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Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement No. 10000413

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Newstar Inc. 1010	Parent company if located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.csbstat.gc.ca/subjects/supers/standards-conventions-scales/2007/naics-code-eng.htm NAICS 5242910	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 100
<input checked="" type="checkbox"/> Federally Registered <input type="checkbox"/> Provincially Registered	

HEAD OFFICE			
Address (Building number, street, suite, etc.) 1271 California Avenue O.G. Box 1817	City Sudbury, Ont.	Province ON	Postal Code K6V 5Y8
Telephone Number 613-499-1816			

EMPLOYMENT EQUITY CONTACT			
Name (print) George Hewitt	Title Payroll & Benefits		
Telephone Number 613-499-1816 x1246	E-mail Address ghewitt@newstar.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) Ron Fawn	Title C. P. O.		
Telephone Number 613-499-1816	E-mail Address info@newstar.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Date (YYYY-MM-DD) 2016-03-10			

The information you provide on this form is collected under the authority of section 42 of the Employment Equity Act to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List. Loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

Your personal information is administered in accordance with the Privacy Act and other applicable laws. You have the right to the protection of, and access to your personal information, which is described in Personal Information Bank ESDC/EPIC 721. Instructions for obtaining this information are outlined in the government publication entitled "My Rights", which is available at the following website address: <http://www.information.gc.ca/330/06000/0000>. The Service may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS
IMPORTANT <ul style="list-style-type: none"> • The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ec-eme@hrdc-rhdcc.gc.ca

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

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

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

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Ontario
Reporting Period 2016-12-21 to 2019-12-03

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	4	2									
	Total	6	4	2									
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	9	4							3	2	1
	Total	13	9	4							3	2	1
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	7	2							2	2	
	Total	9	7	2							2	2	
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	14		1	1							
	Total	14	14		1	1							

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	1	2									
	Total	3	1	2									
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	Total	2	1	1									
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	9	1							2	2	
	Total	10	9	1							2	2	
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	3	4									
	Total	7	3	4									

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Manual Workers Top Range: \$ 55,000 - \$59,999 Bottom Range: Under \$5,000	4	1	1										
	3												
	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 Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		1		1									

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	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

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / Ontario
Reporting Period 2016-12-21 to 2019-12-03

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

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Alberta
Reporting Period 2016-12-21 to 2019-12-03

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	1	1										
Total Number of Employees	1	1										

Newterra Ltd. (certificate # 10000412)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	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	1

Newterra ltd. (certificate # 10000412)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Ontario
Reporting Period 2016-12-21 to 2019-12-03

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

Newterra Ltd. (certificate # 10000412)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	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	

Newterra Ltd. (certificate # 10000412)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Alberta

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Semi-Professionals and Technicians	1	1										
Total Number of Employees Terminated	1	1										

Workplace Equity Information Management System - Newterra Ltd.

Workforce Analysis - Detailed Report

Date: 2019-12-03

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
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	2	National
03 : Professionals		9	2	22.2 %	22.5 %	2	0	
1111 : Financial auditors and accountants	National	1	0	0.0 %	56.0 %	1	3	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	1	100.0 %	66.6 %	1	0	National
2132 : Mechanical engineers	National	4	0	0.0 %	9.5 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	2	0	0.0 %	11.1 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	1	1	100.0 %	19.9 %	0	1	National
04 : Semi-Professionals and Technicians		14	0	0.0 %	19.2 %	3	3	
2231 : Civil engineering technologists and technicians	Ontario	4	0	0.0 %	14.9 %	1	3	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
2282 : User support technicians	Ontario	5	0	0.0 %	23.9 %	1	3	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	50.0 %	1	3	Ontario
05 : Supervisors		3	2	66.7 %	61.6 %	2	0	
Employment Equity Occupational Group	Ont. less CMAs	3	2	66.7 %	61.6 %	2	0	Ont. less CMAs
07 : Administrative and Senior Clerical Personnel		2	1	50.0 %	86.8 %	2	3	
Employment Equity Occupational Group	Ont. less CMAs	2	1	50.0 %	86.8 %	2	3	Ont. less CMAs
08 : Skilled Sales and Service Personnel		10	1	10.0 %	27.9 %	3	2	
6221 : 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	3	
Employment Equity Occupational Group	Ont. less CMAs	8	5	62.5 %	73.9 %	6	3	Ont. less CMAs
14 : Other Manual Workers		24	2	8.3 %	19.1 %	5	3	
Employment Equity Occupational Group	Ont. less CMAs	24	2	8.3 %	19.1 %	5	3	Ont. less CMAs



Workforce Analysis - Detailed Report

Date: 2019-12-03

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Total		90	19	21.1 %	31.9 %	31		

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 #	Aboriginal Peoples		Availability %	Gap #	Recruitment Area	
			Representation #	Representation %				
01 : Senior Managers	National	6	0	0.0 %	3.2 %	0	0	National
02 : 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	0	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	0	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	Ontario
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	0	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	1	
Employment Equity Occupational Group	Ont. less CMAs	8	0	0.0 %	6.4 %	1	1	Ont. less CMAs
14 : Other Manual Workers		24	1	4.2 %	7.9 %	2	2	
Employment Equity Occupational Group	Ont. less CMAs	24	1	4.2 %	7.9 %	2	2	Ont. less CMAs



Workforce Analysis - Detailed Report

Date: 2019-12-03

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Recruitment Area
			Representation #	Availability %	Gap #	
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

Workplace Equity Information Management System - Newterra Ltd.

Workforce Analysis - Detailed Report

Date: 2019-12-03

Members of Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2019-12-03

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation		Availability		
			#	%	%		
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

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities			Recruitment Area
			Representation #	%	Availability % #	
01/02 : Managers	National	20	0	0.0 %	5.0 % 1	3 National
03 : Professionals	National	9	0	0.0 %	8.9 % 1	3 National
04 : Semi-Professionals and Technicians	National	14	0	0.0 %	7.6 % 1	3 National
05 : Supervisors	National	3	0	0.0 %	27.5 % 1	3 National
07 : Administrative and Senior Clerical Personnel	National	2	0	0.0 %	10.0 % 0	0 National
08 : Skilled Sales and Service Personnel	National	10	0	0.0 %	8.0 % 1	3 National
10 : Clerical Personnel	National	8	0	0.0 %	9.3 % 1	3 National
14 : Other Manual Workers	National	24	0	0.0 %	6.8 % 2	2 National
Total		90	0	0.0 %	7.9 % 8	6

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

Employment Equity Occupational Group	Women					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	6	2	33.3 %	27.6 %	2	0
02 : Middle and Other Managers	14	4	28.6 %	39.4 %	6	2
03 : Professionals	9	2	22.2 %	22.5 %	2	0
04 : Semi-Professionals and Technicians	14	0	0.0 %	19.2 %	3	3
05 : Supervisors	3	2	66.7 %	61.6 %	2	0
07 : Administrative and Senior Clerical Personnel	2	1	50.0 %	86.8 %	2	1
08 : Skilled Sales and Service Personnel	10	1	10.0 %	27.9 %	3	2
10 : Clerical Personnel	8	5	62.5 %	73.9 %	6	1
14 : Other Manual Workers	24	2	8.3 %	19.1 %	5	3
Total	90	19	21.1 %	31.9 %	31	12

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2019-12-03

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples		Availability %	Availability #	Gap #
		Representation				
		#	%			
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	3
14 : Other Manual Workers	24	1	4.2 %	7.9 %	2	4
Total	90	2	2.2 %	4.2 %	3	4

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2019-12-03

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	6	0	0.0 %	11.5 %	1	3
02 : Middle and Other Managers	14	3	21.4 %	17.6 %	2	1
03 : Professionals	9	2	22.2 %	31.9 %	3	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	3
Total	90	7	7.8 %	15.0 %	13	6

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2019-12-03

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	20	0	0.0 %	5.0 %	1	3
03 : Professionals	9	0	0.0 %	8.9 %	1	3
04 : Semi-Professionals and Technicians	14	0	0.0 %	7.6 %	1	3
05 : Supervisors	3	0	0.0 %	27.5 %	1	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	3
10 : Clerical Personnel	8	0	0.0 %	9.3 %	1	3
14 : Other Manual Workers	24	0	0.0 %	6.8 %	2	3
Total	90	0	0.0 %	7.9 %	8	6

Total may not equal sum of components due to rounding.



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

Federal Contractors Program Achievement Report

Part I: Workforce Analysis

Newterra Ltd.

[Date: 2019-11-26]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	12	21

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	12	03

Table 1: Women

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	6	0	27.40
02	Middle & Other Managers	21	3	38.90
03	Professionals	9	1	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	Skilled 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	19.70
Total		118	19	29.0

Table 5: Women

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			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
Total		90	19	31.9

* Source:
2011 National Household Survey

* Source:
2016 Census

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Newterra Ltd.

[Date: 2019-11-26]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	12	21

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	12	03

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			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	0	4.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	1	0	4.10
08	Skilled Sales & Service Personnel	14	0	1.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	11	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	0.00
14	Other Manual Workers	31	1	6.80
Total		118	2	4.5

* Source:
2011 National Household Survey

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		6	0	3.2
		14	0	2.7
		9	0	1.3
		14	1	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	1	7.9
Total		90	2	4.2

* Source:
2016 Census

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Newterra Ltd.

[Date: 2019-11-26]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	12	21

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	12	03

Table 3: Members of Visible Minorities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees			Members of Visible Minorities		
					Representation		Availability*
					#	#	%
01	Senior Managers	6	0	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	11	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	0.00			
14	Other Manual Workers	31	0	2.10			
Total		118	7	12.8			

* Source:
2011 National Household Survey

Table 7: Members of Visible Minorities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees			Members of Visible Minorities		
					Representation		Availability*
					#	#	%
		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			
		0	0	0.0			
		24	0	2.6			
Total		90	7	15.0			

* Source:
2016 Census

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Newterra Ltd.

[Date: 2019-11-26]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	12	21

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	12	03

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	27	0	4.30
03	Professionals	9	0	3.80
04	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	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	11	0	7.00
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	0	5.30
Total		118	0	4.9

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
	Managers	20	0	5.0
	Professionals	9	0	8.9
	Semi-Professionals & Technicians	14	0	7.6
	Supervisors	3	0	27.5
	Supervisors: Crafts & Trades	0	0	0.0
	Administrative & Senior Clerical Personnel	2	0	10.0
	Skilled Sales & Service Personnel	10	0	8.0
	Skilled Crafts & Trades Workers	0	0	0.0
	Clerical Personnel	8	0	9.3
	Intermediate Sales & Service Personnel	0	0	0.0
	Semi-Skilled Manual Workers	0	0	0.0
	Other Sales & Service Personnel	0	0	0.0
	Other Manual Workers	24	0	6.8
	Total	90	0	7.9

* Source:
2012 Canadian Survey on Disability

* Source:
2017 Canadian Survey on Disability

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Newterra Ltd.

[Date: 2019-11-26]

Start Date of Flow Data		
YYYY	MM	DD
2016	12	21

End Date of Flow Data		
YYYY	MM	DD
2019	12	03

Data from Form 4 - Employees Hired			
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Data from Form 5 - Employees Promoted			
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Data from Form 6 - Employees Terminated			
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Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	1	1	0	0	2	0	0	0
02 Middle & Other Managers	3	1	0	0	1	1	0	0	10	0	0	0
03 Professionals	7	3	0	0	1	1	0	0	6	1	0	0
04 Semi-Professionals & Technicians	5	1	0	0	0	0	0	0	9	2	0	0
05 Supervisors	0	0	0	0	2	1	0	0	0	0	0	0
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	0
08 Skilled Sales & Service Personnel	4	1	0	0	0	0	0	0	5	1	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	3	3	0	0	1	0	0	0	7	5	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	1	0	0	0	0	0	0	0	7	0	0	0
Total	24	9	0	0	6	4	0	0	46	9	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Newterra Ltd.

[Date: 2019-11-26]

Start Date of Flow Data		
YYYY	MM	DD
2016	12	21

End Date of Flow Data		
YYYY	MM	DD
2019	12	03

Data from Form 4 - Employees Hired			
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Data from Form 5 - Employees Promoted			
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Data from Form 6 - Employees Terminated			
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Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	1	0	0	0	2	0	0	0
02 Middle & Other Managers	3	0	0	0	1	0	0	0	10	0	0	0
03 Professionals	7	0	0	0	1	0	0	0	6	0	0	0
04 Semi-Professionals & Technicians	5	0	0	0	0	0	0	0	9	0	0	0
05 Supervisors	0	0	0	0	2	0	0	0	0	0	0	0
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	0
08 Skilled Sales & Service Personnel	4	0	0	0	0	0	0	0	5	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	3	0	0	0	1	0	0	0	7	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	1	0	0	0	0	0	0	0	7	0	0	0
Total	24	0	0	0	6	0	0	0	46	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Newterra Ltd.

[Date: 2019-11-26]

Start Date of Flow Data		
YYYY	MM	DD
2016	12	21

End Date of Flow Data		
YYYY	MM	DD
2019	12	03

Data from Form 4 - Employees Hired			
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Data from Form 5 - Employees Promoted			
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Data from Form 6 - Employees Terminated			
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Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	1	0	0	0	2	0	0	0
02 Middle & Other Managers	3	0	0	0	1	0	0	0	10	0	0	0
03 Professionals	7	0	0	0	1	0	0	0	6	0	0	0
04 Semi-Professionals & Technicians	5	0	0	0	0	0	0	0	9	0	0	0
05 Supervisors	0	0	0	0	2	0	0	0	0	0	0	0
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	0
08 Skilled Sales & Service Personnel	4	0	0	0	0	0	0	0	5	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	3	0	0	0	1	0	0	0	7	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	1	0	0	0	0	0	0	0	7	0	0	0
Total	24	0	0	0	6	0	0	0	46	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Newterra Ltd.

[Date: 2019-11-26]

Start Date of Flow Data		
YYYY	MM	DD
2016	12	21

End Date of Flow Data		
YYYY	MM	DD
2019	12	03

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	1	0	0	0	2	0	0	0
02 Middle & Other Managers	3	2	0	0	1	0	0	0	10	0	0	0
03 Professionals	7	2	0	0	1	0	0	0	6	1	0	0
04 Semi-Professionals & Technicians	5	0	0	0	0	0	0	0	9	0	0	0
05 Supervisors	0	0	0	0	2	0	0	0	0	0	0	0
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	0
08 Skilled Sales & Service Personnel	4	0	0	0	0	0	0	0	5	2	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	3	0	0	0	1	0	0	0	7	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	1	0	0	0	0	0	0	0	7	0	0	0
Total	24	4	0	0	6	0	0	0	46	3	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Newterra Ltd.

[Date: 2019-11-26]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis ¹	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(O ² x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 1: Women

Employment Equity Occupational Group (EEOG)	First/Previous Short-term Goals																		
	All Employees								Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires (Reported Over 3 Years)	3 Year Goals		Percent Availability	Percent Gap	Projected Gap	Percent Representation	Projected Representation in 3 Years
		XXXX-XXXX-00	Actual	Projected	Actual	Projected	Actual			Projected	XXXX-XXXX-00		Annually	Over 3 Years					
	2016-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-12-31	Annually	Over 3 Years	2016	2019						
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	%
01 Senior Managers	6	0.0%		0	13.3%		0	0	0	0.0%	0	2	0	27.3%	-2	-2	0.0%	0.0%	
02 Middle & Other Managers	21	-12.6%		0	57.1%		0	3	0.0%	0	5	0	38.9%	-5	-5	14.3%	14.3%		
03 Professionals	9	0.0%		0	66.7%		0	1	0.0%	0	0	0	15.9%	0	0	11.1%	11.1%		
04 Semi-Professionals & Tech	23	-15.2%		0	48.6%		0	1	0.0%	0	2	0	12.1%	-2	-2	4.3%	4.3%		
05 Supervisors	2	14.5%		0	0.0%		0	2	0.0%	0	-1	0	62.9%	1	1	100.0%	100.0%		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		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	1	0.0%	0	0	0	87.1%	0	0	100.0%	100.0%		
08 Skilled Sales & Service	14	-10.6%		0	41.7%		0	2	0.0%	0	2	0	28.7%	-2	-2	14.3%	14.3%		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	11	-10.1%		0	73.7%		0	7	0.0%	0	1	0	72.4%	-1	-1	63.6%	63.6%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	31	-8.2%		0	25.5%		0	2	0.0%	0	4	0	19.7%	-4	-4	6.5%	6.5%		
Total	118	-8.6%		0	44.2%		0	0	0.0%	0	15	0	29.0%	-15	-15	16.1%	16.1%		

¹ Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/2} - 1) x 100.

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	1	0.0	
02 Middle & Other Managers	1	0.0	2	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	1	0.0	1	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	1	0.0	1	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	1	0.0	1	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	1	0.0	1	0.0	
Total	5		9		

Federal Contractors Program Achievement Report

Part 3: Goals

Newterra Ltd.

[Date: 2019-11-26]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis ¹	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(O ² x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 3: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Effect Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires (Reported Over 3 Years)	3 Year Goals		Percent Availability	Percent Gap	Projected Gap	Percent Representation	Projected Representation in 3 Years	
		XXXX-XXXX-00	Actual	Projected	Actual	Projected	Actual			Over 3 Years	XXXX-XXXX-00		XXXX-XXXX-00	XXXX-XXXX-00						XXXX-XXXX-00
		2016-12-31	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2016-12-31		Annually	Over 3 Years						2016
%	%	%	%	%	%	%	%	%	%	%	%	%								
01 Senior Managers	6	0.0%		0	13.3%		0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%		
02 Middle & Other Managers	21	-12.6%		0	57.1%		0	0	0.0%	0	0	0	0	2.2%	0	0	0.0%	0.0%		
03 Professionals	9	0.0%		0	66.7%		0	0	0.0%	0	0	0	0	6.9%	0	0	0.0%	0.0%		
04 Semi-Professionals & Tech	23	-15.2%		0	48.6%		0	1	0.0%	0	1	0	0	7.5%	-1	-1	4.3%	4.3%		
05 Supervisors	2	14.5%		0	0.0%		0	0	0.0%	0	0	0	0	4.9%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		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	0.0%	0	0	0	0	4.1%	0	0	0.0%	0.0%		
08 Skilled Sales & Service	14	-10.6%		0	41.7%		0	0	0.0%	0	0	0	0	1.0%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	11	-10.1%		0	73.7%		0	0	0.0%	0	1	0	0	4.7%	-1	-1	0.0%	0.0%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	31	-8.2%		0	25.5%		0	1	0.0%	0	1	0	0	6.8%	-1	-1	3.2%	3.2%		
Total	118	-8.6%		0	44.2%		0	0	0.0%	0	3	0	0	4.5%	-3	-3	1.7%	1.7%		

¹ Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/2} - 1) x 100.

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

Table 4: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Newterra Ltd.

[Date: 2019-11-26]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis ¹	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(O ² x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	First/Previous Short-term Goals																		
	All Employees								Persons with Disabilities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Effect Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires (Reported Effect of 3 Years)	3 Year Goals		Percent Availability	Percent Gap	Projected Gap	Percent Representation	Projected Representation in 3 Years
		XXXX-XXXX-00	Actual	Projected	Actual	Projected	Actual			Over 3 Years	XXXX-XXXX-00		Annually	Over 3 Years					
	2016-12-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-12-31	Annually	Over 3 Years	2016	2019							
#	%	%	#	%	%	#	#	%	#	#	%	%							
01/02 Managers	27	-6.2%		0	45.2%		0	0	0.0%	0	1	0	4.3%	-1	-1	0.0%	0.0%		
03 Professionals	9	0.0%		0	66.7%		0	0	0.0%	0	0	0	3.8%	0	0	0.0%	0.0%		
04 Semi-Professionals & Tech	23	-15.2%		0	48.6%		0	0	0.0%	0	1	0	4.6%	-1	-1	0.0%	0.0%		
05 Supervisors	2	14.5%		0	0.0%		0	0	0.0%	0	0	0	13.9%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		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	0.0%	0	0	0	3.4%	0	0	0.0%	0.0%		
08 Skilled Sales & Service	14	-10.6%		0	41.7%		0	0	0.0%	0	0	0	3.5%	0	0	0.0%	0.0%		
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	11	-10.1%		0	73.7%		0	0	0.0%	0	1	0	7.0%	-1	-1	0.0%	0.0%		
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	31	-8.2%		0	25.5%		0	0	0.0%	0	2	0	5.3%	-2	-2	0.0%	0.0%		
Total	118	-8.6%		0	44.2%		0	0	0.0%	0	6	0	4.9%	-6	-6	0.0%	0.0%		

¹ Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/2} - 1) x 100.

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

Table 6: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Newterra Ltd.

[Date: 2019-11-26]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis ¹	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(O ² x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees																			First/Previous Short-term Goals																		
	Number	Growth (New Positions)						Turnover (Replacement of Terminated Employees)						Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)						Hires (Reported Over 3 Years)	3 Year Goals		Percent Availability	Percent Gap	Projected Gap	Percent Representation	Projected Representation in 3 Years									
		XXXX-XXXX-00		Actual		Projected		Actual		Projected		XXXX-XXXX-00				Actual		Projected		From: To:																		
		2016-12-31		Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	2016-12-31				Annually	Over 3 Years	2016	2019																			
		%	%	%	#	%	%	#	%	%	#	%	%			#	%	%	%	#	#		%	%														
01 Senior Managers	6	0.0%		0	13.3%		0	0	0	0.0%	0	0	0	1	0		10.1%	-1	-1	0.0%	0.0%																	
02 Middle & Other Managers	21	-12.6%		0	57.1%		0	0	0	0.0%	0	2	0	2	0		15.0%	-2	-2	4.8%	4.8%																	
03 Professionals	9	0.0%		0	66.7%		0	0	0	0.0%	0	2	0	2	0		30.9%	-2	-2	11.1%	11.1%																	
04 Semi-Professionals & Tech	23	-15.2%		0	48.6%		0	0	0	0.0%	0	4	0	4	0		20.9%	-4	-4	4.3%	4.3%																	
05 Supervisors	2	14.5%		0	0.0%		0	0	0	0.0%	0	0	0	0	0		1.9%	0	0	0.0%	0.0%																	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	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	0.0%	0	0	0	0	0		1.6%	0	0	0.0%	0.0%																	
08 Skilled Sales & Service	14	-10.6%		0	41.7%		0	0	0	0.0%	0	4	0	-1	0		20.8%	1	1	28.6%	28.6%																	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!																	
10 Clerical Personnel	11	-10.1%		0	73.7%		0	0	0	0.0%	0	0	0	0	0		1.7%	0	0	0.0%	0.0%																	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!																	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!																	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!																	
14 Other Manual Workers	31	-8.2%		0	25.5%		0	0	0	0.0%	0	1	0	1	0		2.1%	-1	-1	0.0%	0.0%																	
Total	118	-8.6%		0	44.2%		0	0	0	0.0%	0	7	0	8	0		12.8%	-8	-8	5.9%	5.9%																	

¹ Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/2} - 1) x 100.

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

Table 8: Members of Visible Minorities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Newterra Ltd.

[Date: 2019-11-26]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(O x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 9: Women

Employment Equity Occupational Group (EEOG)	Subsequent/Current Short-Term Goals																			
	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Effect Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires (Reported Over 3 Years)	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		XXXX-XXXX-00	Actual	Projected	Actual	Projected	Actual			Projected	XXXX-XXXX-00		Annually	Over 3 Years						XXXX - YYYY
2019-12-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-12-03	Annually	Over 3 Years	15999	2019	2022	%	%	#	#	%	%		
%	%	%	#	%	%	#	#	%	#	#	#	%	%	%	%	#	#	%	%	
01 Senior Managers	6	0.0%		0	13.3%		0	0	2	0.0%	0	0	0	27.6%	0	0	0	33.3%	33.3%	
02 Middle & Other Managers	14	-12.6%		0	57.1%		0	4	0.0%	0	2	0	39.4%	39.4%	-2	-2	0	28.6%	28.6%	
03 Professionals	9	0.0%		0	66.7%		0	2	0.0%	0	0	0	22.5%	22.5%	0	0	0	22.2%	22.2%	
04 Semi-Professionals & Tech	14	-15.3%		0	48.6%		0	0	0.0%	0	3	0	19.2%	19.2%	-3	-3	0	0.0%	0.0%	
05 Supervisors	3	14.5%		0	0.0%		0	2	0.0%	0	0	0	61.6%	61.6%	0	0	0	66.7%	66.7%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	2	26.0%		0	0.0%		0	1	0.0%	0	1	0	86.8%	86.8%	-1	-1	0	50.0%	50.0%	
08 Skilled Sales & Service	10	-10.6%		0	41.7%		0	1	0.0%	0	2	0	27.9%	27.9%	-2	-2	0	10.0%	10.0%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	8	-10.1%		0	71.7%		0	0	0.0%	0	1	0	73.9%	73.9%	-1	-1	0	62.5%	62.5%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	24	-8.2%		0	25.5%		0	2	0.0%	0	3	0	19.1%	19.1%	-3	-3	0	8.3%	8.3%	
Total	90	-8.6%		0	44.2%		0	0	19	0.0%	0	10	0	31.9%	-10	-10	0	21.1%	21.1%	

¹ Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)² - 1) x 100.

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0		
02 Middle & Other Managers	39.4		39.4 Improved in this group. We are not expecting significant turnover within this category to be able to meet this criteria.
03 Professionals	0.0		
04 Semi-Professionals & Tech	19.2		19.2 We do have movement in this group, but very difficult to attract individuals to our small community.
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	NR		NR Goal not required since the present representation is 50.0 %
08 Skilled Sales & Service	27.9		27.9 We are not expecting significant turnover within this category.
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	NR		NR Goal not required since the present representation is 62.5 %
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	19.1		19.1 There is a shortage of qualified candidates for this group.
Total	0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Newterra Ltd.

[Date: 2019-11-26]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis ¹	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(O ² x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 11: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Subsequent/Current Short-Term Goals																		
	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Effect Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires (Reported Over 3 Years)	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		XXXX-XXXX-00	Actual	Projected	Actual	Projected	Actual			Projected	XXXX-XXXX-00		Annually	Over 3 Years					
	2019-12-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-12-03	Annually	Over 3 Years	35999	2019	2022	%	%	#	#	%	%
	%	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	6	0.0%		0	13.3%		0	0	0.0%	0	0	0	0	3.2%	0	0	0	0.0%	0.0%
02 Middle & Other Managers	14	-12.6%		0	57.1%		0	0	0.0%	0	0	0	0	2.7%	0	0	0	0.0%	0.0%
03 Professionals	9	0.0%		0	66.7%		0	0	0.0%	0	0	0	0	1.3%	0	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	14	-15.3%		0	48.6%		0	1	0.0%	0	-1	0	0	1.6%	1	1	7.1%	7.1%	
05 Supervisors	3	14.5%		0	0.0%		0	0	0.0%	0	0	0	0	6.2%	0	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	2	26.0%		0	0.0%		0	0	0.0%	0	0	0	0	5.7%	0	0	0	0.0%	0.0%
08 Skilled Sales & Service	10	-10.6%		0	41.7%		0	0	0.0%	0	0	0	0	1.2%	0	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	8	-10.1%		0	71.7%		0	0	0.0%	0	1	0	6.4%	6.4%	-1	-1	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	24	-8.2%		0	25.5%		0	1	0.0%	0	1	0	7.9%	7.9%	-1	-1	4.2%	4.2%	
Total	90	-8.6%		0	44.2%		0	0	0.0%	0	2	0	4.2%	4.2%	-2	-2	2.2%	2.2%	

¹ Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/2} - 1) x 100.

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		0.0			
02 Middle & Other Managers		0.0			
03 Professionals		0.0			
04 Semi-Professionals & Tech		0.0			
05 Supervisors		0.0			
06 Supervisors: Crafts & Trades		0.0			
07 Administrative & Sr Clerical		0.0			
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		0.0			
10 Clerical Personnel	6.4		6.4		Diversity within the local area may be an issue.
11 Intermediate Sales & Service	0.0				
12 Semi-Skilled Manual	0.0				
13 Other Sales & Service	0.0				
14 Other Manual Workers	7.9		7.9		Diversity within the local area may be an issue.
Total		0.0			

Federal Contractors Program Achievement Report

Part 3: Goals

Newterra Ltd.

[Date: 2019-11-26]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x I x 3	(O ² x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Subsequent/Current Short-Term Goals																		
	All Employees									Persons with Disabilities									
	Number	Growth (New Positions)			Turnover/Replacement of Terminated Employees			Anticipated Effect Over 3 Years	Number	Turnover/Replacement of Terminated Employees		Hires (Reported Over a 3-Year)	3 Year Goals		Percent Availability	Percent Gap	Projected Gap	Percent Representation	Projected Representation in 3 Years
		XXXX-XXXX-00	Actual	Projected	Actual	Projected	Actual			Projected	XXXX-XXXX-00		Over 3 Years	XXXX-XXXX-00					
	2019-12-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-12-03	Annually	Over 3 Years	2019	2022	%	%	#	#	%	%	
%	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%		
01/02 Managers	20	-6.2%		0	45.2%		0	0	0.0%	0	1	0	5.0%	5.0%	-1	-1	0.0%	0.0%	
03 Professionals	9	0.0%		0	66.7%		0	0	0.0%	0	1	0	8.9%	8.9%	-1	-1	0.0%	0.0%	
04 Semi-Professionals & Tech	14	-15.3%		0	48.6%		0	0	0.0%	0	1	0	7.6%	7.6%	-1	-1	0.0%	0.0%	
05 Supervisors	3	14.5%		0	0.0%		0	0	0.0%	0	1	0	27.5%	27.5%	-1	-1	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	2	26.0%		0	0.0%		0	0	0.0%	0	0	0	10.0%	10.0%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	10	-10.6%		0	41.7%		0	0	0.0%	0	1	0	8.0%	8.0%	-1	-1	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	8	-10.1%		0	73.7%		0	0	0.0%	0	1	0	9.3%	9.3%	-1	-1	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	24	-8.2%		0	25.5%		0	0	0.0%	0	2	0	6.8%	6.8%	-2	-2	0.0%	0.0%	
Total	90	-8.6%		0	44.2%		0	0	0.0%	0	7	0	7.9%	7.9%	-7	-7	0.0%	0.0%	

¹ Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)² - 1) x 100.

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
01/02 Managers	5.0	5.0	Follow AODA legislation. Not all individuals self-identify. All qualified applicants will receive consideration for employment without regard to race, colour, religion, sex, sexual orientation, gender
03 Professionals	8.9	8.9	Follow AODA legislation. Not all individuals self-identify. All qualified applicants will receive consideration for employment without regard to race, colour, religion, sex, sexual orientation, gender
04 Semi-Professionals & Tech	7.6	7.6	Follow AODA legislation. Not all individuals self-identify. All qualified applicants will receive consideration for employment without regard to race, colour, religion, sex, sexual orientation, gender
05 Supervisors	27.5	27.5	Follow AODA legislation. Not all individuals self-identify. All qualified applicants will receive consideration for employment without regard to race, colour, religion, sex, sexual orientation, gender
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	0.0		
08 Skilled Sales & Service	8.0	8.0	Follow AODA legislation. Not all individuals self-identify. All qualified applicants will receive consideration for employment without regard to race, colour, religion, sex, sexual orientation, gender
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	9.3	9.3	Follow AODA legislation. Not all individuals self-identify. All qualified applicants will receive consideration for employment without regard to race, colour, religion, sex, sexual orientation, gender
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	6.8	6.8	Follow AODA legislation. Not all individuals self-identify. All qualified applicants will receive consideration for employment without regard to race, colour, religion, sex, sexual orientation, gender
Total	0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Newterra Ltd.

[Date: 2019-11-26]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(O ² x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Subsequent/Current Short-Term Goals																		
	All Employees									Members of Visible Minorities									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Effect Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires (Reported Over 3 Years)	3 Year Goals		Percent Availability	Percent Gap	Projected Gap	Percent Representation	Projected Representation in 3 Years
		XXXX-XXXX-00	Actual	Projected	Actual	Projected	Actual			Projected	XXXX-XXXX-00		XXXX-XXXX-00	XXXX-XXXX-00					
	2019-12-03	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-12-03	Annually	Over 3 Years	2019	2022							
	%	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	6	0.0%		0	13.3%		0	0	0.0%	0	1	0	11.5%	11.5%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	14	-12.6%		0	57.1%		0	3	0.0%	0	-1	0	17.6%	17.6%	1	1	21.4%	21.4%	
03 Professionals	9	0.0%		0	66.7%		0	2	0.0%	0	1	0	31.9%	31.9%	-1	-1	22.2%	22.2%	
04 Semi-Professionals & Tech	14	-15.3%		0	48.6%		0	0	0.0%	0	4	0	30.8%	30.8%	-4	-4	0.0%	0.0%	
05 Supervisors	3	14.5%		0	0.0%		0	0	0.0%	0	0	0	3.0%	3.0%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	2	26.0%		0	0.0%		0	0	0.0%	0	0	0	1.9%	1.9%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	10	-10.6%		0	41.7%		0	2	0.0%	0	0	0	22.8%	22.8%	0	0	20.0%	20.0%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	8	-10.1%		0	73.7%		0	0	0.0%	0	0	0	1.9%	1.9%	0	0	0.0%	0.0%	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	24	-8.2%		0	25.5%		0	0	0.0%	0	1	0	2.6%	2.6%	-1	-1	0.0%	0.0%	
Total	90	-8.6%		0	44.2%		0	0	0.0%	0	7	0	15.0%	15.0%	-7	-7	7.8%	7.8%	

¹ Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/2} - 1) x 100.

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
01 Senior Managers	11.5	11.5	Not all individuals self-identify. Bruckville as an area is not very diverse so this may be difficult to meet.
02 Middle & Other Managers	0.0		
03 Professionals	31.9	31.9	Not all individuals self-identify. Bruckville as an area is not very diverse so this may be difficult to meet.
04 Semi-Professionals & Tech	30.8	30.8	Not all individuals self-identify. Bruckville as an area is not very diverse so this may be difficult to meet.
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	0.0		
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	2.6	2.6	Not all individuals self-identify. Bruckville as an area is not very diverse so this may be difficult to meet.
Total	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Newterra Ltd.

[Date: 2019-11-26]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees		Women						All Employees		Women		All Employees		Women		All Employees		Women					
		Represen	Availabil	Goal	Et. Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
01 Senior Managers	2016	6	0	0.0	27.4	2	-2	0.0																	
	2019	6	2	33.3	27.6	2	0	120.8	0	0	0.0	0	0	0	1	1	100.0	0	1	2	0	0.0	0	0	
02 Middle & Other Managers	2016	21	3	14.3	38.9	8	-5	36.7																	
	2019	14	4	28.6	39.4	6	-2	72.5	3	1	33.3	1	0	1	1	100.0	0	1	10	0	0.0	1	-1		
03 Professionals	2016	9	1	11.1	15.9	1	0	69.9																	
	2019	9	2	22.2	22.5	2	0	98.8	7	3	42.9	2	1	1	1	100.0	0	1	6	1	16.7	1	0		
04 Semi-Professionals & Technicians	2016	23	1	4.3	12.1	3	-2	35.9																	
	2019	14	0	0.0	19.2	3	-3	0.0	5	1	20.0	1	0	0	0	0.0	0	0	9	2	22.2	0	2		
05 Supervisors	2016	2	2	100.0	62.9	1	1	159.0																	
	2019	3	2	66.7	61.6	2	0	108.2	0	0	0.0	0	0	2	1	50.0	2	-1	0	0	0.0	0	0		
06 Supervisors, Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	F = D x 100	Part 3: Goals	E = G x 100	Part 2: Goals	F = I x 100	Part 3: Goals	F = K x 100	Part 3: Goals	F = M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		Women		Women				Women						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
01 Senior Managers	2019	1	1	100.0	0	0.0	0.0	0.0	1	100.0	0.0	0.0		
	2022	1	1	100.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2019	4	2	50.0	1	200.0	0.0	0.0	2	100.0	0.0	0.0		
	2022	4	2	50.0			39.4	126.9			39.4	126.9		
03 Professionals	2019	8	4	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	8	4	50.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	5	1	20.0	1	100.0	0.0	0.0	1	100.0	0.0	0.0		
	2022	5	1	20.0			19.2	104.2			19.2	104.2		
05 Supervisors	2019	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	1	50.0			0.0	0.0			0.0	0.0		
06 Supervisors, Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Newterra Ltd.

[Date: 2019-11-26]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		Women				All Employees				Women		All Employees		Women		All Employees		Women		All Employees					
		Representation	Availability	Cost	Eff. Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
07 Administrative & Senior Clerical	2016	1	1	100.0	87.1	1	0	114.8																	
	2019	2	1	50.0	86.8	2	-1	57.6	1	0	0.0	1	-1	0	0	0.0	0	0	0	0	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2016	14	2	14.3	28.7	4	-2	49.8																	
	2019	10	1	10.0	27.9	3	-2	35.8	4	1	25.0	1	0	0	0	0.0	0	0	5	1	20.0	1	0		
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
10 Clerical Personnel	2016	11	7	63.6	72.4	8	-1	87.9																	
	2019	8	5	62.5	73.9	6	-1	84.6	3	3	100.0	2	1	1	0	0.0	1	-1	7	5	71.4	4	1		
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

Data source:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E = D x 100	Part 3: Goals	E = G x 100	Part 2: Goals	F = I x 100	Part 3: Goals	F = K x 100	Part 3: Goals	F = M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		Women		Women				Women						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
07 Administrative & Senior Clerical	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			NR	0.0			NR	0.0		
08 Skilled Sales & Service Personnel	2019	4	1	25.0	1	100.0	0.0	0.0	1	100.0	0.0	0.0		
	2022	4	1	25.0			27.9	89.6			27.9	89.6		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	4	3	75.0	1	300.0	0.0	0.0	1	300.0	0.0	0.0		
	2022	4	3	75.0			NR	0.0			NR	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Newterra Ltd.

[Date: 2019-11-26]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees		Women						All Employees		Women		All Employees		Women		All Employees		Women						
		Representor	Availability	Gap	Eff. Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference									
*	*	%	%	*	%	*	%	*	%	*	%	*	%	*	%	*	%	*	%	*	%	*	%			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	
14 Other Manual Workers	2016	31	2	6.5	19.7	6	-4	32.7																		
	2019	24	2	8.3	19.1	5	-3	43.6	1	0	0.0	0	0	0	0.0	0	0	0	0	7	0	0.0	0	0	0	
Total	2016	118	19	16.1	29.0	34	-15	55.5																		
	2019	90	19	21.1	31.9	29	-10	66.2	24	9	37.5	8	1	6	4	66.7	1	3	46	9	19.6	7	2			

Data source:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	F ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		Women		Women				Women					
		Actual	Goal	Goal	Percentage Goal Met	Goal	Percentage Goal Met	Goal	Percentage Goal Met	Goal	Percentage Goal Met		
*	*	*	%	*	%	*	%	*	%	*	%		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0					0	0.0	0.0	0.0	
14 Other Manual Workers	2019	1	0	0.0	1	0.0	0.0	0.0	3	0.0	0.0	0.0	
	2022	1	0	0.0							19.1	0.0	
Total	2019	30	13	43.3	5	260.0	0.0	0.0	9	144.4	0.0	0.0	
	2022	30	13	43.3			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Newterra Ltd.

[Date: 2019-11-26]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees		Aboriginal Peoples						All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples				
		#	%	Representation	Availability	Goal	Eff. Result	#	%	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference			
01 Senior Managers	2016	6	0%	0.0	2.9	0	0	0.0																
	2019	6	0%	0.0	3.2	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	0	2	0	0.0	0
02 Middle & Other Managers	2016	21	0%	0.0	2.2	0	0	0.0																
	2019	14	0%	0.0	2.7	0	0	0.0	3	0	0.0	0	0	0	1	0	0.0	0	0	0	10	0	0.0	0
03 Professionals	2016	9	0%	0.0	0.9	0	0	0.0																
	2019	9	0%	0.0	1.3	0	0	0.0	7	0	0.0	0	0	0	1	0	0.0	0	0	0	6	0	0.0	0
04 Semi-Professionals & Technicians	2016	23	1%	4.3	7.5	2	-1	58.0																
	2019	14	1%	7.1	1.6	0	1	446.4	5	0	0.0	0	0	0	0	0	0.0	0	0	0	9	0	0.0	0
05 Supervisors	2016	2	0%	0.0	4.9	0	0	0.0																
	2019	3	0%	0.0	6.2	0	0	0.0	0	0	0.0	0	0	0	2	0	0.0	0	0	0	0	0	0.0	0
06 Supervisors, Crafts & Trades	2016	0	0%	0.0	0.0	0	0	0.0																
	2019	0	0%	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

Data source:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E = D x 100	Part 3: Goals	E = G x 100	Part 2: Goals	F = I x 100	Part 3: Goals	F = K x 100	Part 3: Goals	F = M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Aboriginal Peoples		Short-term Goals		Long-term Goals		All Employees		Aboriginal Peoples		
		Actual	Goal	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Actual	Goal	Percent of Goal Met	Goal	
01 Senior Managers	2019	1	0%	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0%	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2019	4	0%	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	4	0%	0.0			0.0	0.0			0.0	0.0		
03 Professionals	2019	8	0%	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	8	0%	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2019	5	0%	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	5	0%	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	2019	2	0%	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0%	0.0			0.0	0.0			0.0	0.0		
06 Supervisors, Crafts & Trades	2019	0	0%	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0%	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Newterra Ltd.

[Date: 2019-11-26]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		Aboriginal Peoples								Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples						
		All Employees	Representation	Availability	Goal	Eff. Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference						
#	%	%	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#							
07 Administrative & Senior Clerical	2016	1	0	0.0	4.1	0	0	0.0																
	2019	2	0	0.0	5.7	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	14	0	0.0	1.0	0	0	0.0																
	2019	10	0	0.0	1.2	0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	11	0	0.0	4.7	1	-1	0.0																
	2019	8	0	0.0	6.4	1	-1	0.0	3	0	0.0	0	0	0	1	0	0.0	0	0	7	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$F \div D \times 100$	Part 3: Goals	$E - G \times 100$	Part 2: Goals	$F \div I \times 100$	Part 3: Goals	$F - K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	%	#	%	#	%	#	%						
07 Administrative & Senior Clerical	2019	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2022	1	0	0.0			0	0.0			0	0.0			
08 Skilled Sales & Service Personnel	2019	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2022	4	0	0.0			0	0.0			0	0.0			
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2022	0	0	0.0			0	0.0			0	0.0			
10 Clerical Personnel	2019	4	0	0.0	0	0.0	0	0.0	1	0.0	0	0.0	0	0.0	
	2022	4	0	0.0			6.4	0.0			6.4	0.0			
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2022	0	0	0.0			0	0.0			0	0.0			
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	2022	0	0	0.0			0	0.0			0	0.0			

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Newterra Ltd.

[Date: 2019-11-26]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		Aboriginal Peoples								Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples							
		All Employees	Representation	Availability	Gap	Eff. Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference							
*	*	%	%	%	*	*	%	*	*	%	*	*	%	*	*	%	*	*	%	*	*	%			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
14 Other Manual Workers	2016	31	1	3.2	6.8	2	-1	47.4																	
	2019	24	1	4.2	7.9	2	-1	52.7	1	0	0.0	0	0	0	0	0.0	0	0	0	7	0	0.0	0	0	
Total	2016	118	2	1.7	4.5	5	-3	37.7																	
	2019	90	2	2.2	4.2	4	-2	52.9	24	0	0.0	1	-1	6	0	0.0	0	0	0	46	0	0.0	1	-1	

Data source:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	F ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals					Long-term Goals					
		Aboriginal Peoples		Aboriginal Peoples					Aboriginal Peoples					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
*	*	*	%	*	%	%	*	%	%	*	%	%		
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0				0.0	0.0	
14 Other Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	7.9	0.0	
	2022	1	0	0.0			7.9	0.0				7.9	0.0	
Total	2019	30	0	0.0	0	0.0	0.0	0.0	3	0.0	0.0	0.0	0.0	
	2022	30	0	0.0			0.0	0.0				0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Newterra Ltd.

[Date: 2019-11-26]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities						
		All Employees	Representation	Available	Goal	Et. Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference						
#	%	%	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#							
01 & Managers	2016	27	0	0.0	4.3	1	-1	0.0																
	2019	20	0	0.0	5.0	1	-1	0.0	3	0	0.0	0	0	2	0	0.0	0	0	12	0	0.0	0	0	
03 Professionals	2016	9	0	0.0	3.8	0	0	0.0																
	2019	9	0	0.0	8.9	1	-1	0.0	7	0	0.0	1	-1	1	0	0.0	0	0	6	0	0.0	0	0	
04 Semi-Professionals & Technicians	2016	23	0	0.0	4.6	1	-1	0.0																
	2019	14	0	0.0	7.6	1	-1	0.0	5	0	0.0	0	0	0	0	0.0	0	0	9	0	0.0	0	0	
05 Supervisors	2016	2	0	0.0	13.9	0	0	0.0																
	2019	3	0	0.0	27.5	1	-1	0.0	0	0	0.0	0	0	2	0	0.0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

Data source:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	F ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals				
		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	%	#	%	#	%	#	%	#	%			
01 & Managers	2019	5	0	0.0	0	0.0	0.0	0.0	1	0.0	0.00	0.0
	2022	5	0	0.0			5.0	0.0			5.00	0.0
03 Professionals	2019	8	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0
	2022	8	0	0.0			8.9	0.0			8.90	0.0
04 Semi-Professionals & Technicians	2019	5	0	0.0	0	0.0	0.0	0.0	1	0.0	0.00	0.0
	2022	5	0	0.0			7.6	0.0			7.60	0.0
05 Supervisors	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0
	2022	2	0	0.0			27.5	0.0			27.50	0.0
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0
	2022	0	0	0.0			0.0	0.0			0.00	0.0

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Newterra Ltd.

[Date: 2019-11-26]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities							
		All Employees	Representation	Availability	Cost	Eff. Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference							
*	*	%	%	*	*	%	%	*	*	%	*	*	*	*	%	*	*	*	*	%	*	*	*		
07 Administrative & Senior Clerical	2016	1	0	0.0	3.4	0	0	0.0																	
	2019	2	0	0.0	10.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2016	14	0	0.0	3.5	0	0	0.0																	
	2019	10	0	0.0	8.0	1	-1	0.0	4	0	0.0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
10 Clerical Personnel	2016	11	0	0.0	7.0	1	-1	0.0																	
	2019	8	0	0.0	9.3	1	-1	0.0	3	0	0.0	0	0	0	1	0	0.0	0	0	7	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E = D x 100	Part 3: Goals	E = G x 100	Part 2: Goals	F < L x 100	Part 3: Goals	F = K x 100	Part 3: Goals	F > M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		Persons with Disabilities				Persons with Disabilities				Persons with Disabilities				
		All Employees	Representation	Availability	Cost	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
*	*	%	%	*	%	%	%	*	%	%	%			
07 Administrative & Senior Clerical	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	4	0	0.0			8.0	0.0			8.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	4	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	4	0	0.0			9.3	0.0			9.3	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Newterra Ltd.

[Date: 2019-11-26]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities							
		All Employees	Representation	Available	Gap	Eff. Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference							
%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%								
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
14 Other Manual Workers	2016	31	0	0.0	5.3	2	-2	0.0																	
	2019	24	0	0.0	6.8	2	-2	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	7	0	0.0	0	0	0
Total	2016	118	0	0.0	4.9	6	-6	0.0																	
	2019	90	0	0.0	7.9	7	-7	0.0	24	0	0.0	2	-2	6	0	0.0	0	0	0	46	0	0.0	0	0	0

Data source:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	F ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
%	%	%	%	%	%	%	%	%	%				
13 Other Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0	
	2022	1	0	0.0			6.8	0.0			6.8	0.0	
Total	2019	30	0	0.0	0	0.0	0.0	0.0	5	0.0	0.0	0.0	
	2022	30	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Newterra Ltd.

[Date: 2019-11-26]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data source:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$F \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \div W \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees		Visible Minorities						All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities						
		Representation	Availability	Gap	Eff. Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference									
#	%	#	%	#	%	#	#	#	%	#	#	#	#	#	%	#	#	#	%	#	#	%	#	#		
01 Senior Managers	2016	6	0%	0.0	10.1	1	-1	0.0																		
	2019	6	0%	0.0	11.5	1	-1	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	2	0	0.0	0	0	0	
02 Middle & Other Managers	2016	21	1%	4.8	15.0	3	-2	31.7																		
	2019	14	3%	21.4	17.6	2	1	121.8	3	2	66.7	1	1	1	0	0.0	0	0	10	0	0.0	0	0	0	0	
03 Professionals	2016	9	1%	11.1	30.9	3	-2	36.0																		
	2019	9	2%	22.2	31.9	3	-1	69.7	7	2	28.6	2	0	1	0	0.0	0	0	6	1	16.7	1	0	0		
04 Semi-Professionals & Technicians	2016	23	1%	4.3	20.9	5	-4	20.8																		
	2019	14	0%	0.0	30.8	4	-4	0.0	5	0	0.0	2	-2	0	0	0.0	0	0	9	0	0.0	0	0	0	0	
05 Supervisors	2016	2	0%	0.0	1.9	0	0	0.0																		
	2019	3	0%	0.0	3.0	0	0	0.0	0	0	0.0	0	0	2	0	0.0	0	0	0	0	0.0	0	0	0	0	
06 Supervisors, Crafts & Trades	2016	0	0%	0.0	0.0	0	0	0.0																		
	2019	0	0%	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	

Data source:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$F \div D \times 100$	Part 3: Goals	$E - G \times 100$	Part 2: Goals	$F \div I \times 100$	Part 3: Goals	$F - K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	%	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	2019	1	0%	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	1	0%	0.0			11.5	0.0			11.5	0.0		
02 Middle & Other Managers	2019	4	2%	50.0	1	200.0	0.0	0.0	1	200.0	0.0	0.0		
	2022	4	2%	50.0			0.0	0.0			0.0	0.0		
03 Professionals	2019	8	2%	25.0	0	0.0	0.0	0.0	2	100.0	0.0	0.0		
	2022	8	2%	25.0			31.9	78.4			31.9	78.4		
04 Semi-Professionals & Technicians	2019	5	0%	0.0	0	0.0	0.0	0.0	2	0.0	0.0	0.0		
	2022	5	0%	0.0			30.8	0.0			30.8	0.0		
05 Supervisors	2019	2	0%	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0%	0.0			0.0	0.0			0.0	0.0		
06 Supervisors, Crafts & Trades	2019	0	0%	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0%	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Newterra Ltd.

[Date: 2019-11-26]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		Visible Minorities								Visible Minorities				Visible Minorities				Visible Minorities							
		All Employees	Representation	Availability	Gap	Eff. Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference							
#	%	%	%	%	#	#	%	#	#	%	#	#	#	%	#	%	#	%							
07 Administrative & Senior Clerical	2016	1	0	0.0	1.6	0	0	0.0																	
	2019	2	0	0.0	1.9	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2016	14	4	28.6	20.8	3	1	137.4																	
	2019	10	2	20.0	22.8	2	0	87.7	4	0	0.0	1	-1	0	0	0.0	0	0	0	5	2	40.0	1	1	
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2016	11	0	0.0	1.7	0	0	0.0																	
	2019	8	0	0.0	1.9	0	0	0.0	3	0	0.0	0	0	0	1	0	0.0	0	0	7	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$F \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 2: Goals	$F \div I \times 100$	Part 3: Goals	$F \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals					Long-term Goals					
		Visible Minorities		Visible Minorities					Visible Minorities					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	%	#	%	#	%	#	%	#	%					
07 Administrative & Senior Clerical	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	4	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	4	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	4	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Newterra Ltd.

[Date: 2019-11-26]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data source:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E \div H$	$F \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L \div N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q \div S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \div W \div 100$	$V \div X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees		Visible Minorities						All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities				
		Representation	Availability	Gap	Eff. Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
13 Other Sales & Service Personnel	2016	0	0.0	0.0	0.0	0	0.0	0	0.0															
	2019	0	0.0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
14 Other Manual Workers	2016	31	0.0	0.0	2.1	1	-1	0.0																
	2019	24	0.0	0.0	2.6	1	-1	0.0	1	0.0	0.0	0	0.0	0	0.0	0.0	0	0.0	0	0.0	7	0.0	0.0	0
Total	2016	118	7.8	5.9	12.8	15	-8	46.3																
	2019	90	7.8	7.8	15.0	14	-7	51.9	24	4	16.7	4	0	6	0.0	0.0	0	0.0	0	46	3	6.5	3	0

Data source:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$F \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		Visible Minorities		Visible Minorities				Visible Minorities					
		Actual	Goal	Goal	Percentage Goal Met	Goal	Percentage Goal Met	Goal	Percentage Goal Met	Goal	Percentage Goal Met		
#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2019	0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0.0	0.0			0.0	0.0			0.0	0.0	
14 Other Manual Workers	2019	1	0.0	0.0	1	0.0	0.0	0.0	3	0.0	0.0	0.0	
	2022	1	0.0	0.0			2.6	0.0			2.6	0.0	
Total	2019	30	4.1	13.3	2	200.0	0.0	0.0	9	44.4	0.0	0.0	
	2022	30	4.1	13.3			0.0	0.0			0.0	0.0	

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.

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

[Redacted area]

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

[Redacted area]

- Other.

[Redacted area]

Additional Details

Please provide any additional information (optional):

[Redacted area]

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

Employer Name: Newterra Ltd.

Primary Location: Brockville, Ontario

Number of Employees: 90

Ontario 89

Alberta 1

Organization Overview:

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:

Yes No

Comments:

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

Yes No

Comments:

The period reported on the Achievement report is 2016-12-21 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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
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	27.9
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			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
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	Long-term		
#	Description		(1 to 3 years)	(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	Semi-Professionals & Technicians	-1	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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
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

I recommend that the employer be found:

in compliance in non-compliance

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

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

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

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

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



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

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