: \$ 55,000 - \$59,999	3												
Bottom Range: Under \$5,000	2												
	1	23	21	2	1	1							
	Total	24	22	2	1	1							
Total Number of Employees		88	70	18	2	2					7	6	1

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

#### Reporting Period 2016-12-21 to 2019-12-03

Occupational Group Salary Range		,	All Employee:	s	Ab	original Peop	iles	Perso	ons with Disat	oilities	Member	s of Visible A	Ainorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		1		1									

Employment and Social Emplot et Séreloppement Vocalopment Consta xorast Consta

#### Newterra ltd. (certificate # 10000412)

#### Form 2 A

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

#### Reporting Period 2016-12-21 to 2019-12-03

Occupational Group Salary Range		,	All Employee	S	Ab	original Peop	iles	Perso	ons with Disat	oilities	Member	s of Visible A	Ainorities
Salary Range	OTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		1	1										

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

Reporting Period 2016-12-21 to 2019-12-03

		All Employees		A	boriginal Peopl	es	Pers	ons with Disab	ilitles	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	87	69	18	2	2					7	6	1
\$ 50,000 - \$59,999	1	1										
Total Number of Employees	88	70	18	2	2					7	6	1

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Newterra ltd. (certificate # 10000412)

#### Form 3 B

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

#### Reporting Period 2016-12-21 to 2019-12-03

		All Employees		Α	boriginal Peopl	es	Pers	sons with Disabilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8 Col. 9	Col. 10	Col. 11	Col. 12
Under \$5,000	1		1								
Total Number of Employees											

Employment and Social Employer Edesing persent Social Conscion Social Conscion

#### Newterra ltd. (certificate # 10000412)

#### Form 3 A

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

Reporting Period 2016-12-21 to 2019-12-03

		All Employees	3	А	boriginal Peopl	es	Pers	sons with Disabilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8 Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	1	1									
Total Number of Employees		1									

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

#### Reporting Period 2016-12-21 to 2019-12-03

		All Employees		Α	boriginal Peop	les	Pers	ons with Disat	ilities	Membe	rs of Visible M	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	3	2	1							2	1	1
Professionals	7	4	3							2	2	
Semi-Professionals and Technicians	5	4	1									
Administrative and Senior Clerical Personnel	1	1										
Skilled Sales and Service Personnel	4	3	1									
Clerical Personnel	3		3									
Other Manual Workers	1	1										
Total Number of Employees Hired	24	15	9							4	3	

#### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

#### Full-Time / Ontario

#### Reporting Period 2016-12-21 to 2019-12-03

	Emp	loye	es promoted	(Employees	pro	moted during	g the	year are to	o be	reported or	aly in	the occu	ıpati	onal group	s in v	hich	or to	which	they	have	e bed	en las	t pro	mote	đ.}
Occupation and Occupa		/	All Employees	3			Abor	iginal Peor	oles			Per	rson	s with Disa	bilitie	S			Me	mbe	rs of	Visib	le Mi	noritie	38
Occupational Group	Total Col. 1		Men Col. 2	Women Col. 3		Total Col. 4		Men Col. 5		Women Col. 6		Total Col. 7		Men Col. 8		Wom Col.		į.	Total Col. 1	- 1	(	Men Col. 1	1		omen ol. 12
Senior Managers		1	••••••		1	***************************************		***************************************		***************************************		••••••				*******						*********			
Middle and Other Managers		1			1																				
Professionals		1			1																				
Supervisors		2	1		1																				
Clerical Personnel		1	1																						
Total Number of Employees Promoted		6	2		4								7			•	*****							******	
Total Number of Promotions		6	2		4																				

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Ontario

#### Reporting Period 2016-12-21 to 2019-12-03

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	2	2										
Middle and Other Managers	10	10										
Professionals	6	5	1							1	1	
Semi-Professionals and Technicians	9	7	2									
Skilled Sales and Service Personnel	5	4	1							2	2	
Clerical Personnel	7	2	5									
Other Manual Workers	7	7										
Total Number of Employees Terminated	46	37	9							3	3	

Canada

#### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Alberta

#### Reporting Period 2016-12-21 to 2019-12-03

		All Employees		А	boriginal Peopl	es	Pers	sons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Semi-Professionals and Technicians	1	1										
Total Number of Employees Terminated		1										

## Workforce Analysis - Detailed Report

Date: 2019-12-03

#### Women

Women							
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	sentation %	Availa %	bility Gap # #	
01 : Senior Managers	National	6	2	33,3 %	27.6 %	2	0 National
02 : Middle and Other Managers	National	14	4	28.6 %	39.4 %	6	National
93 : Professionals		9	2	22.2 %	22.5 %	2	* D
1111 : Financial auditors and accountants	National	1	0	0.0 %	56.0 %	1	National
123 : Professional occupations in advertising, marketing and public relations	National	1	1	100.0 %	66.6 %	1	s 0 National
132 : Mechanical engineers	National	4	0	0.0 %	9.5 %	0	0 National
147 : Computer engineers (except software engineers and designers)	National	2	ō	0.0 %	11.1%	0	0 National
148 : Other professional engineers, n.e.c.	National	1	1	100.0 %	19.9 %	0	1 National
4 : Semi-Professionals and Technicians		14	0	0.0 %	19.2 %	3	\$
231 : Civil engineering technologists and technicians	Ontario	4	0	0.0 %	14.9 %	1	Ontario
2232 : Mechanical engineering technologists and technicians	Ontario	2	0	0.0 %	9.1 %	0	0 Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	2	0	0.0 %	11.0 %	0	0 Ontario
282 : User support technicians	Ostario	5	Ö	0.0 %	23.9 %	1	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	50.0 %	1	Ontario
15 : Supervisors		3	2	66.7 %	61.6 %	2	0
Employment Equity Occupational Group	Ont. less CMAs	3	2	66.7 %	61.6 %	2	Ont. less CMAs
7 : Administrative and Senior Clerical Personnel		2	1	50.0 %	86.8 %	2	
Employment Equity Occupational Group	Ont, less CMAs	2	1	50.0 %	86.8 %	2	Ont. less CMAs
08 : Skilled Sales and Service Personnel		10	1	10.0 %	27.9 %	3	 <b>Ž</b>
5221 : Technical sales specialists - wholesale trade	Ontario	10	1	10.0 %	27.9 %	3	2 Ontario
10 : Clerical Personnel		8	5	62.5 %	73.9 %	6	
Employment Equity Occupational Group	Ont. less CMAs	8	5	62.5 %	73.9 %	6	Ont. less CMAs
4 : Other Manual Workers		24	2	8.3 %	19.1 %	5	
Employment Equity Occupational Group	Ont, less CMAs	24	2	8.3 %	19.1 %	5	Ont. less CMAs



## Workforce Analysis - Detailed Report

Date: 2019-12-03

#### Women

	Women						
Employment Equity Occupational Group	Internal Location	All Employees	Representatio	n Av	ailability	Gap	Recruitment Area
		#	#	% %	#	#	
Total		90		% 31.9 %			

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2019-12-03

#### **Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Repres #	entation %	Availa %	ibility #	Gap #	Recruitment Area
01 : Senior Managers	National	6	0	0.0 %	3.2 %	0	0	National
92 : Middle and Other Managers	National	14	0	0.0 %	2.7 %	0	0	National
03 : Professionals		9	0	0.0 %	1.3 %	0	0	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.4 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	Ö	0.0 %	2.1 %	0	0	National
2132 : Mechanical engineers	National	4	0	0.0 %	1.0 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	0.8 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	1	0	0.0 %	2.1 %	0	0	National
04 : Semi-Professionals and Technicians		14	1	7.1 %	1.6 %	0	1	
2231 : Civil engineering technologists and technicians	Ontario	4	0	0.0 %	1.9 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Ontario	2	Ö	0.0 %	1.7 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	2	0	0.0 %	1.7 %	0	0	Ontario
2282 : User support technicians	Ontario	5	1	20.0 %	1.3 %	0	1	Ontago
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	1.4 %	0	0	Ontario
05 : Supervisors		3	0	0.0 %	6.2 %	0	0	
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	6.2 %	0	0	Ont. less CMAs
07 : Administrative and Senior Clerical Personnel		2	Ö	0.0 %	5.7 %	0	0	
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	5.7 %	0	0	Ont. less CMAs
08 : Skilled Sales and Service Personnel		10	0	0.0 %	1.2 %	0	0	
6221 : Technical sales specialists - wholesale trade	Ontario	10	0	0.0 %	1.2 %	0	0	Ontario
10 : Clerical Personnel		8	0	0.0 %	6.4 %	1		
Employment Equity Occupational Group	Ont. less CMAs	8	0	0.0 %	6.4 %	1		Ont. less CMAs
14 : Other Manual Workers		24	1	4.2 %	7.9 %	2		
Employment Equity Occupational Group	Ont. less CMAs	24	1	4.2 %	7.9 %	2 3888		Ont. less CMAs



## Workforce Analysis - Detailed Report

Date: 2019-12-03

#### **Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
Total		90	2	2.2 %	4.2 %	3		

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2019-12-03

#### Members of Visible Minorities

		Members of Visible Minorities					
Employment Equity Occupational Group	Internal Location	All Employees	-	sentation	Availa		
		#	#	%	%	# #	
01 : Senior Managers	National	6	0	0.0 %	11.5 %	1	National
02 : Middle and Other Managers	National	14	3	21.4 %	17.6 %	2	National
03 : Professionals		9	2	22.2 %	31.9 %	3	
1111 : Financial auditors and accountants	National	1	1	100.0 %	32.3 %	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	Ö	% 0,0	18.8 %	0 (	) National
2132 : Mechanical engineers	National	4	1	25.0 %	30.7 %	1 (	) National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	42.7 %	1	National
2148 : Other professional engineers, n.e.c.	National	4	0	0.0 %	27.2 %	0 (	) National
04 : Semi-Professionals and Technicians		14	0	0.0 %	30.8 %	4	
2231 : Civil engineering technologists and technicians	Ontario	4	0	0.0 %	23.7 %	1	Ontario
2232: Mechanical engineering technologists and technicians	Ontario	2	Ö	0.0 %	26.2 %	1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	2	0	0.0 %	30.6 %	1	Ontario
2282 : User support technicians	Ontario	5	0	0.0 %	38.8 %	2	Ontario
5241 : Graphic designers and illustrators	Ontario	4	0	0.0 %	28.6 %	0	) Ontario
95 : Supervisors		3	0	0.0 %	3.0 %	0	)
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	3.0 %	0 (	Ont. less CMAs
07 : Administrative and Senior Clerical Personnel		2	Ö	0.0 %	1.9 %	0	)
Employment Equity Occupational Group	Ont. less CMAs	2	0	0.0 %	1.9 %	0	Ont. less CMAs
08 : Skilled Sales and Service Personnel		10	2	20.0 %	22.8 %	2	)
6221 : Technical sales specialists - wholesale trade	Ontario	10	2	20.0 %	22.8 %	2	) Ontario
10 : Clerical Personnel		8	0	0.0 %	1.9 %	0	)
Employment Equity Occupational Group	Ont. less CMAs	8	0	0.0 %	1.9 %	0	Ont. less CMAs
14 : Other Manual Workers		24	Ö	0.0 %	2.6 %	1	
Employment Equity Occupational Group	Ont. less CMAs	24	0	0.0 %	2.6 %	1	Ont. less CMAs
						40000000000	3



## Workforce Analysis - Detailed Report

Date: 2019-12-03

#### Members of Visible Minorities

Members of Visible Minorities								
Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
Total		90	7	7.8 %	15.0 %	13		

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2019-12-03

#### Persons with Disabilities

		Persons with Disabilities						
Employment Equity Occupational Group	Internal Location	All Employees	Represe	noitatne	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	20	0	0.0 %	5.0 %	1		National
03 : Professionals	National	9	0	0.0 %	8.9 %			National
04 : Semi-Professionals and Technicians	National	14	0	0.0 %	7.6 %	1	****	National
05 : Supervisors	National	3	0	0.0 %	27.5 %	1		National
07 : Administrative and Senior Clerical Personnel	National	2	Ö	% 0,0	10.0 %	0	0	National
08 : Skilled Sales and Service Personnel	National	10	0	0.0 %	8.0 %	1		National
18 : Clerical Personnel	National	В	0	0.0 %	9.3 %			National
14 : Other Manual Workers	National	24	0	0.0 %	6.8 %	2	2	National
Total		90	0	0.0 %	7.9 %	8		

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2019-12-03

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

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



## Workforce Analysis - Detailed Report

Date: 2019-12-03

#### 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National



## **Workforce Analysis - Summary Report**

Date: 2019-12-03

#### Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	6	2	33.3 %	27,6 %	2	0	
02 : Middle and Other Managers	14	4	28.6 %	39.4 %	6		
03 : Professionals	9	2	22.2 %	22.5 %	2	0	
04 ; Semi-Professionals and Technicians	14	0	0.0 %	19.2 %	3	***	
05 : Supervisors	3	2	66.7 %	61.6 %	2	0	
07 : Administrative and Senior Clerical Personnel	2	1	50.0 %	86.8 %	2	*	
08 : Skilled Sales and Service Personnel	10	1	10.0 %	27.9 %		<b>2</b>	
10 : Clerical Personnel	8	5	62.5 %	73.9 %	6	*	
14 : Other Manual Workers	24	2	8.3 %	19.1 %		3	
Total	90	19	21.1 %	31.9 %	31	***	



## **Workforce Analysis - Summary Report**

Date: 2019-12-03

#### **Aboriginal Peoples**

			Aborio	ginal Peoples	:		
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	6	0	0.0 %	3.2 %	0	0	
02 : Middle and Other Managers	14	0	0.0 %	2.7 %	0	0	
03 : Professionals	9	0	0.0 %	1.3 %	0	0	
04 : Semi-Professionals and Technicians	14	1	7.1 %	1.6 %	0	1	
05 : Supervisors	3	0	0.0 %	6.2 %	0	0	
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	5.7 %	0	0	
08 : Skilled Sales and Service Personnel	10	0	0.0 %	1.2 %	0	0	
10 : Clerical Personnel	8	0	0.0 %	6.4 %	1 🎇	***	
14 : Other Manual Workers	24	1	4.2 %	7.9 %			
Total	90	2	2.2 %	4.2 %	3		



## **Workforce Analysis - Summary Report**

Date: 2019-12-03

#### Members of Visible Minorities

			Members o	of Visible Mind	orities		
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	6	0	0.0 %	11.5 %	1		
02 : Middle and Other Managers	14	3	21.4 %	17.6 %	2	1	
03 : Professionals	9	2	22.2 %	31.9 %	3		
04 : Semi-Professionals and Technicians	14	0	0.0 %	30.8 %	4	4	
05 : Supervisors	3	0	0.0 %	3.0 %	0	0	
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	1.9 %	0	0	
08 : Skilled Sales and Service Personnel	10	2	20.0 %	22.8 %	2	0	
10 : Clerical Personnel	8	0	0.0 %	1.9 %	0	0	
14 : Other Manual Workers	24	0	0.0 %	2.6 %	1	***	
Total	90	7	7.8 %	15.0 %	13	6	



## **Workforce Analysis - Summary Report**

Date: 2019-12-03

#### Persons with Disabilities

			Persons	with Disabilit	ies	
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gар
	#	#	%	%	#	#
01/02 : Managers	20	0	0.0 %	5.0 %	1	*
03 : Professionals	9	0	0.0 %	8.9 %	1 🎇	*
04 : Semi-Professionals and Technicians	14	0	0.0 %	7.6 %	1	***************************************
05 : Supervisors	3	0	0.0 %	27.5 %	1	
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	10.0 %	0	0
08 : Skilled Sales and Service Personnel	10	0	0.0 %	8.0 %	1	
16 : Clerical Personnel	8	0	0.0 %	9.3 %	1	*
14 : Other Manual Workers	24	0	0.0 %	6.8 %	2	
Total	90	0	0.0 %	7.9 %	8	



## Workforce Analysis - Summary Report

Date: 2019-12-03

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

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



## **Workforce Analysis - Summary Report**

Date: 2019-12-03

#### 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National



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Data from Si	ibsequent/Curro Analysis	ent Workforce
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			<u> Fable 1: Women</u>	
		First/Pr	evious Workforce A	analysis
IC		All Employees	Won	nen
r malan	syment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	6	0	27.40
02	Middle & Other Managers	21	3	38.90
03	Professionals	9	19	15.90
04	Semi-Professionals & Technicians	23	1	12.10
05	Supervisors	2	2	62,90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	1	1	87.10
08	Skilfed Sales & Service Personnel	14	2	28,70
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	11	7	72.40
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	31	2	19.7(
Cotal		1.18	19	29.0

•	lable 5: Women	
Subsequent	Current Workfore	e Analysis
All Employees	Won	เยก
	Representation	Availability*
#	#	%
6	2	27.6
14	4	39,4
9	2	22.5
14	0	19.2
3	2	61.6
0	0	0.0
2	1	86.8
10	1	27.9
0	0	0.0
8	5	73.9
0	0	0.0
0	0	0,0
0	0	0.0
24	2	19.1
90	19	31.9

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Data from Fi	st/Previous Work	orce Analysis
YYYY	MM	DD
2016	12	21

	quent/Current Wo	
YYYY	MM	DD
2019	12	03

		Table	2: Aboriginal Po	eoples
		First/Pr	evious Workforce A	analysis
E	EFOCS	All Employees	Aborigina	l Peoples
r.mpps	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	6	0	2.90
02	Middle & Other Managers	21	0	2.20
03	Professionals	9	0	0.90
04	Semi-Professionals & Technicians	23	1	7.50
05	Supervisors	2	()	4.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	1	0	4.10
08	Skilfed Sales & Service Personnel	14	0	1,00
09	Skilled Crafts & Trades Workers	0	0	00.0
10	Clerical Personnel	1.1	0	4.70
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	00.0
14	Other Manual Workers	31	1	6.80
Total		1.18	2	4.5

Table	6: Aboriginal P	coples
Subsequent	Current Workfor	ce Analysis
All Employees	Aborigina	l Peoples
	Representation	Availability*
#	#	%
6	()	3.2
14	0	2.7
9	0	1.3
14	t	1.6
3	0	6,2
0	0	0.0
2	0	5.7
10	0	1.2
0	0	0.0
8	0	6.4
0	0	0.0
0	0	0,0
0	0	0.0
24	I	7.9
90	2	4.2

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20	01	1	9	(	ķ	23	1:	şı	a	S																									

Data from Fir	st/Previous Wor	kforce Analysis
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	Analysis	
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Data from Fi	rst/Previous Work!	orce Analysis
YYYY	MM	DD
2016	12	21

	quent/Current Wo	
YYYY	MM	DD
2019	12	03

Employment Equity Occupational Group (EEOG)		Table 3: Members of Visible Minorities First/Previous Workforce Analysis		
		All Employees	Members of Vis	
			Representation	Availability*
		#	#	%
01	Senior Managers	6	()	10.10
02	Middle & Other Managers	21	1	15.00
03	Professionals	9	1	30.90
04	Semi-Professionals & Technicians	23	1	20.90
05	Supervisors	2	0	1,90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	1	0	1.60
08	Skilled Sales & Service Personnel	14	4	20,80
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	14	0	1.70
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	00.00
14	Other Manual Workers	31	0	2.10
l'otal		118	7	12.8

Table 7: Me	mbers of Visible	e Minorities		
Subsequent/Current Workforce Analysis				
All Employees Members of		Visible Minorities		
	Representation	Availability*		
#	#	4/ <sub>e</sub>		
6	0	11.5		
14	3	17.6		
9	2	31.9		
14	0	30.8		
3	0	3,0		
0	0	0.0		
2	0	1,9		
10	2	22.8		
0	0	0.0		
8	0	1.9		
0	0	0.0		
0	0	0.0		
0	0	0.0		
24	0	2.6		
90	7	15.0		

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	Subsequent/Cur Analysis	rent Workforce
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Data from Subse	quent/Current Wo	irkforce Analysis
YYYY	MM	DĐ
2019	12	03

		Table 4:	Persons with Di-	sabilities
Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Persons with	Disabilities
			Representation	Availability*
		#	#	%
01/02	Managers	27	i)	4.30
03	Professionals	9	0	3.80
()4	Semi-Professionals & Technicians	23	0	4.60
05	Supervisors	2	0	13.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	1	0	3.40
08	Skilled Sales & Service Personnel	14	0	3.50
09	Skilfed Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	11	0	7.00
11	Intermediate Sales & Service Personnel	()	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	31	0	5.30
Total		118	0	4,9

Table 8: Persons with Disabilities				
Subsequent/Current Workforce Analysis				
All Employees	Persons with Disabilities			
	Representation	Availability*		
#	#	4∕4		
20	0	5.0		
9	0	8,9		
14	0	7.6		
3	0	27.5		
0	0	0,0		
2	0	10.0		
10	0	8.0		
0	0	0.0		
8	0	9,3		
0	0	0.0		
0	0	0.0		
0	0	0.0		
24	0	6.8		
90	0	7.9		

* Source:			
		Disability	

* Source	e <b>:</b>				
2017 Ca	nadiar	i Survey	on Disal	oility	

**************		
Start	Date of Flav	Data
1111	NW	DD
2016	12	21

End I	late of Plen	Data
YYYY	V134	DÐ
2019	12	03

	Data		n 4 - Empl red	loyees	Data	from Fore Pron	n 5 - Empl noted	ayees	Data		n 6 - Empl inated	oyees
	4	1	<b></b>	<b>↓</b>	1	ţ	į.	1	4	4	<b>1</b>	<b>\</b>
		Table 1	Women			Table 5:	Women			Table 9:	Women	
	Full-time	National	Part-time	(National	Full-time	/ National	Part-time	/ National	Full-time	/ National	Part-time	National
Employment Equity Occupational Group (EEOG)	AB Emphyses Bired	Women Hired	Ali Employees Hised	Women Hierd	All Employees Promoted	Wовси Реврока	All Employees Promoted	Women Promoted	All Employees Ferminated	Women Terminated	all Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	¥	W.	#	4	и
01 Senior Managers	Ó	0	0	0	1		0	ol	2	(0	(I	()
02 Middle & Other Managers	3	l	0	0		1	0	ol	10	0	0	()
03 Professionals	7	3	()	0	1	t	0	0	6	::::::::::::::::::::::::::::::::::::::	0	0
04 Semi-Professionals & Technicians	8	1	0	- 6	::::::::::::::::::::::::::::::::::::::	()	0	(1)	9	2	0	0
05 Supervisors	0	0	Ð	0	2	1	0	o	0	0	Ø	9
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0	0	0	0	0	0	(}	0	0
08 Skilled Sales & Service Personnel	4	1	9	6	ij	()	0	()	5	1	0	(
09 Skilled Crafts & Trades Workers	0	0	()	Ð	Ð	0	0	ol	0	0	g	į
10 Clerical Personnel	3	3	0	0	1	0	0	0	7	5	0	0
11 Intermediate Sales & Service Personnel	0	0	0	Ø	0	0	0	ol	0	0	υ	()
12 Semi-Skilled Manual Workers	0	0	0	6	0	()	Ü	O O	0	Ü	0	0
13 Other Sales & Service Personnel	0	)	0	0	0	Q	0	0	1 0	0	6	()
14 Other Manual Workers		0	0	0	0	Q	0	0	7	0	0	0
Total	24	9	0	0	6	4	0	Ü	46	9	0	0

Start	Date of Flov	· Data
1111	MМ	DD
2016	12	21

End I	late of Plen	Data
YYYY	M31	DÐ
2019	12	-03

## Data from Form 4 - Employees Hired

## Data from Form 5 - Employees Promoted

Table 6: Aboriginal Peoples

## Data from Form 6 - Employees Terminated

	į.	<b>.</b>	. ↓	<b>↓</b>
	Tal	ole 2: Abor	iginal Pec	iples
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Emphyses Bired	Aberigmat Peoples Hirod	All Emptoyees Mired	Aboriginal Peoples thred
	#	4	#	#
01 Senior Managers	0	0	()	()
02 Middle & Other Managers	3	0	0	θ
03 Professionals	7	0	()	()
04 Semi-Professionals & Technicians	5	0	0	0
05 Supervisors	0	0	0	Ð
06 Supervisors: Crafts & Trades	0	0	0	θ
07 Administrative & Senior Clerical Personnel	1	0	()	0
08 Skilled Sales & Service Personnel	4	0	0	0

09 Skilled Crafts & Trades Workers

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

10 Clerical Personnel

Total

Full-time	National	Part-time / National		
All Employees Promoted	Aboriginal Propies Promoted	All Employees Prossessed	Abortginal Peoples Promoted	
#	#	#	¥	
1	0	0	0	
1	0	0	0	
l	0	0		
0	0	0	()	
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0	0	0	0	
0	0	0		
0	0	0	()	
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	Tab	e 10: Abo	riginal Per	ples		
	Full-time	/ National	Part-time	time / National		
	A# Employers Ferminated	Abortemai Peoples Tersmissied	All Employees Terminated	Akoriginai Poopies Terminated		
	#	#	¥	и		
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## Federal Contractors Program Achievement Report Part 2: Flow Data Analysis Newterra Ltd. |Date: 2019-11-26|

Street	Date of king	. Data
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2016	12	21
2010	1 444	ا شا

End I	late of Pless	Data
YYYY	M31	DÐ
2019	12	-03

## Data from Form 4 - Employees Hired

## Data from Form 5 - Employees Promoted

		Table 3: Persons with Disabilities				
			Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)		All Employees Bired	Persons with Disabilities Hired	All Employees Hised	Persons with Disabilities Hired	
		- 6	4	#	#	
01 :	Senior Managers	θ	0	()	0	
02	Middle & Other Managers	3	()	0	8.	
03	Professionals	7	0	()	θ	
04 !	Semi-Professionals & Technicians	5	0	0	0	
05	Supervisors	0	0	0	0	
06 8	Supervisors: Crafts & Trades	0	0	0	0	
07	Administrative & Senior Clerical Personnel	1	()	()	0	
08 3	Skilled Sales & Service Personnel	4	0	0	0	
09	Skilled Crafts & Trades Workers	0	0	0	Ø	
10 0	Clerical Personnel	3	(8)	0	0	
11	Intermediate Sales & Service Personnel	0	0	0	<b>(3</b> )	
12	Semi-Skilled Manual Workers	0	0	0	θ	
13 6	Other Sales & Service Personnel	θ	0	0	0	
14 (	Other Manual Workers	1	(3	0	8	
Tota	}	24	0	0	0	

Full-time / National		Part-time / National		
All Employees Promoted	Persons with Disabilities Promoted	**************	Persons with Disabilities Promoted	
Ħ	#	#	ø	
1	0	0	0	
1	0	0	0	
l	0	θ	0	
Ü	()	Ü	()	
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6	Ø	0	8	

<u> </u>	Table 11: reisons with Disabilities						
	Full-time	National	Part-time / National				
	ed Employees Ferminated	Persons with Disabilities Ferminated		Persons with Disabilities Terminated			
	#	#	ų.	u			
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0	6	0	()	()			
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0	7	()	0	0			
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# Federal Contractors Program Achievement Report Part 2: Flow Data Analysis Newterra Ltd. [Date: 2019-11-26]

ı			
	Start	Date of Flov	Data
	***************************************		
	2016	12	21

End 1	late of blow	Data
YYYY	VI31	DÐ
2019	J2	-03

# Data from Form 4 - Employees Hired

# Data from Form 5 - Employees Promoted

## Data from Form 6 - Employees Lerminated

	Table 4:	Members o	of Visible N	<b>Tinorities</b>
	Full-time	National	Part-time	National
Employment Equity Occupational Group (EEOG)	AB Emphyses Hired	Members of Visible Minurities Bired	All Employees Hired	Members of Visible Minorities Hired
		4	#	#
01 Senior Managers	θ	0	0	0
02 Middle & Other Managers	3	2	0	0
03 Professionals	7	2	0	0
04 Semi-Professionals & Technicians	5	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	Ü	Q.	0	0
07 Administrative & Senior Clerical Personnel	1	()	()	0
08 Skilled Sales & Service Personnel	4	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	3	(8	0	0
11 Intermediate Sales & Service Personnel	0	0	0	()
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	θ	0	0	0
14 Other Manual Workers	1	0	0	θ
Total	24	4	()	0

kull-time	National	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Migorities Promoted
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ı	0	0	0
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Ψ	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u></u>	<u> </u>	<del></del>
Table 8:	Members o	of Visible !	Ainorities	Table 12:	Members	of Visible	Minoritie
kullstinte	National	Part-time	/ National	Full-time	<b>National</b>	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employers Promoted	Members of Visible Minorities Promoted	All Employees Commuted	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Misorities Terminated
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1	0	θ	0	6	1	0	
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2	0	0	()	0	0	0	(
0	0	0	0	0	0	0	( )
θ	0	0	0	0	()	0	
0	Ü	0	Ü	5	2	0	(
0	0	0	0	0	Q	()	(
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0	0	0	0	0	9	0	(
0	0	0	0	7	0	0	
6	] 0	0	0	46	3	} 0	[

# Federal Contractors Program Achievement Report Part 3; Goals Newterva Ltd. {Date: 2019-11-26}

[									Data i	ar First I	revious I	South							
A B	C	D	E	F	G	EL			К	L.	М	N	0	P	Q	R	1 8	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis*	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Dota Entry	C' & H x 3	Ji I	From Workfowe Analysis	Equivalent to H	K x I. x 3	(F×Q)⊬ R÷M	JxJ	Data Forry	Prom Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K + M ± O) ±(C ± f)
***************************************	Ţ	1	Ţ	1	\$	4	<u> </u>	<u></u>	<u>,                                     </u>		Ţ		1	<b>J</b>	<b></b>		1	<u>,                                     </u>	i i
										Lable 1:	Women								
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				A33 tax	iodevess.									- 34	<b>१९२१६४</b>				
Engloyment Equity th expetional Group (EEDK)	Supper		oah (New Posi) Frei	loge erted	Larmwer die Actard	Employees	Ferminates) cond	Adjusted Hires Over A	Number 53553-20		aplaceateat a Employassi	Higgs Hospitani Greek	kijo	r foods u - fo - १५४४	ffcescor NeoRublitis	Ресенбар	Projected Cap	Poroni Representation	Propertyl Representation in F
	2856-12-21	эмыц	Annaily	1) (er.) 10011	Assessit	A089485	Over 3 Notes	Years	2616-52-24	Sanosiis	Over 3 Scors	Years	20+6	2819					Years
	#	%	*6	ø	%	**	#	4	· · · · ·	9/6	*	ø	*	4%	*6	#	#	*/4	Α,
01 Sector Managers	6	0,0%		0	33.3%		0	0	0	0.0%	()	2	0		27.4%	-2	2	0.0%	0.0%
02 Middle & Other Managers	21	-32.6%		0	57.1%		υ	0	3	0.0%	0	5	0		38.9%	-5	-5	14.3%	[4.39a
03 Protessionals	Q.	0.0%		0	66,7%		()	0	)	0.0%	0	0	0		35.9M	1	0	31.3%	D 1%a
04 Semi-Professionals & Tech	23	-15.3%	According to the control of	9	48.6%		()	9	1	0.0%	()	2	0		12.1%	1	-2	કો.3%	4 3%
05 Supervisors	2	14.5%		0	0.0%		0	0	2	0.0%	()	-1	U		62.9%	1	1	100.0%	680.001
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	9	Ü	0.0%	0	0	U		0.0%	1 0	1 (1)	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	l.	26.0%		()	0.0%		1)	1)		0.0%	0	1)	(1		87.1%	1 0	()	100.0%	100,0%
08 Skilled Sales & Service	14	~10.6%		()	41,7%		0	1)	2	0.0%	9	1	(9		28.7%	-2	-2	[4,3%]	14.3%
09 Skilled Crafts & Trades	, ,	0.0%		,	0.0% 73.7%		0	"	0	0.0% 0.0%	1	"	1 (		0.094	1 .	4	#DIV/0!	#DIV/0!
10 Clerical Personnel	13	-10.1% 0.0%			(1.0%)		0	9	,	0.0%	,		1		70.4%		}	63.6% #DJV/0!	63,6% #DIV/0!
13 Intermediate Sales & Service 12 Semi-Skilled Manuat	0	0.0%		.,,	(1.0%)		,	"	,	0.0%		"	1		0.093		9	#DIV/0:	#DtV/0!
13 Other Sales & Service	0	0.0%			0.0%		,		0	0.095		] "	,		0.0%	1 %		#D1V/0:	#DIV/6!
14 Other Manual Workers	11	-8.2%	000000000000000000000000000000000000000	, ,	25.5%		0	, ,	9	0.095		]	1 "		19.7%	] ,	3	#DIV/0- 6.5%	6.5"4
Total	118	8 6%		0	44.2%		0	0	19	0.0%	0	1.5	9	10010001001	29.05	-15	-15		16,1%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>11</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) + (Clotal number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

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(208	asment Equity Accupational p (EECA)	ઝાલ	RISTRY	a Gasi	s	Longac	ism ti	tals									· · · · · ·	en en e	ents								
				****** <b>*</b>		Я		4																			
03	Senior Managers		0		6.0		<b>)</b>	υù																			
02	Middle & Other Managers				6.0		4	v.n																			
0.3	Professionals		₹\$		6.0	, <b>t</b>	<b>Y</b>	0.0																			
0.4	Semi-Professionals & Fech				0.0			0.0																			
0.5	Supervisors		***		15.0	t	η	0.0																			
96	Supervisors: Crafts & Trades		, t		6.0	· · · · · · · · · · · · · · · · · · ·	4	0.0																			
07	Administrative & St Clerical		**		(3,4)		<b>:</b>	0.0																			
08	Skilled Sales & Service		₹		(5,41		₹	0.0																			
(3.5	Skilled Crafts & Trades		Q		(3.44		)	0.0																			
30)	Clerical Personnel		ŧ		(0.44		ŧI	0.0																			
31	Intermediate Sales & Service		r)		(8.88		4	0.0																			
12	Semi-Skitted Mamol		ø		0.0		)	0.0																			
1.3	Other Sales & Service		ø		0.0		4	0.0																			
14	Other Manual Workers				041		1	0.0																			
Total			4				)																				

# Federal Contractors Program Achievement Report Part 3; Guals Newterra Ltd. [Date: 2019-11-26]

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Data sources:	From Workforce Analysis	From Workforce Analysis*	Data Entry	CxEx3	Erom Flow Data Analysis & Workforce Analysis <sup>2</sup>	Dona Entry	CzHx3	]: ·- [	From Workforce Analysis	Equivalent to H	K x I. x 3	(F v Q) ∈ R + M	J x Ji	Data Entry	Proor Workforce Analysis	Workforce	(K - M ÷ O) - ((C ÷ F) x Q)	K÷C	(K + M ± 0) ±(C ± €)
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Group (EEDK)	1333 5303050	tetosi	***************************************	************	Actord		,	3 cats			·····	thec?			AsoRubibis		Кор	Коргизимном	Vestes
	2856-12-21	энныйс	A968485	19ver.) 10011	अभागसीर	A088485	0501.3 Years		2016-52-24	samel)	Over a Seas	17.4	3 2016	2819					
	*	%	*	<i>y</i>	9%		4			9/6	*	ø		144		4		9,4	*6
01 Senior Managers	6	0,0%		(	33.3%		()	0	()	0.0%	()	0	0		2.9%	()	()	0.0%	0.0%
02 Middle & Other Managers	21	-32.6%			57.1%		υ	0	υ	0.0%	0	0	0		2.2%	(1	0	0.0%	υ 0%a
03 Professionals	9	0.0%		(	66,7%		υ	0	t)	0.0%	0	0	) 0		0.9%	(1	0	0.0%	0 0%a
04 Semi-Professionals & Tech	23	~15.3%	,	(	48.6%		t)	ŋ	Į	0.0%,	0	1	0		7,5%	-1	-1	4.3%	4 3%
05 Supervisors	2	14.5%	100000000000000000000000000000000000000	(	0.0%		0	0	ü	0.0%	0	0	U		4.9%	n	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	()	0.0%		(	0.0%		0	9	ũ	0.0%	()	()	) U		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	1	26.0%		1	0.0%		(1)	()	t)	0.0%	υ	()	(1		4.1%	0	()	0.0%	0.0%
08 Skilled Sales & Service	[4	~[0.6%	1	1	41,7%		()	0	()	0.0%	0	()	0		1.094	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	0	0.0%		1	0.0%		0	0	()	0.0%	0	()	0		0.094	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	13	-10.1%		!	73.79		0	0	1)	0.0%	0	1	0		4.7%	1	-1	0.0%	0.0%
13 Intermodiate Sales & Service	0	0.063 0.063		!	().0%		0		0	0.055	0	1)	9		0.065	1 0	9	#DIV/0:	#DtV/0!
12 Semi-Skilled Manuat	1 0	1		!	().0%		0		0	0.095 0.095	0				0.065	1 0	9	#DIV/0:	#D(V/0!
13 Other Sales & Service 14 Other Manual Workers	1 7,	0.0% -8.2%		!	0.0%		,		(	0.0% 0.0%	0	, ,	1 4		0.0% 6.8%	1	1 2	#D1V/0! 3.2%	#DIV/0! 3.2%
Total	118	<del></del>		<del> </del>	44.2%		ļ <u>°</u>	······································		0.0%	<del> </del>	<del> </del>	<del>}</del>	100000000000000000000000000000000000000	4.5%	-1	<del></del>		1.7"6

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>11</sup> + 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis + 2) x 100.

Worklone (Maysis) - 2) X II	, <del>,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,</del>				 		 	 								 						 	
								Table 4:	Abun	ginat I	ennics												
6		barginal People	<b>(s</b>																				
Engles ment Equity Occupational	Shortstean	Gords Long	garren Garab									i omin	Bents										
Carry (EKCU3)																							
03 Senior Managers	6	6,0	0	0.0		•	 •			******		*******			*******	 	*******		*******		********	 •	
92 Middle & Other Managers	t)	6.0	8)	0,0								********	•	********			*********	*******		******	********		
93 Professionals	n e	6.0	0 )	000																			
94 Semi-Professionals & Fech	v.	6.0		0.0																			
95 Supervisors	n	6.0	v v	1130																			
96 Supervisors: Crafts & Trades	n]	0.0	· 0	0.0																			
97 Administrative & Sr Clerical	n!	0.0	e l	0,0																			
08 Skilled Sales & Service	n!	(5,4)	e) i	0.0																			
99 Skilled Crofts & Trades	Q.	(3.6)	0	0.33																			
10 Clerical Personnel	o)	(0.0)	<b>(</b>	033																			
11 Intermediate Sales & Service	n)	0.60	0	0.0																			
12 Scori-Skilled Manual	0	0.61	0  '	0.0																			
13 Other Sales & Service	0	0 (1)	0  "	0.0																			
14 Other Manual Workers	0	0.01	(	0.0				 															
Total	6		1																				

Federal Contractors Program Achievement Report  Part 3: Gnats  Newtorra Ltd.  (Decor 1919 11 26)			
Part 3: Goals Newterra Ltd.			
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A B	C.	D	K	F	G	EL	I		K	C.	M	N	0	Р	Q	R	s i	T	U
Data sources:	Feom Workforce Analysis	From Workforce Analysis*	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Dota Entry	C' & El * 3	J: I	From Workfowe Analysis	Equivalent to {{	K x I. x 3	(F v Q) - R · M	JxP	Data Horry	Proor Workforce Analysis	Workforce	(K - M + O) - ((C + F) x Q)	K ÷ C	(K + M ± O) ±(C
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Employment Equity (Acequational								toticipated Hites Unicit		Francical	1.00μοχουνή.	Morpeo est	· Secretario de la companyo	14-10 -43-13	f*cesco)	Рессиби	ffrojected	Docum	Proposition Propositional in A
Group (EERG)	1211040400	30000	Proj	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Actord		ceted	3 core	1010 999 90		,	thee 3			ХээЯнЫбіў	77.0087704	-Cop	Representation	Year
	2856-12-21	эммий	A06948)	131er 3 10011	अभ्रक्षस्थ	4000485	Over 3 Sours		2616-52-24	samalis	00013 30005	19an	3 2016	2819					
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01/02 Managers	27			0	45.2%		()	0	()	0.0%	()	I	0		4.3%	-1	-1	0.0%	0.0%
03 Professionals	G	0.0%		0	66.7%		υ	0	t)	0.0%	0	0	) 0		3.8%	- 61	0	0.0%	υ 0%a
04 Semi-Professionals & Tech	2.3	-35.3%		0	48.6%		υ	0	t)	0.0%	0	1	0		4.6%	-1	-}	0.0%	0 0%a
05 Supervisors	. 2	14.5%,		ŋ	0.0%		0	0	υ	0.0%	()	0	0		13.9%	fi	()	0.0%	0.0%
06 Supervisors: Crafts & Trades	Ú	9.0%		()	0.0%		0	0	ũ	0.0%	()	0	) U		0.0%	0	0	#DIV/0!	\$DIV/0!
07 Administrative & Sr Clerical	ł	26,0%		()	0.0%		0	9	Û	0.0%	0	()	) U		3.4%	0	0	9.8%	0.0%
08 Skilled Sales & Service	14	-10.6%		()	41.7%		(1)	()	t)	0.0%	Ú	()	(1		3.5%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	0	0.095		()	0.0%		()	0	()	0.095	0	()	0		0.0%	0	0	#DIV/0!	#D1//0!
10 Clerical Personnel	{}	~[0.1%		()	73,7%		()	6	t)	0.0%	0	1	(3		7,0%	-1	~1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		1)	0	0	0.0%	0	()	0		0.0%	0	0	#DIV/0!	#DI\//0!
12 Semi-Skilled Manuat	0	0.065		- 0	0.0%		0	0	0	0.055	0	0	9		0.086	0	0	#DIV/0!	#D1V/0!
13 Other Sales & Service	0	0.065		- 0	0.0%		0	0	0	0.055	0	0	9		0.036	0	0	#DJV/0!	#DIV/0!
14 Other Manual Workers	33	-8.2%		()	25.5%		0	()	0	0.0%	0	2.	(9		5.3%	-3	-2	0.0%	0.0%
Total	318	-8.6%		()	-14.2%		0	0	0	0.0%	0	6	()		4,9%	-6	-6	0.0%	0.0%

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

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

worktoute company by a to	· · ·						
				Table 6: Persons with	Disabilities		
Englarment Equity Occupational	Persons with Disabilities						
карац (ЕЕСИЗ)	Short-term Gods Long-term G	oats			Comments		
earner (e-e-ex-s)	3 % 3	%					
01/02 Managers	0 0,0	teata .					
03 Professionals	0 0,0 0	teata .					
04 Semi-Professionals & Fech	0 6.0	U,ii					
95 Supervisors	n  ao  n	0.0					
96 Supervisors: Crafts & Trades	0 5.0 0	ea					
97 Administrative & Sr Clerical	90 53.0 P	1133					
98 Skilled Sales & Service	ल उस ल	0.0					
99 Skilled Crafts & Trades	e gu e	0.0					
10 Clerical Personnel	φ (5.0) (1	0.0					
31 Intermediate Sales & Service	0 0.0	033					
12 Semi-Skilled Manual	0 0.0	033					
33 Other Sales & Service	0 0.0 0	0.6					
14 Other Manual Workers	0 06 2	0.6					
Fotal	0 5						

# Federal Contractors Program Achievement Report Part 3; Guals Newterra Ltd. [Date: 2019-11-26]

									Data t	ar First'l	revious f	Guals							
A B	(°	D	E.	F	G	н	<u> </u>	ı	К	ι.	M	N	0	Р	Q	R	i s	Т	
Data sources:	From Workforce Analysis	Front Workforce Analysis	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>		C' & El * 3	]i → [	From Workfowe Analysis	Equivalent to H	K x I. x 3	(F v Q) - R + M	JxP	Data Eurry	From Workforce Analysis	From Workforce Analysis		K÷C	(K · M · O) · (C
	<u>.</u>	È↓	.i	<u>}</u>		i	<u>,                                     </u>	.i	i		i	.i	·	<u></u>	<b>\</b>		i I	J	<b></b>
									lable 7: M	embers o	f Visible	Minoritie	·s						
									First	Нускрись SI	iori-izerni (	oods							
				AH ta	interess:								· v	embers of	visible Minur	itica			
Ендвоумень Едийу Cheupational Group (EEDKa	Sample:		nh (New Posi) Proj	doge exted	Tarnover die Aerast	Employees	Ferminated	toliujului Hices Unic 1	Sunder 5353-555-80	Tionorio (8) Ferritional		Hires Hopeoni Occid	<b>\$130</b>	r Coods n= to - YYYY	frescot veaRubible	Рускан Бар	Projected Gap	Posent Representation	Propositi Representation in A
	2856-12-21	этай	<b>400948</b> 9	131er 3 10011	Assessit	Anneally	Over3 Years	Years	2616-52-24	sanasiis	Over 3 Seers	Years	2016	2819					Years
	*	*	*6	ø	%	<b>*</b> 6	#	*	•	%	*	ø	*	44	**	#	*	24	*
01 Scoine Managers	6	0,0%		0	33.3%		()	0	0	0.0%	0				10.1%	-1		0.0%	0.0%
02 Middle & Other Managers	71	-12.6%		0	57.1%		0	0		0.0%	0	7			35.0%	-2		4.8%	4.8%
03 Professionals 04 Semi-Professionals & Tech	77	0.0% -15.3%		,	66,7% 48,6%		0	0		0.0%	,	ن د			30.9% 20.9%	1 -4		11.1% 4.3%	11 195
05 Supervisors	4.3	14.5%	deletetetetetetetetetetetete	,	0.0%		6	,	,	0.0%	,	-3			1.9%	1		9.0%	0.0%
05 Supervisors: Crafts & Trades	6	0.0%			0.0%		0	0	0	0.0%	,	0			0.0%		,	#DIV/0!	*DIV/0!
07 Administrative & Sr Clerical	1	26.0%			0.0%		,	0	0	0.0%	(1)	()	,		1.6"	0	0	0.0%	0.0%
08 Skilled Sales & Service	14	-[0.6%		- 0	41,7%		0	0	4	0.0%	0	-1	· c		20.8%	ľ	1	28.6%	28.6%
09 Skilled Crafts & Trades	0	0.0%		63	0.0%		0	()	0	0.0%	0	()	0		0.094	0	0	#DIV/0!	#DT\//0!
10 Clerical Personnel	13	~{O.1%		0	73,7%		0	0	0	0.0%	0	0	0		1.799	. 0	0	0.0%	0.0%
1) Intermediate Sales & Service	0	0.085		- 0	0.0%		0	0	0	0.055	0	0	) (		0.093	. 0	0	#DJV/0!	#D1V/0!
12 Semi-Skilled Manuat	0	0.085		- 0	0.0%		0	0	0	0.085	0	0	) (		0.083	. 0	0	#DJV/0!	#DtV/0!
13 Other Sales & Service	0	0.0%		- 0	0.0%	Contract Contract Contract	0	0	0	0.0%	0	()	) (		0.050	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	33	-8.2%		- 0	25.5%		0	()	0	0.0%	0	)	(		2,1%	-1	-1	0.0%	0.0%
Total	318	-8 6%	lastición de la contraction de	1 0	44.2%	ka di	1 0	1 0	7	0.0%	1 8	1 8	4 6		12,897	4 .8	-8	5.9%	5,9%

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

							Table	8: Mem	bers of	Visible	Missor	ities						
Englasment Equity (Iccupations (Group (EECH))		rs of Visitale Vil Goods Loo									ı	omment	ı					
CHUCKTON	- 4	<b>%</b> 4																
01 Senior Managers	0	6.0	3	000														
92 Middle & Other Managers		6.0		D))														
93 Professionals	81	6.0		en.														
94 Semi-Professionals & Fech	[a.s.a	6.0		0.03														
95 Supervisors	[	9.0	. N	133		 												
96 Supervisors: Crafts & Trades	(P)	0.0	w)	0.0														
97 Administrative & Sr Clerical	v)	0.0	<i>(</i> )	0.0														
08 Skilled Sales & Service	0	(5,4)		0,0														
99 Skilled Crofts & Trodes	Q .	(9.44	0	033														
10 Clerical Personnel	0	(5.41	9	033														
3.1 Intermediate Sales & Service	0	(5,0)	0	0.0														
12 Scori-Skitted Manual	0	0.6	0	0.0														
13 Other Sales & Service	0	0.6	0	0.0														
14 Other Manual Workers	8	0 !!	1	9.63														
Total	2		ή															

#### Federal Contractors Program Achievement Report Part 3: Goals Newterra Ltd. {Date: 2019-11-26]

									Data for	Subseque	nt/Curre	ut Goals							
A B	C.	D	E	F	G	£I.	ı	1	K	L.	M	N	0	Р	Q	R	<u> </u>	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis*	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Dota Entry	C' & El * 3	J: → I	From Workforce Analysis	Equivalent to {{	K x I. x 3	(F v Q) - R + M	JxP	Data Eutry	Proo: Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K + M + O) + (C + F)
***************************************	Ţ	1	1	1	<u> </u>	1	1	<u> </u>	<u> </u>	1	L	<u> </u>	1	1	<u> </u>		1	1	1
										I able 4:									
				341 F2	indusees				ээнгеца	ең бұнұсы	34844-3554	ц киндак		- 14	ognen				
Englosman Equity Occupational Group (EDIX)	2000000 2223-223-22	Gra Astroi	onth (New Pool)	(SQN)	Lassiver die	placement of Longing con Prop		toliopitol Hirestree3	Number 1555-20	Stratomic (8)		Hires Regional Occus	<b>\$110</b>	r filode n= Fo s YVXY	ffceson Assalabilitis	Present Gap	frojected Gap	Provid Representation	intopers Lei solicherscheb
	2819-12-03	amadi	498948)	19ver 3 40031	Assessit	Annsally	Over 3 Years	Years	2619-52-63	Sanosiis	Over 3 Sears	10979	2019	3822					Years
21 10 1 14		%	*6	₩	**	ν,	#		ø	%6	*	ø	* .	4%	<b>%</b> 27.6%	*	*	%	*
01 Scoior Managers 02 Middle & Other Managers	1.5	0,0% -12,6%		0	33.3% 57.3%		0	0	a a	0.0%	6	9	0	39 4%	27.6% 39.4%	1 1	7	33,3% 28,6%	33 3% 28 6%
03 Professionals	9	0.0%		0	66.7%		υ	0	,	0.0%	0	0	0	72.	22.5%	1 6	0	22.2%	22.2%
04 Semi-Professionals & Tech	14	-15.3%		ŋ	48.6%		Ü	0	0	0.0%	0	3	0	10 2%	19.2%	1	-3	0.0%	0.0%
05 Supervisors	3	14.5%		r)	0.0%		ù	0	2	0.0%	()	0	U		61.6%	. 0	0	66.7%	66.7%
06 Supervisors: Crafts & Trades	Ú	0.0%		r)	0.0%		ù	0	ü	0.0%	()	0	U		0.0%	. 0	0	#DIV/0!	#D1√/0!
07 Administrative & Sr Clerical	2	26.03		1)	0.0%		t)	()	ŀ	0.0%	Ú	l l	(1	86.8%	86.83	-1	- f	50.0%	50,0%
08 Skilled Sales & Service	61	~[0.6%		6)	41,7%		0	9	1	0.0%	0	2	- 0	27.9%	27.99	-2	-2	10.0%	10.0%
09 Skilled Crafts & Trades	0	0.093		6)	0.0%		0	0	0	0.0%	0	()	- 0		0.093	0	0	#DIV/0!	#DT\//01
10 Clerical Personnel	8	-10.1%	w control of the	0	73,78		0	0	5	0.0%	0	1	()	73.9%	73.9%	-1	-1	62.5%	62.5%
1) Intermodiate Sales & Service	0	0.08		(1)	(1.0%)		0	0	0	0.055	0	0	0		0.063	1 0	0	#DJV/0!	#D0\/0!
12 Semi-Skilled Manual 13 Other Sales & Service	0	0.099 0.099		17	0.0%		0		0	0.095 0.095	0	] ?			0.093 0.093	1 0	0 0	#DJV/0! #DJV/0!	#D1V/0! #D1V/0!
14 Other Manual Workers	24	-8.2%	100000000000000000	6	25.5%		0	,	3	0.0%	,	1 3	, ,	39.3%	19.199	3	1 3	#DIV/0- 8.3%	8.3"4
Total	90	<b></b>		0	44.2%		0	0	19	0.0%	0	10	0		31.954	10	-10		21,3%

\* Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>11</sup> - 1) x 100.

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

\* Workforce Analysis + Total number of employees from Previous Workforce Analysis + Total number of employees from Current

\* Workforce Analysis + Total number of employees from Previous Workforce Analysis + Total number of employees from Current

	Workforce Analysis) ± 2) x 10	0.			
					Table 10: Women
Kovet	ement Equity Occupational		Women		
(4708)	(KK(H3)	Short-term	Gnois Long	ROSE CHOSES	Comments
1 .	Senior Managers		0.0		
02	Middle & Other Managers		39.4	39.	Improved in this group. We are not expecting significant pressure within this category to be able to meet this criteria.
03	Professionals		0.0		
04	Semi-Professionals & Tech		19.2	(9)	We do have movement in this group, but view difficult to atract individuals to our small communits
0.5	Supervisors		0.0		
06	Supervisors: Croffs & Trodes		0.0		
07	Administrative & Sr Chrical		NR	NI	Cool not required since the present representation is 50.0 %
08	Skilled Sates & Service		27.9	27.	We are not expecting significant turnover within this category
09	Skilled Crafts & Trades		0.0		
10	Clerical Personnel		NR	NI	Exalt not required since the present representation is 62.5 %
13	Intermediate Sales & Service		0.0		
12	Semi-Skilled Manual		0.0		
13	Other Sales & Service		0.0		
14	Other Manual Workers		[9.1	1))	There is a shortage of qualified candidates for this group
Total			0.0		1

#### Federal Contractors Program Achievement Report Part 3; Goals Newterra Ltd. {Date: 2019-11-26]

									Data for	Subseque	nt/Curre	ut Goals							
A B	C	D	K	F	G	EL	ı	1	К	ι.	M	N	0	P	Q	R	S	Ţ	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry	C' & El * 3	F÷I	From Workfowe Analysis	Equivolent to H	K x I. x 3	(F v Q) - R + M	JxP	Data Horry	Proo: Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K + M ± 0) ±(C + F)
3/	Ţ	1	J	1	1	4	Ţ	Ţ			Ţ			<u> </u>	<u> </u>	1	1	<u> </u>	4
										11: Abor									
(									Subsequ	oblicance of	Hond-tree	n fangls							
				A33 La	ioja se se s			,		,		•		*******	nai Proppes	•			
Engloyman Equity (Deseptional	\$66600 1711-986188		eth (New Posit	ione exten	Tarnsser Øtt Actord	placement of Excelsive con Ping		toniquetal Messicati	Number VVV 555 80		aphiceness of Lappoyand	Morpho est	<b>\$130</b>	r fæds ur-fo 	fresens	Рускон (дан	Projected	Passariak	Projected Representation in A
Group (EDIX)	2819-12-63	samonte	August)	137er 3 10011	Association	A009485	Occid Years	Years	2619-52-63	Sanasiis	Oter 3 Seers	Vegra	20+9	2822	Assignabilities		CAR	Representation	Years
	#	**	*6	ø	· **	*/	#	ą.	¥	9/6	*	ø	*	4%	<b>W</b>	#	*	*/A	*6
01 Senior Managers	6	0,0%		0	33.3%		()	0	0	0,0%	()	0	0		3.2%	0	0	0.0%	0.0%
02 Middle & Other Managers	14	-32.6%		0	57.1%		υ	0	υ	0.0%	9	0	0		2.7%	ı tı	0	0.0%	0 0%a
03 Professionals	Q	0.0%		0	66,7%		υ	0	t)	0.0%	0	0	0		1.3%	ı tı	0	0.0%	0 0%a
04 Semi-Professionals & Tech	14	-15.3%		0	48.6%		()	0	J	0.0%	0	-1	0		1.6%	1	i	7.1%	7 1%
05 Supervisors	3	14.5%		()	0.0%		Ü	0	t)	0.0%	0	0	U		6.2%	1 0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		,	0.0%		10	1)	()	0.0%	1 1	1 1			0.0%	11	(1	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical 08 Skilled Sales & Service	40	26.0% ~[0.6%		,,	0.0% 41.7%		li O	1)	(1	0.0% 0.0%	U	1)	1		5.7%	1 0	(1)	0.0%	0.0% 0.0%
08 Skilled Sales & Service 09 Skilled Crafts & Trades	10	0.0%		,,	0,0%		0	,,	0	0.0%	9	,,	1 ;		1.2% 0.0%	1 0	9	#DIV/0!	105/ACI#
10 Clerical Personnel	Ü	-10.1%		,	73,78		0	,,	0	0.075	, "	, ,		6.4%	6.469	1		0.0%	0.0%
13 Intermodiate Sales & Service	°	0.093			().0%		,		,	0.015	, ,	0	, i	0.4.0	0.041	1	,	#DIV/0!	#D1\/0!
12 Semi-Skilled Manuat	0	0.053		6	().0%		0	0	0	0.055	0	0	,		0.051		i a	#DIV/0!	#DtV/0!
13 Other Sales & Service	6	0.0%		6	0.0%		0	6	n n	0.0%	0	6			0.0%	] 6	a	#DIV/0!	#DIV/0!
14 Other Manual Workers	24	-8.2%		0	25.5%		0	6	ı	0.0%	0	ì		2.9%	7.999	-1	-1	4.2%	4.2%
Total	98			0	44.2%		0	0	2	0.0%	0	2	(	i i	4.2%	.2	-2		2,2%

\* Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>11</sup> - 1) x 100.

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

\* Workforce Analysis + Total number of employees from Current

Workforce Analysisi ± 2) x ft	к).								
					Inble 12: Abi	original Propies			
Евранчика Еврах Осторазнов! Смар (КЕСИЗ)	Aberigisal P	espies							
faronn (KKfW3)	Short-term Gods	Long-term Confe				Come	neuts		
01 Senior Managers	0.0								
02 Middle & Other Managers	0.0								
03 Professionals	0.0								
04 Semi-Professionals & Tech	0.0								
05 Supervisors	0,0								
06 Supervisors: Crafts & Trades									
07 Administrative & Sr Clerical	0.0								
98 Skilled Sales & Service	0.0								
99 Skilled Crafts & Trades	0.0							 	
10   Clerical Personnel	5.4	6.4	Diversity within the tocal	anca roay be no issue.				 	
11 Intermediate Sales & Service	0.0							 	
12 Semi-Skilled Manual	0.0								
13 Other Sales & Service	0.0								
14 Orber Manual Workers	7.9	7,9	Diversity within the beat	ance may be an issue.					
Tedal	0.0								

[Date: 2019-11-26]	Newtorva Ltd.	Federal Contractors Program Achievemen Part 3: Goals

									Data for	Subseque	nt/Curre	ut Goals							
A B	<u>(</u>	D	E	<u>I</u> F	G	El		1	K	[	M	N	0	P	Q	R	<u> </u>	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis	Data Entry	CxEx3	Erom Dow Data Analysis & Workforce Analysis <sup>2</sup>	Dota Entry	C'x H x 3	Ji · · I	From Workfowe Analysis	Equivalent to H	K x I. x 3	(F v Q) - R + M	J×h	Data Hony	Proo: Workforce Analysis	Workforce	(K - M + O) - ((C + F) x Q)	K÷C	(K + M ± O) ±(C ± f)
3/	1	<u> </u>	1	1	1	4	J	<b></b>	<u> </u>		Į			<u> </u>		1	1		<u> </u>
									******	~~~~~~~~~~~	with Dis								
					nodevees				zansega	FULL SHAFFIE	t Slovi-teri	n tangts			ds Disabilitie				
		·····		333 820	***********			<b>,</b>		<b>,</b>		,	,	***********	en tassenbrine	,	·····		
	Supplier	Grø	ogh (New Post	Bispei	Torsser #8	phaements Employees	Leononos (s.)		Number	Tionous (8	iqubacconcor no	Higes	<del>in in in in in</del>	r fædde p - Fo					
Engloyment Equity (Incapational		<b>.</b>		eerd .			eeted	tolicipated Mices the ca	11113-5555-80	Francicio	i tanptoyaasi	Memores	***********	, 4344 , 4344	ffcescos	Presention	ffrojected:	Posovist	Projection to 2
Group (EEIKi)	3234-9091-00	Actool		**********	Actord		1	3.coro	***********	<b></b>	,	theca Seara			AsaRubibis	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	6/op	Коргичения	Vests
	2819-12-03	Amonth	<b>408948</b> 5	191er) 10011	Asmestic	<b>490938</b> 5	0000 3 30000		2019-52-03	380880	04er3 3 eers	113178	2019	2822					
	- 4	•	W	· *		16/6	4		• • • • • • • • • • • • • • • • • • •	9/6	*	ø		9,	N <sub>6</sub>	4	*	• •	×,
01/02 Managers	20	-6.3%		(	45.2%		()	0	()	0.0%	()	ŀ	0	× ()%,	5.0%	-1	-}	0.0%	0.0%
03 Professionals	()	0.0%		C	66,7%		l)	0	t)	0.0%	. 0	- E	0	11 49%	8.9™	-1	-1	0.0%	υ 0%a
04 Semi-Professionals & Tech	14	-35.3%		0	48.6%		υ	0	()	0.0%	. 0	£	0	7 6%	7.6%	-1	}	0.8%	0 0%a
05 Supervisors	3	14.5%		0	0.0%		υ	0	t)	0.0%	()	1	0	27.5%	27.5%	.1	-1	0.6%	0.0%
06 Supervisors: Crafts & Trades	()	0.0%	,	0	0.0%		0	0	Ü	0.0%	0	()	U		0.0%	. 0	0	#DIV/0!	*DIV/0!
07 Administrative & Sr Clerical	2	26.0%		0	0.0%		0	0	Ü	0.0%	. 0	()	U		10.0%	. 0	0	0.0%	0.0%
08 Skilled Sales & Service	10	-10.6%	4	1	41.7%		()	()	()	0.0%	· · · · ·	1	(1	8.0%	8.03	-1	-1	0.0%	0.0%
09 Skilled Crafts & Trades	0	0.093			0,0%		()	0	()	0.0%	0	0	- 0		0.0%	0	0	#DIV/0!	#D17/(0)
10 Clerical Personnel	8	~10.1%		- 6	73,7%		()	0	0	0.0%	9	ì	0	9.3%	9,399	-1	~1	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%	100000000000000000000000000000000000000	(	0.0%		0	0	0)	0.0%	0	0	()		0.0%	0	0	#DIV/0:	#DIV/0!
12 Semi-Skilled Manuat	0	0.093		- 0	0.0%		0	0	0	0.095	0	0	()		0.053	0	0	#DJV/0!	#DtV/0!
13 Other Sales & Service	0	0.093		0	0.0%		0	0	0	0.095	0	0	()		0.053	0	0	#DJV/0!	#DtV/0!
14 Other Manual Workers	2/4	-8.2%		(	25.5%		0	()	0	0.0%	0	2	()	6.8%	6.8%	-2	-2.	0.0%	0.0%
Total	90	-8.6%		0	34.2%		0	0	0	0.095	0	7	0		7.9%	-7	-7	0.0%	0.0%

<sup>\*</sup> Calculated by using the following formula, ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 x 100.

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

												Table I	4: Po	NUUS WÉ	b Dis	abilitie	<b>(</b>												
Course	arment Equity Occupational		ersons with Dis																						<b></b>				
	r (EECHS)	Shortster	m tanada — I	આઇનવરમ	( water											Ĺυ	mmen	9											
388333			**		%																			· · · · · · ·					
03/02	Managers		5.0											មេរិស្ស និងម															o, tenga
0.3	Professionals		8.9		8.9	ollow A	ACC	ดรโซกับช	ુક્રશ ક્રશ	wherefore	ds setts	ાર્વસાયમું	ત્રાં! લુક	एवड रेज्यका	າປສກໄຮ :	ми пессі	រទ ឧបកទាំ	ionaton I	લ્લા હ્યાદ્ધાં	yment	જોવાભા	regard t	o race, c	olvar,	retigion	. NOX. BE	xual or	KATIBULDE	ប់ ខែមេត្តប
04	Semi-Professionals & Fech		7.6		7.6	*.*.*.*.*.*.*.*.*.		• • • • • • • • • • • • • • • • • • • •	. * . * . * . * . * . * . * . * . * . *					ব্যুক্ত চত্যাল	4,4,4,4,4,4,4,4,4,4,4	. 1 . 1 . 1 . 1 . 1 . 1 . 1 . 1 . 1 . 1				F1. 1. 1. 1. 1. 1. 1. 1. 1.				3,3,3,1,1,1,1,1,1,1	1,1,1,1,1,1,1,1,1,1	3, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1,	a Box	321833168	a, şerdi
05	Supervisors		27.5		27.5	ollow A	ODA 3c	ละโอกอก	. ฟิลเ ล8	monsitie	មិន និសមិនរ	ດ່ອນປ <b>ະ</b> ເ	Altai	diffed app	របស់វាន	vill reser	a rungi	etation \$	ar eropis	yment	wittons	regard t	a tace, e	olout,	retigion	SOK, R	ace o	aconstito:	n, genda
96	Supervisors: Crafts & Trades		0.0		· · · · · · · · · · · · · · · · · · ·																								
6)7	Administrative & Sr Clerical		6.0		· · · · · · · · · · · · · · · · · · ·																								
08	Skilled Sales & Service		8.0		8.0	અહીલ	ODA la	gislation	Not a8	minidos	ds self-i	dentify	Allago	dak danp	icions.	v(I) recei	ie eonsie	lecation (	ar eropia	yment	wittone	regord i	a esce, c	olout,	rebgion	, sox. se	Suid of	0010110	n. gende
09	Skilled Crafts & Trades		0.0					0000000000												0000000									
10	Clerical Personnel		93		9,3	k wolle	ODA le	gislation	Notab	miento	ds self-i	doubly	Alliqu	ddied sap	iciults i	vill totor	æ konsíd	ieration i	ас старь	ymont	victorid	tegord i	o tace, c	olout,	ispikoa	, 58%. SC	xual a	ientotic:	n. gende
31	Intermediate Sales & Service		0.0		•																								
12	Servi-Skilled Marasol		0.0																										
13	Other Sales & Service		0.0																										
14	Other Manoal Workers		6.8		6.8	ollow A	ODA 8	gislation,	Notali	individua	da azit-i	destify.	All go	diffed app	icants (	All recei	& 6916836	eration (	or emple	yanent.	without	regaté (	o rack. C	olour,	ichean	, 40X, 50	xual ca	nematic	n, gende
Total			0.0																										

#### Federal Contractors Program Achievement Report Part 3; Goals Newterra Ltd. {Date: 2019-11-26]

									Data for	Subseque	nt/Curre	ut Goals							
A B	C.	D	E	F	G				К	L.	М	N	0	P	Q	R	1 8	T	U
Data sources:	From Workforce Analysis	Front Workforce Analysis*	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry	C' & E( * 3	Ji I	From Workfowe Analysis	Equivalent to H	K x I. x 3	(F×Q)⊬ R÷M	JxJ	Data Forry	Prom Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K + M ± O) ±(C +÷F)
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	¥	?k	*6	ø	%	**	#	*	Ÿ	%	*	ø	*	44	κ,			%	*6
01 Senior Monagers	6	0,0%		0	33.3%		0	0	0	0.0%	(	· [	0	13.5%	1	-1	-}	0.0%	0.0%
02 Middle & Other Managers	14	-32.6%		0	57.3%		υ	0	3	0.0%	0	- E	0		17.6%	1	1	21.4%	2) 49a
03 Professionals	9	0.0%		0	66,7%		()	0	2	0.0%	9	1	0	33 6%	1	1		22.2"6	22.29a
04 Semi-Professionals & Tech	141	-15.3%		1)	48.6%		()	ŋ	0	0.0%,	1 9	4	U	30 8%	1	1	-4	0.0%	0.0%
05 Supervisors	. 3	14.5%		0	0.0%		1)	1)	t)	0.0%	1 9	9	0		3.0%	1	1	0.0%	0.0%
06 Supervisors: Crafts & Trades 07 Administrative & St Cherical	1)	0.0% 26.0%		,,	0.0% 0.0%		u u	,	u u	0.0% 0.0%		,	1		0.0% 1.9%	1 "		#DIV/0! 0.0%	#DIV/0! 0.0%
07 Administrative & Sr Clerical 08 Skilled Sales & Service	40	-{0.6%		''	41,7%			"	1	0.005		,	,		22,893	1 0	,	20.0%	20.0%
09 Skilled Crafts & Trades	10	0.065		,,	0.0%		0	"	2	0.0%		"	1 "		0.093	1 0	9	#DIV/0!	#DF\/0!
10 Clerical Personnel	,	-10.1%		,	73,78		,	, ,	0	0.0%	,	] "	,		1.004	1 6	) n	0.0%	0.0%
1) Intermediate Sales & Service	0	0.085		0	(1.0%)		,	,	,	0.055	,	] "	,		0.05	1 0	) // // // // // // // // // // // // //	#DIV/0:	#D0//0!
12 Semi-Skilled Manuat	0	0.085		6	(1.0%)				0	0.055		1 6			0.05		0	#DIV/0:	#D0//0!
13 Other Sales & Service	0	0.0%		6)	0.0%		0	6	o o	0.055		6			0.094		ä	#DIV/0!	#DIV/0!
14 Other Manual Workers	24	-8.2%		0	25.5%		0	0	0	0.0%	1 6	1		2.6%	2,695	1 -1	1	0.0%	0.0%
Total	90		1	()	44.2%		0	0	7	0.0%	(	7	()		15.05	.?	-7	7.8%	7,8%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>11</sup> + 1) x 100.

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

\* Workforce Analysis + Total number of employees from Current

Workforce Analysist ± 2) x 10	NO.		
			Table 16: Members of Visible Minorities
Еруднузист Еципу Оскоразнові	Measters of Vallide	Magrities	
Graup (EECH)	Short-term Gods 1	ang-term Cooks	Comments
01 Senior Managers	115	113	Not all individuals self-identity. Brackville as on access not very directe so this may be difficult in need.
02 Middle & Other Managers	0.0		
03 Professionals	31.9		Not all individuals self-identity. Bruchville as an area is not very diverse su this may be difficult to med.
04 Semi-Professionals & Tech	30.8	36.S	Not all individuals self-identify. Bruckville as an area is not voy diverse so this may be difficult to med.
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades			
07 Administrative & Sr Clerical	0.0		
98 Skilled Sales & Service	0.0		
99 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Orber Manual Workers	2.6	2.6	Not all individuals soft-identify. Brockville as an orea is not very diverse, so this may be difficult to meet
Total	0.0		

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01	Senior Managers	2016 2019	6 6	0 2	0,0 33.3	27.4 27.6	2	-2 0	0.0 320.8	0	0	0.0	()	{	)	l l	(00,0	(	,	2	Ú	9.0	()	0
02	Middle & Other Managers	2016 2019	21	3	14.3 28.6	38.9 39.4		-5 -2	36.7 72.5	<b>!</b>	]	33.3	]	(	)	]	100.0		)	E 349	()	0.0	]	-1
03	Professionals	2016 2019	¢ v	1 2	11.1 22.2	15.9 22.5		0	69.9 98.8		1	42.9	7				[00,0					[6.7		0
04	Semi-Professionals & Tectnicians	2016	23	1	4.3	12.1	3	-2	35.9				~	<del>-</del>										
05	Supervisors	2019 2016	2	0 2	0.0	19.2 62.9		~.5 1	0.0 159.0	<del> </del>	1	20.0	j.	ξ.	)	0 (	0.0	·	,	0 9	2	22.2	0	
	Supervisors: Crafts &	2019 2016	3	2	66.7 0.0	61.6 0.0		0	108.2 0.0	•	0	0.0	()			2]	50.0	2	-	0	0	0.0	()	()
06	Trades	2019	()	0	0.0	0.0		()	(1.1)		0	0.0	0			0 (	().()		<u></u>	) +)	()	0.0	0	0
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(8.2	(96)		Employees	Actu	a V	Cost	fermatid Godf Met %		Perceit of Gual 33ct	God K	Process of Lond Not	f, Kul	Percent of Gual Stee											
01	Senior Managers	2019 2022	Į 1	! !	0.001	0	0.0	(),() () ()	0.0 0.0	J	100.0	200000000000000000000000000000000000000	0.0 0.0											
	Middle & Other	2019	4	2	50.0	f 	200.0	(1.0)	(0.0)	2	100,0	0.0	0.0											
-	Managers Professionals	2022 2019	8	2 4	50.0 50.0	0	0.0	39.4 0.0	126.9 0.0	0	0.0	}	126.9 0.0											
-04	Semi-Professionals &	2022 2019	5	4	50.0 20.0	l I	100.0	0.0	0.0	1	100,0	ł	0.0											
0.5	Technicians Supervisors	2022 2019 2022	5 2	l l	20.0 50.0 50.0	0	0.0	19.2 0.0 0.0	104.2 0.0 0.0	0	0,0	19.2 0.0 0.0	104.2 0.0 0.0											
06	Supervisors: Crafts & Trades	2022 2019 2022	0 0	0	0.0 0.0	0	(),()	0.0 0.0	0.0 0.0	+)	0.0	<del> </del>	0.0 0.0											

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07	Administrative & Senior Clerical	2016	2	t t	100.0 50.0	87.J 86.8	<u>1</u>	-1	114.8 57.6	]	0	0.0	 l			0 (	0.0	) ()	(,	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2016 2019	[4	2	14.3 10.0	28.7 27.9	4	-2 -2	49.8 35.8	4	1	25.0			)	0	0 0.0	1	Į.	) 5		20.0	1	
09	Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0 0.0	()	0	0.0		0	0.0			1		0,0				0	0.0		
10	Clerical Personnel	2016	11	7	63.6	72.4	8	-1	87.9					······	<u> </u>				<u> </u>	, ,				<u> </u>
<b>-</b>	Intermediate Sales &	2019 2016	0	5 0	62.5 0.0	73.9 0.0	()	-1	84.6 0.0		3		2			,	0 0.0		- 1	·	5			,
	Service Personnel Semi-Skilled Manual	2019	()	0	0.0	0.0	0	0	0.0		0	0.0	()		}	0 (	0.0	0	(,	0	0	0.0		0
12	Workers	2019	()	0	0.0	0.0		0	(0.4)		0	0.0	0		<u></u>	0 1	0.0	0		( <del>)</del>	()	0.(	0	0
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07	Administrative & Senior Clerical	2019	1	0	0.0 0.0	0	0.0	0.0 NR	0.0 0.0	orange conservation and the conservation of th	0.0	0.0 NR	0.0 0.0											
08	Skilled Sales & Service Personnel	2019 2022	4	1	25.0 25.0	l	100.0	·	0.0 89.6	l	100,0	0,0 27.9	0,0 89.6											
09	Skilled Crafts & Trades Workers	2019 2022	()	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0 0.0	0.0 0.0											
10	Clerical Personnel	2019 2022	4	3 3	75.0 75.0	1	300.0	0.0 NR	0.0	١	300.0	0.0 NR	0.0											
31	Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	(),0	0.0	0.0											
		1 21,22		<b> </b>	0.00	المنتفلينينين	<u>aadaadiddidi</u>	·····	1.0		<u> </u>	9.0	····	140000000000000000000000000000000000000	<u> 444444444444444444444444444444444444</u>	0000000000000000	00000000000000000			.000.0000.0000.0000	000000000000000000000000000000000000000	000000000000	40000000000000000	000000000000000000000000000000000000000

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14 Other Manual Workers	2019 2016 2019	31 24	0	6.5 8.3	19.7 19.1	6	-4 3	0.0 2.7 3.6		0 0.0								7	i)	0.0		0
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08	Skilled Sales & Service Personnel	2016 2019	[4 160	0 0	0.0 0.0	1.0	0 (	0.0	<b>‡</b>	0	0.0	6			o n	0.0	0		0 5	()	0.0	0	6)
09	Skilled Crafts & Trades Workets	2016 2019	0	0	0.0	0.0	0 (	<del>}</del>		0		0	1	) (	0	0.0	Ú		0 0	0		0	0
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13	Intermediate Sales & Service Personnel	2016 2019	0	0	0.0	0.0	0 (	0.0		0					0	0.0				0			
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174	Fechnicians	2019	)4	0		<u></u>		-)	0,0	<u> </u>	0	0.0	()	()	()	1	0.0	0	(	9	0	(1.0)	()	0
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03	Professionals	2019 2022	8	0 0	0.0	1	0.0	0.0 8.9			0.0	0.00 0.98	0.0											
04	Semi-Professionals &	2019	5	0	0.0	()	0.6	0,0	0,0	i	0.0	0,00	0.0				***************************************					***************************************		
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Supervisors: Crafts & 2019 Trades 2022

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Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Newterra Ltd.
[Date: 2019-11-26]

# **Efforts**

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

Requi	red 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):
Opera	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance tent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
Addi	tional Details
Please	provide any additional information (optional):

### **Federal Contractors Program** Report of the Subsequent Compliance Assessment

Employer Name: Newterra Ltd.				
Primary Location	: Brockville, Ontario			
Number of Emplo	oyees: 90			
Ontario Alberta	89 1			
Organization Ove NAICS # 5629 (Re				
NAICS # 5629 (Remediation and Other Waste Management Services)  Newterra Ltd. produces water treatment equipment. The Company designs and produces a variety of waste water and ground water treatment systems for contaminant removal, remediation, industrial waste disposal, and drinking water purification, and provides water testing and equipment maintenance services.				

#### Key Dates - First Year Assessment

Initiated: 2016-12-05 Received: 2017-01-12 Closed: 2017-01-12

Workforce

Analysis: 2017-01-05

#### Key Dates - Subsequent Assessment

Initiated: 2019-12-02 Received: 2020-01-20

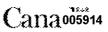
Workforce

Analysis: 2019-12-03

#### **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:

Comments:



I have verified that the data provided in the Achievement Report is consistent with that found
in Forms 1 to 6:
⊠ Yes □ No
Comments:
The period reported on the Achievement report is 2016-12-21 to 2019-12-03.

#### ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment, goals were set in numbers format and that was acceptable at that time. Progress has been assessed as per the goals set.

#### Women

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal met (achieved 200%)
04	Semi-Professionals & Technicians	Goal met (achieved 100%)
08	Skilled Sales & Service Personnel	Goal met (achieved 100%)
10	Clerical Personnel	Goal met (achieved 300%)
14	Other Manual Workers	Goal not met (achieved 0.0%)

#### Assessment/Observations

- EEOG 01 There was one new entrant in this EEOG and that was not from this designated group. The market availability is 27.4%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 02 Out of four new entrants in this EEOG, two were from this designated group. The market availability is 38.9 %. The company had set a goal of hiring / promoting one new entrant and they hired / promoted two. Thus they achieved 200 % of the goal set.
- EEOG 04 Out of five new entrants in this EEOG, one was from this designated group. The market availability is 12.1 %. The company had set a goal of hiring / promoting one new entrant and they indeed hired / promoted one. Thus they achieved 100 % of the goal set.
- EEOG 08 Out of four new entrants in this EEOG, one was from this designated group. The market availability is 28.7 %. The company had set a goal of hiring / promoting one new entrant and they indeed hired / promoted one. Thus they achieved 100 % of the goal set.
- EEOG 10 Out of four new entrants in this EEOG, three were from this designated group. The market availability is 72.4 %. The company had set a goal of hiring / promoting one new entrant and they hired / promoted three. Thus they achieved 300 % of the goal set.

EEOG 14 - There was one new entrant in this EEOG and that was not from this designated group. The market availability is 19.7 %. The company had set a goal of hiring / promoting one new entrant and they hired / promoted none. Thus they achieved 0.0% of the goal set.

#### **Aboriginal Peoples**

04	Semi-Professionals & Technicians	Goal not set
10	Clerical Personnel	Goal not set
14	Other Manual Workers	Goal not set

#### Assessment/Observations

- EEOG 04 Out of five new entrants in this EEOG, none were from this designated group. The market availability is 7.5%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 10 Out of four new entrants in this EEOG, none were from this designated group. The market availability is 4.7%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 14 Out of five new entrants in this EEOG, none were from this designated group. The market availability is 7.5%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.

#### Persons with Disabilities

01/02	Managers	Goal not set
04	Semi-Professionals & Technicians	Goal not set
10	Clerical Personnel	Goal not set
14	Other Manual Workers	Goal not set

#### Assessment/Observations

- EEOG 01/02 Out of five new entrants in this EEOG, none were from this designated group. The market availability is 4.3%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 04 Out of five new entrants in this EEOG, none were from this designated group. The market availability is 4.6%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 10 Out of four new entrants in this EEOG, none were from this designated group. The market availability is 7.0%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 14 There was one new entrant in this EEOG, and that was not from this designated group. The market availability is 5.3%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.

#### Members of Visible Minorities

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal met (achieved 200%)
03	Professionals	Goal not set
04	Semi-Professionals & Technicians	Goal not set
14	Other Manual Workers	Goal not met (achieved 0.0%)

#### Assessment/Observations

- EEOG 01 There was one new entrant in this EEOG and that was not from this designated group. The market availability is 10.1%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 02 Out of four new entrants in this EEOG, two were from this designated group. The market availability is 15.0%. The company had set a goal of hiring / promoting one new entrant and they hired / promoted two. Thus they achieved 200% of the goal set.
- EEOG 03 Out of eight new entrants in this EEOG, two were from this designated group. The market availability is 30.9%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 04 Out of five new entrants in this EEOG, none were from this designated group. The market availability is 20.9%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.
- EEOG 14 There was one new entrant in this EEOG and that was not from this designated group. The market availability is 2.1%. The company did not set a goal in the previous assessment and thus was not able to assess any progress.

#### 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 2016-12-21 to 2019-12-03. During their initial assessment, the organization had set seven short-term and long-term goals, and five were met above the 80%, while eleven goals were not set in the previous assessment. Therefore, was not able to assess the progress.
  - The company stated that "Not all individuals self-identify. Brockville as an area is not very diverse so the goals set may be difficult to meet". At the time of the initial assessment the number of employees stated was 118 while this time is 89.

#### ASSESSMENT OF GOALS

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

#### Women

Workforce Analysis Results  Employment Equity Occupational Group Presen (EEOG) Gap			Goals			
		Present Gap	Short- term (1 to 3	Long- term (3+	Representation	LMA
			years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-2	39.4	39.4	28.6	39.4
04	Semi-Professionals & Technicians	-3	19.2	19.2	0.0	19.2
07	Admin. & Senior Clerical Personnel	-1	NR	NR	50.0	86.8
08	Skilled Sales & Service Personnel	-2	27.9	27.9	10.0	27. <del>9</del>
10	Clerical Personnel	-1	NR	NR	62.5	73.9
14	Other Manual Workers	-3	19.1	19.1	8.3	19.1

#### Observations:

• EEOG 07 and EEOG 10 - the organization is not required to set any short and long-term goals since the current representation of women is already at 50 % and 62.5 %.

### **Aboriginal Peoples**

	Workforce Analysis Results		Go	als		
Emp	oloyment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3 years)	Long- term (3 + years)	Representation	LMA
#	Description	#	%	%	%	%
10	Clerical Personnel	-1	6.4	6.4	0.0	6.4
14	Other Manual Workers	-1	7.9	7.9	4.2	7.9

#### Observations:

#### Persons with Disabilities

Workforce Analysis Results	Goals	Representation	LMA
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Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)		
#	Description	#	%	%	%	%
01/ 02	Managers	-1	5.0	5.0	0.0	5.0
03	Professionals	-1	8.9	8.9	0.0	8.9
04	04 Semi-Professionals & Technicians		7.6	7.6	0.0	7.6
05	Supervisors	-1	27.5	27.5	0.0	27.5
08	Skilled Sales & Service Personnel	-1	8.0	8.0	0.0	8.0
10	Clerical Personnel	-1	9.3	9.3	0.0	9.3
14	Other Manual Workers	-2	6.8	6.8	0.0	6.8

#### Observations:

### **Members of Visible Minorities**

Workforce Analysis Results			Goals			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	11.5	11.5	0.0	11.5
03	Professionals	-1	31.9	31.9	22.2	31.9
04	Semi-Professionals & Technicians	-4	30.8	30.8	0.0	30.8
14	Other Manual Workers	-1	2.6	2.6	0.0	2.6

#### Observations:

• The company stated that "Not all individuals self-identify. Brockville as an area is not very diverse so this may be difficult to meet."

#### RECOMMENDATION

	į	recommend	that	the	emplo	ver	be	found	d:
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⊠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:

• The Newterra Ltd has few gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group.

Name of Analyst: Neena Sharan

**Date:** January 22, 2020

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

Sent: March 23, 2020 11:37 AM

To: 'bfash@newterra.com' <bfash@newterra.com>; 'jhewitt@newterra.com' <jhewitt@newterra.com> Subject: Government of Canada Agreement Number: 10000412 – Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Ben Fash:

I am writing to inform you that the subsequent compliance assessment initiated on December 2, 2019 has been completed. As a result of the assessment, Newterra Ltd. 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 Newterra Ltd.'s employment equity program.

The Newterra Ltd has few gaps in all four designated groups, it may be beneficial for this
organization to develop relationships with colleges, universities or other professional
associations to identify and hire qualified students or professionals that are part of this
designated group.

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 2, 2022. 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, Newterra Ltd. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Newterra Ltd. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



<u>Un espace collaboratif pour les employeurs!</u> Joignez-vous au Forum de l'équité, la diversité et

l'inclusion en milieu de travail (FEDIMT) en ligne. Envoyer-nous <u>un courriel</u> pour vous joindre!

<u>A collaborative space for employers!</u> Join the online Workplace Equity, Diversity and Inclusion

Forum (WEDIF). Send us an email to join!