OFFICIAL USE ONLY Agreement N°:

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

Labour Program Federal Contractors Program

Agreement to Implement Employment Equity

	ORGANIZATION			
Legal Name of Organization		Parent company	is located outsi	Se Canada
YOVEXCO			·	e*****
			Yes	. ☑ No.
Operating Name (if different from Legal Name of Organization	1)	Procurement B	usiness Numbe	f .
			206	
		Total number of		
Organization's North American Industry Classification System	1/314// S17/We NF	(Full-Time/Part-		S Code Number please
	11/18/20/20/3/ 2/2/20/19			aleds-suets-standard
** - ***		norme/naics-sci		
Official use only (if information above is incorrect)				
	otal number of employees in Ca	0303	Organization	s NAICS Code No
	206			
	HEAD OFFICE			
Address (building number, street, suite, etc.)	Oly		Province	Postal Code
350, Place-Kane	Laval		QC.	B70 272
	Telephone Nur		Fax Numbe	
	450 686-1	212	514-335	-8818
: EM	PLOYMENT EQUITY CO	NTACT		
Varve (print)	Title			
Nicolas Curiale	Director,	HR		
Telephone Number	E-mail Address			
514-335-8549	lnicolas.c	uriale@novexc	0.08	
	CERTIFICATION			
The above-named organization:				:
 having a combined workforce of 100 or more perm 	anent full-time, permanent p	art-time and tempor	ary employee:	s having worked
12 weeks or more in Canada, AND			a alkar ar rant	
 intending to bid on, or being in receipt of, a federal Supply Arrangement, valued at \$1,000,000 or mon 			ig otter or cont	ractissued under a
tereby certifies its commitment to implement or maint:			unnd the nenn	d of the procurement
nstrument, in keeping with the Federal Contractors Pr				
slease refer to: <u>http://www.esdc.gc.ca/eng/labour/e</u> qua	lty/fcp/index.shtml			
mportant note: If an audit of the Agreement to impler	nant Country mant Courts con	niore missonesser	tation on the o	net of the assessments
he procurement instrument(s) with the Government of				
	SIGNATORY			
NOTE: The signatory must be the Chief Executive Off		n in an executive n	neithne with law	al authority to some a
contract on behalf of the organization.				
Jame (print)	Title			
Nicolas Curiala	Director,	MR		
eleptone Number	E-mail Address			
514-335-8549	nicolas.c	uriale@novexc	o.ca	
	Date			
	2013-07-2	3		



Novexco (Certificate # 050576) EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION

Period covered by tre^{20UIDE-08-18}b2019-06-20

Geographic regions

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

	F	Province		
	Permanent full time	Permanent part- time	Temporary	Total number of employees
Ontario47		0	0	47
Quebec348		2	0	
Nova Scotia14		0	0	350
New-1 Brunswick		0	0	14
Manitoba1		0	0	
Colombia-3 British		0	0	1
Alberta25		0	0	
Total number of emplo in Canada	oyees •			25 441

Census Metropolitan Area		
Calgary250	0	25
Halifax140	0	14
Toronto300	0	30
Vancouver30	0	3
Winnipeg10	0	1
Moncton10	0	1
Ont. minus170 CMAs	0	17
Qc minus CMAs3482	0	350
Total number of employees as of Canada		441



Form 2 A

Novexco (Certificate # 050576)

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES Full time / National

Occupational Category			employees			Aboriginal			ons with disa	bilities		of Visible M	
Salary Range Col. 1	Quarte r	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Management	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	5	4	1									
	Total	5	4	1									
Middle management and other directors	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	30	22	8							3	3	
	Total	30	22	8							3	3	
Professionals	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	38	20	18							5	4	
	Total	38	20	18							5	4	
Semi-professional and technical staff	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2							_					
	1	8	7	1							4	3	
	Total	8	7	1							4	3	



FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES Full time / National

Occupational Category		All	employees			Aboriginal		Perso	ons with disa	bilities	Members	of Visible M	inorities
Salary Range Col. 1	Quarte r	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	12	7	5	1	1					1		,
	Total	12	7	5	1	1					1		
Administrative and main office staff	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	14	3	11							5	2	: ;
	Total	14	3	11							5	2	;
Specialized sales and service personnel	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	5		5									
	Total	5		5									
Skilled workers and artisans	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	3	3										
	Total	3	3										

Form 2 A

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES Full time / National

Novexco (Certificate # 050576)

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Occupational Category		All	employees			Aboriginal		Perso	ns with disab	oilities	Members	of Visible Mi	norities
Salary Range	Quarte	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1	r	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Clerical staff	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	208	124	84				2	1	1	44	31	13
	Total	208	124	84				2	1	1	44	31	13
Intermediate sales and service personnel	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	116	32	84	1	1					16	6	10
	Total	116	32	84	1	1					16	6	10
Total number of employees		439	222	217	2	2		2	1	1	78	49	29

FEDERAL CONTRACTING PROGRAMS: OCCUPATIONAL CATEGORIES Part-time / National

Occupational Category		All	employees			Aboriginal		Perso	ons with disa	bilities	Members	s of Visible M	inorities
Salary Range	Quarte	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1	r	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Clerical staff	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
	1	1		1									
	Total	1		1									
Intermediate sales and service personnel	4												
Upper value: Less than \$5,000	3												
Lower value: Less than \$5,000	2												
1	1	1		1									
	Total	1		1									
Total number of employees		2		2									

FEDERAL CONTRACT PROGRAMS: SALARY PROFILE

Full time / National

	All employees				Aboriginal		Pers	ons with disabi	lities	Members of Visible Minorities			
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12	
Less than \$15,000	439	222	217	2	2		2	1	1	78	49	29	
Total number of employees	439	222	217	2	2		2	1	1	78	49	29	

FEDERAL CONTRACT PROGRAMS: SALARY PROFILE Part-time / National

	А	All employees			Aboriginal		Pers	ons with disabi	ilities	Members of Visible Minorities		
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Less than \$5,000	2		2									
Total number of employees	2		2									

Novexco (Certificate # 050576) FEDERAL

CONTRACT PROGRAMS: RECRUITMENTS

Full time / National

							Dan		:11:41	Manakan	a f \ /: a:la la N /: a	
		II employees			Aboriginal			sons with disab			s of Visible Min	
Occupational Category	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Management	1	1										
Middle management and other directors	8	7	1							2	2	
Professionals	14	8	6							2	1	1
Semi-professional and technical staff	4	4								2	2	
Supervisors	4	1	3									
Administrative and main office staff	6	1	5							2		2
Specialized sales and service personnel	1		1									
Skilled workers and artisans	3	3										
Clerical staff	68	44	24							33	26	7
Intermediate sales and service personnel	38	5	33							9	2	7
Total number of employees hired	147	74	73							50	33	17



FEDERAL CONTRACTING PROGRAMS: PROMOTIONS Full time / National

	Promoted e	employees (em	ployees promot	ed during the	year should be	reported only	n the occupat	ional groups in v	which or to whi	ch they were las	st promoted.	
Occupational Category	Al	l employees			Aboriginal		ı Per	sons with disab	ilities	Members of Visible Minorities		
Occupational Category	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle management and other directors	3	3										
Professionals	6	1	5							1		
Supervisors	1	1										
Administrative and main office staff	2	1	1							1	1	
Clerical staff	25	9	16							7	5	
Intermediate sales and service personnel	8	1	7									
Total number of employees promoted	45	16	29							9	6	
Total number of promotions	45	16	29							9	6	



FEDERAL CONTRACTING PROGRAMS: PROMOTIONS Part-time / National

	Promoted	employees (em	ployees promo	eporting peri .ed during the	od 2016-08-18 year should be	10 2019 06 20 reported only	n the occupation	onal groups in v	which or to whi	ch they were la	st promoted.	
Occupational Catagory	All employees		Aboriginal _[Persons with disabilities			Members of Visible Minorities				
Occupational Category	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Clerical staff	1		1									
Total number of employees promoted	1		1									
Total number of promotions	1		1									

Form 6 A

Novexco (Certificate # 050576)

FEDERAL CONTRACTING PROGRAMS: TERMINATIONS OF EMPLOYEES Full time / National

					ii tiiiio / itatioi								
	All	employees	ı	Reporting peri	od 2016-08-18 Aboriginal	3 to 2019-06-20	Pers	sons with disab	ilities	Member	s of Visible Mir	Minorities	
Occupational Category	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	
Senior Management	1	1											
Middle management and other directors	2	2											
Professionals	13	6	7	,						6	3	3	
Semi-professional and technical staff	1	1											
Supervisors	2		2	!									
Specialized sales and service personnel	1		1										
Clerical staff	25	12	13							6	4	2	
Intermediate sales and service personnel	24	12	12							4		4	
Total number of employees whose employment was terminated	69	34	35							16	7	g	

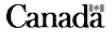


Default Workforce Analysis System - Detailed Report

Date: 2019-06-20

Women

			Women		Vomen			
Employment Equity Occupational Group	Internal location	All employees #	Repres #	entation	Availab	•	Differ ence _#	Place of recruitment
		#		<u></u> %	%	#		
01: Senior Management	National	5	1	20.0 %	27.6 %	1	0	National
02: Middle management and other directors	National	30	8	26.7 %	39.4 %	12	-4	National
03: Professionals		38	18	47.4 %	42.4 %	16	2	
1111: Auditors and Accountants	National	5	1	20.0 %	56.0 %	3	-2	National
1112: Financial and investment analysts	National	3	3	100.0 %	44.9 %	1	2	National
1121: Human Resources Professionals	National	3	2	66.7 %	73.2 %	2	0	National
1123: Advertising, marketing and public relations professionals	National	9	6	66.7 %	66.6 %	6	0	National
2171 : IT Analysts and Consultants	National	3	2	66.7 %	27.7 %	1	1	National
2172 : Database Analysts and Data Administrators	National	1	0	0.0 %	33.0 %	0	0	National
2174: Programmers and Interactive Media Developers	National	12	3	25.0 %	16.6 %	2	1	National
2175 : Web Designers and Developers	National	2	1	50.0 %	30.8 %	1	0	National
04: Semi-professional and technical staff		8	1	12.5 %	25.7 %	2	-1	
2281 : Computer Network Technicians	Quebec	3	0	0.0 %	14.0 %	0	0	Quebec
2282: User Support Agents	Quebec	3	1	33.3 %	22.1 %	1	0	Quebec
5241 : Graphic designers and illustrators	Quebec	2	0	0.0 %	48.7 %	1	-1	Quebec
05: Supervisors		12	5	41.7 %	58.3 %	7	-2	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	53.8 %	1	-1	Calgary
Employment Equity Occupational Group	Halifax	1	0	0.0 %	59.4 %	1	-1	Halifax
Employment Equity Occupational Group	Ont. minus CMAs	1	0	0.0 %	61.6 %	1	-1	Ont. minus CMAs
Employment Equity Occupational Group	Qc minus CMAs	8	4	50.0 %	59.1 %	5	-1	Qc minus CMAs
Employment Equity Occupational Group	Toronto	1	1	100.0 %	52.0 %	1	0	Toronto
07: Administrative and Senior Clerical Staff		14	11	78.6 %	85.7 %	12	-1	
Employment Equity Occupational Group	Ont. minus CMAs	1	1	100.0 %	86.8 %	1	0	Ont. minus CMAs
Employment Equity Occupational Group	Qc minus CMAs	10	8	80.0 %	87.6 %	9	-1	Qc minus CMAs





Default Workforce Analysis System - Detailed Report

Date: 2019-06-20

Women

				,				
Employment Equity Occupational Group	Internal location	All employees	•	sentation	Availa	•	Differ ence _#	Place of recruitment
		#	#	<u></u> %	%	#	#	
Employment Equity Occupational Group	Toronto	3	2	66.7 %	79.1 %	2	0	Toronto
08: Specialized sales and service personnel		5	5	100.0 %	42.1 %	2	3	
6221: Technical Sales Specialists - Wholesale Trade	Quebec	1	1	100.0 %	29.9 %	0	1	Quebec
6222: Retail and Wholesale Buyers	Quebec	4	4	100.0 %	45.2 %	2	2	Quebec
09: Skilled workers and artisans		3	0	0.0 %	15.5 %	0	0	
7381: Printing Press Operators	Quebec	3	0	0.0 %	15.5 %	0	0	Quebec
10 : Office staff		209	85	40.7 %	65.7 %	137	-52	
Employment Equity Occupational Group	Calgary	14	7	50.0 %	70.7 %	10	-3	Calgary
Employment Equity Occupational Group	Halifax	7	2	28.6 %	69.7 %	5	-3	Halifax
Employment Equity Occupational Group	Ont. minus CMAs	10	0	0.0 %	73.9 %	7	-7	Ont. minus CMAs
Employment Equity Occupational Group	Qc minus CMAs	170	68	40.0 %	64.6 %	110	-42	Qc minus CMAs
Employment Equity Occupational Group	Toronto	8	8	100.0 %	65.5 %	5	3	Toronto
11: Intermediate sales and service personnel		117	85	72.6 %	70.4 %	82	3	
Employment Equity Occupational Group	Calgary	9	7	77.8 %	67.8 %	6	1	Calgary
Employment Equity Occupational Group	Halifax	5	4	80.0 %	65.7 %	3	1	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	64.2 %	1	-1	Moncton
Employment Equity Occupational Group	Ont. minus CMAs	5	5	100.0 %	73.9 %	4	1	Ont. minus CMAs
Employment Equity Occupational Group	Qc minus CMAs	82	61	74.4 %	71.7 %	59	2	Qc minus CMAs
Employment Equity Occupational Group	Toronto	11	5	45.5 %	65.7 %	7	-2	Toronto
Employment Equity Occupational Group	Vancouver	3	2	66.7 %	66.0 %	2	0	Vancouver
Employment Equity Occupational Group	Winnipeg	1	1	100.0 %	66.3 %	1	0	Winnipeg





Default Workforce Analysis System - Detailed Report

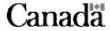
Date: 2019-06-20

Women

	Women									
Employment Equity Occupational Group	Internal	All employees	Representation	Availability	Differ	Place of recruitment				
	location	#	#%.	%	_# ence					
					#					
Total		441	219 49.7 %	61.8 % 27	1 -52					

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

Sources: 2016 Census and internal employer data





Default Workforce Analysis System - Detailed Report

Date: 2019-06-20

Aboriginal

			Aboriginal						
Employment Equity Occupational Group	Internal location	All employees #	Represe #	entation %	Availab %	oility #	Differ ence _#	Place of recruitment	
01: Senior Management	National	5	0	0.0 %	3.2 %	0	0	National	
02: Middle management and other directors	National	30	0	0.0 %	2.7 %	1	-1	National	
03: Professionals	radonal	38	0	0.0 %	1.6 %	1	-1	radonal	
1111: Auditors and Accountants	National	5	0	0.0 %	1.4 %	0	0	National	
1112: Financial and investment analysts	National	3	0	0.0 %	0.8 %	0	0	National	
1121: Human Resources Professionals	National	3	0	0.0 %	3.1 %	0	0	National	
	National	9	0	0.0 %	2.1 %	0	0	National	
1123: Advertising, marketing and public relations professionals			0	0.0 %	1.3 %	0	0	National	
2171 : IT Analysts and Consultants	National	3							
2172 : Database Analysts and Data Administrators	National	1	0	0.0 %	1.5 %	0	0	National	
2174: Programmers and Interactive Media Developers	National	12	0	0.0 %	1.1 %	0	0	National	
2175 : Web Designers and Developers	National	2	0	0.0 %	1.6 %	0	0	National	
04: Semi-professional and technical staff		8	0	0.0 %	1.4 %	0	0		
2281 : Computer Network Technicians	Quebec	3	0	0.0 %	1.1 %	0	0	Quebec	
2282: User Support Agents	Quebec	3	0	0.0 %	1.3 %	0	0	Quebec	
5241: Graphic Designers and Illustrators	Quebec	2	0	0.0 %	2.0 %	0	0	Quebec	
05: Supervisors		12	1	8.3 %	3.6 %	0	1		
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.1 %	0	0	Calgary	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	3.6 %	0	0	Halifax	
Employment Equity Occupational Group	Ont. minus CMAs	1	0	0.0 %	6.2 %	0	0	Ont. minus CMAs	
Employment Equity Occupational Group	Qc minus CMAs	8	1	12.5 %	3.7 %	0	1	Qc minus CMAs	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.9 %	0	0	Toronto	
07: Administrative and Senior Clerical Staff		14	0	0.0 %	3.3 %	0	0		
Employment Equity Occupational Group	Ont. minus CMAs	1	0	0.0 %	5.7 %	0	0	Ont. minus CMAs	
Employment Equity Occupational Group	Qc minus CMAs	10	0	0.0 %	3.8 %	0	0	Qc minus CMAs	

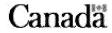


Default Workforce Analysis System - Detailed Report

Date: 2019-06-20

Aboriginal

Employment Equity Occupational Group	Internal	All employees	Danuara	Aboriginal epresentation Availability			Differ	Place of recruitment	
Employment Equity Occupational Group	location	#	#	%	%	#	ence _#	Place of recruitment	
Employment Equity Occupational Group	Toronto	3	0	0.0 %	0.8 %	0	0	Toronto	
08: Specialized sales and service personnel		5	0	0.0 %	0.8 %	0	0		
6221: Technical Sales Specialists - Wholesale Trade	Quebec	1	0	0.0 %	1.1 %	0	0	Quebec	
6222: Retail and Wholesale Buyers	Quebec	4	0	0.0 %	0.8 %	0	0	Quebec	
09: Skilled workers and artisans		3	0	0.0 %	1.1 %	0	0		
7381: Printing Press Operators	Quebec	3	0	0.0 %	1.1 %	0	0	Quebec	
10 : Office staff		209	0	0.0 %	4.2 %	9	-9		
Employment Equity Occupational Group	Calgary	14	0	0.0 %	3.1 %	0	0	Calgary	
Employment Equity Occupational Group	Halifax	7	0	0.0 %	3.9 %	0	0	Halifax	
Employment Equity Occupational Group	Ont. minus CMAs	10	0	0.0 %	6.4 %	1	-1	Ont. minus CMAs	
Employment Equity Occupational Group	Qc minus CMAs	170	0	0.0 %	4.4 %	7	-7	Qc minus CMAs	
Employment Equity Occupational Group	Toronto	8	0	0.0 %	0.8 %	0	0	Toronto	
11: Intermediate sales and service personnel		117	1	0.9 %	3.9 %	5	-4		
Employment Equity Occupational Group	Calgary	9	0	0.0 %	3.0 %	0	0	Calgary	
Employment Equity Occupational Group	Halifax	5	0	0.0 %	4.3 %	0	0	Halifax	
Employment Equity Occupational Group	Moncton	1	0	0.0 %	3.3 %	0	0	Moncton	
Employment Equity Occupational Group	Ont. minus CMAs	5	0	0.0 %	6.9 %	0	0	Ont. minus CMAs	
Employment Equity Occupational Group	Qc minus CMAs	82	1	1.2 %	4.2 %	3	-2	Qc minus CMAs	
Employment Equity Occupational Group	Toronto	11	0	0.0 %	0.8 %	0	0	Toronto	
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	2.5 %	0	0	Vancouver	
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	10.6 %	0	0	Winnipeg	



Default Workforce Analysis System - Detailed Report

Date: 2019-06-20

Aboriginal

		Aboriginal									
Employment Equity Occupational Group	Internal location	All employees #	Representation #	Availability #	Differ ence	Place of recruitment					
					#						
Total		441	2 0.5 %	3.6 % 16	-14						

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

Sources: 2016 Census and internal employer data



Default Workforce Analysis System - Detailed Report

Date: 2019-06-20

Members of Visible Minorities

Employment Equity Occupational Group	Internal	All employees			lembers of entationAva	Visible Min	orities	Differ	Place of recruitment
	location		#	#	%	%	#	ence _#	
01: Senior Management	National		5	0	0.0 %	11.5 %	1	-1	National
02: Middle management and other directors	National	3	30	3	10.0 %	17.6 %	5	-2	National
03: Professionals		3	38	5	13.2 %	29.2 %	11	-6	
1111: Auditors and Accountants	National		5	0	0.0 %	32.3 %	2	-2	National
1112: Financial and investment analysts	National		3	0	0.0 %	37.8 %	1	-1	National
1121: Human Resources Professionals	National		3	0	0.0 %	16.7 %	1	-1	National
1123: Advertising, marketing and public relations professionals	National		9	0	0.0 %	18.8 %	2	-2	National
2171 : IT Analysts and Consultants	National		3	2	66.7 %	38.6 %	1	1	National
2172 : Database Analysts and Data Administrators	National		1	0	0.0 %	35.5 %	0	0	National
2174: Programmers and Interactive Media Developers	National	1	12	3	25.0 %	34.2 %	4	-1	National
2175 : Web Designers and Developers	National		2	0	0.0 %	27.5 %	1	-1	National
04: Semi-professional and technical staff			8	4	50.0 %	16.9 %	1	3	
2281 : Computer Network Technicians	Quebec		3	1	33.3 %	16.5 %	0	1	Quebec
2282: User Support Agents	Quebec		3	2	66.7 %	20.8 %	1	1	Quebec
5241 : Graphic designers and illustrators	Quebec		2	1	50.0 %	11.9 %	0	1	Quebec
05: Supervisors		1	12	1	8.3 %	8.9 %	1	0	
Employment Equity Occupational Group	Calgary		1	0	0.0 %	36.7 %	0	0	Calgary
Employment Equity Occupational Group	Halifax		1	0	0.0 %	6.9 %	0	0	Halifax
Employment Equity Occupational Group	Ont. minus CMAs		1	0	0.0 %	3.0 %	0	0	Ont. minus CMAs
Employment Equity Occupational Group	Qc minus CMAs		8	0	0.0 %	1.1 %	0	0	Qc minus CMAs
Employment Equity Occupational Group	Toronto		1	1	100.0 %	51.5 %	1	0	Toronto
07: Administrative and Senior Clerical Staff		1	14	5	35.7 %	9.4 %	1	4	
Employment Equity Occupational Group	Ont. minus CMAs		1	1	100.0 %	1.9 %	0	1	Ont. minus CMAs
Employment Equity Occupational Group	Qc minus CMAs	1	10	2	20.0 %	0.8 %	0	2	Qc minus CMAs

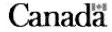


Default Workforce Analysis System - Detailed Report

Date: 2019-06-20

Members of Visible Minorities

Employment Equity Occupational Group	Internal	All employees	Members of Visible Minorities RepresentationAvailability Differ					Place of recruitment
	location	#	#	%	%	#	ence _#	
Employment Equity Occupational Group	Toronto	3	2	66.7 %	40.6 %	1	1	Toronto
08: Specialized sales and service personnel		5	0	0.0 %	10.7 %	1	-1	
6221: Technical Sales Specialists - Wholesale Trade	Quebec	1	0	0.0 %	10.9 %	0	0	Quebec
6222: Retail and Wholesale Buyers	Quebec	4	0	0.0 %	10.7 %	0	0	Quebec
09: Skilled workers and artisans		3	0	0.0 %	8.3 %	0	0	
7381: Printing Press Operators	Quebec	3	0	0.0 %	8.3 %	0	0	Quebec
10 : Office staff		209	44	21.1 %	5.2 %	11	33	
Employment Equity Occupational Group	Calgary	14	1	7.1 %	30.6 %	4	-3	Calgary
Employment Equity Occupational Group	Halifax	7	0	0.0 %	8.1 %	1	-1	Halifax
Employment Equity Occupational Group	Ont. minus CMAs	10	3	30.0 %	1.9 %	0	3	Ont. minus CMAs
Employment Equity Occupational Group	Qc minus CMAs	170	36	21.2 %	1.0 %	2	34	Qc minus CMAs
Employment Equity Occupational Group	Toronto	8	4	50.0 %	52.2 %	4	0	Toronto
11: Intermediate sales and service personnel		117	16	13.7 %	11.4 %	13	3	
Employment Equity Occupational Group	Calgary	9	1	11.1 %	37.7 %	3	-2	Calgary
Employment Equity Occupational Group	Halifax	5	0	0.0 %	11.3 %	1	-1	Halifax
Employment Equity Occupational Group	Moncton	1	0	0.0 %	5.1 %	0	0	Moncton
Employment Equity Occupational Group	Ont. minus CMAs	5	4	80.0 %	3.2 %	0	4	Ont. minus CMAs
Employment Equity Occupational Group	Qc minus CMAs	82	10	12.2 %	1.5 %	1	9	Qc minus CMAs
Employment Equity Occupational Group	Toronto	11	1	9.1 %	54.7 %	6	-5	Toronto
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	52.6 %	2	-2	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	31.4 %	0	0	Winnipeg



Default Workforce Analysis System - Detailed Report

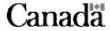
Date: 2019-06-20

Members of Visible Minorities

				Members	of Visible Mi	inorities		
Employment Equity Occupational Group	Internal						Differ	Place of recruitment
	location	#	#	%	%	#	ence #	
Total		441	78	17.7 %	10.4 %	45	33	

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

Sources: 2016 Census and internal employer data



Default Workforce Analysis System - Detailed Report

Date: 2019-06-20

Persons with disabilities

		Persons with disabilities							
Employment Equity Occupational Group	Internal	All employees	Represe	entationAva	ilability	Differ	Place of recruitment		
	location	#	#	%	%	# ence#			
01/02 : Executives	National	35	0	0.0 %	5.0 %	2 -2	National		
03: Professionals	National	38	0	0.0 %	8.9 %	3 -3	National		
04: Semi-professional and technical staff	National	8	0	0.0 %	7.6 %	1 -1	National		
05: Supervisors	National	12	0	0.0 %	27.5 %	3 -3	National		
07: Administrative and Senior Clerical Staff	National	14	0	0.0 %	10.0 %	1 -1	National		
08: Specialized sales and service personnel	National	5	0	0.0 %	8.0 %	0 0	National		
09: Skilled workers and artisans	National	3	0	0.0 %	7.8 %	0 0	National		
10 : Office staff	National	209	2	1.0 %	9.3 %	19 -17	National		
11: Intermediate sales and service personnel	National	117	0	0.0 %	10.8 %	13 -13	National		
Total		441	2	0.5 %	9.8 %	42 -40			

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

Sources: 2017 Canadian Disability Survey and internal employer data.



Default Workforce Analysis System - Detailed Report

Date: 2019-06-20

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

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



Default Workforce Analysis System - Detailed Report

Date: 2019-06-20

Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	СРЕМЕ	National
3. : Professionals	СРЕМЕ	National
4.: Semi-professional and technical staff 05 :	СРЕМЕ	National
Supervisors	СРЕМЕ	National
07: Administrative and Senior Clerical Personnel 08:	СРЕМЕ	National
Specialized Sales and Service Personnel 09: Skilled	СРЕМЕ	National
Workers and Craftspeople	СРЕМЕ	National
10 : Clerical staff	СРЕМЕ	National
11 Intermediate sales and service personnel	СРЕМЕ	National
·	СРЕМЕ	
	СРЕМЕ	
	СРЕМЕ	

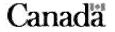


Default Workforce Analysis System - Summary Report

Date: 2019-06-20

Women

			1	Women			
Employment Equity Occupational Group	All employees	Repres	entation	Availa	bility	Differ	
	#	#	%	%	#	ence _#	
01: Senior Management	5	1	20.0 %	27.6 %	1	0	
02: Middle management and other directors	30	8	26.7 %	39.4 %	12	-4	
03: Professionals	38	18	47.4 %	42.4 %	16	2	
04: Semi-professional and technical staff	8	1	12.5 %	25.7 %	2	-1	
05: Supervisors	12	5	41.7 %	58.3 %	7	-2	
07: Administrative and Senior Clerical Staff	14	11	78.6 %	85.7 %	12	-1	
08: Specialized sales and service personnel	5	5	100.0 %	42.1 %	2	3	
09: Skilled workers and artisans	3	0	0.0 %	15.5 %	0	0	
10 : Office staff	209	85	40.7 %	65.7 %	137	-52	
11: Intermediate sales and service personnel	117	85	72.6 %	70.4 %	82	3	
Total	441	219	49.7 %	61.8 %	271	-52	



Default Workforce Analysis System - Summary Report

Date: 2019-06-20

Aboriginal

			Abo	original			
Employment Equity Occupational Group	All employees	Represe	entation	Availab	ility	Differ	
	#	#	%	%	#	ence _#	
01: Senior Management	5	0	0.0 %	3.2 %	0	0	
02: Middle management and other directors	30	0	0.0 %	2.7 %	1	-1	
03: Professionals	38	0	0.0 %	1.6 %	1	-1	
04: Semi-professional and technical staff	8	0	0.0 %	1.4 %	0	0	
05: Supervisors	12	1	8.3 %	3.6 %	0	1	
07: Administrative and Senior Clerical Staff	14	0	0.0 %	3.3 %	0	0	
08: Specialized sales and service personnel	5	0	0.0 %	0.8 %	0	0	
09: Skilled workers and artisans	3	0	0.0 %	1.1 %	0	0	
10 : Office staff	209	0	0.0 %	4.2 %	9	-9	
11: Intermediate sales and service personnel	117	1	0.9 %	3.9 %	5	-4	
Total	441	2	0.5 %	3.6 %	16	-14	



Default Workforce Analysis System - Summary Report

Date: 2019-06-20

Members of Visible Minorities

Family was to Family Ocean attended Comm	All amulauses		lembers of	Visible Mino	orities	Diffe	
Employment Equity Occupational Group	All employees #	#	%	% %	#	Differ ence _#	
01: Senior Management	5	0	0.0 %	11.5 %	1	-1	_
02: Middle management and other directors	30	3	10.0 %	17.6 %	5	-2	
03: Professionals	38	5	13.2 %	29.2 %	11	-6	
04: Semi-professional and technical staff	8	4	50.0 %	16.9 %	1	3	
05: Supervisors	12	1	8.3 %	8.9 %	1	0	
07: Administrative and Senior Clerical Staff	14	5	35.7 %	9.4 %	1	4	
08: Specialized sales and service personnel	5	0	0.0 %	10.7 %	1	-1	
09: Skilled workers and artisans	3	0	0.0 %	8.3 %	0	0	
10 : Office staff	209	44	21.1 %	5.2 %	11	33	
11: Intermediate sales and service personnel	117	16	13.7 %	11.4 %	13	3	
Total	441	78	17.7 %	10.4 %	45	33	



Default Workforce Analysis System - Summary Report

Date: 2019-06-20

Persons with disabilities

	Persons with disabilities						
Employment Equity Occupational Group	All employees	Repres	entationAva	ailability		Differ	
	#	#	%	%	#	ence _#	
01/02 : Executives	35	0	0.0 %	5.0 %	2	-2	
03: Professionals	38	0	0.0 %	8.9 %	3	-3	
04: Semi-professional and technical staff	8	0	0.0 %	7.6 %	1	-1	
05: Supervisors	12	0	0.0 %	27.5 %	3	-3	
07: Administrative and Senior Clerical Staff	14	0	0.0 %	10.0 %	1	-1	
08: Specialized sales and service personnel	5	0	0.0 %	8.0 %	0	0	
09: Skilled workers and artisans	3	0	0.0 %	7.8 %	0	0	
10 : Office staff	209	2	1.0 %	9.3 %	19	-17	
11: Intermediate sales and service personnel	117	0	0.0 %	10.8 %	13	-13	
Total	441	2	0.5 %	9.8 %	42	-40	



Default Workforce Analysis System - Summary Report

Date: 2019-06-20

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

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



Default Workforce Analysis System - Summary Report

Date: 2019-06-20

Default Data for Workforce Analysis - Persons with Disabilities

Perform an analysis by	Place of recruitment
CPEME	National
СРЕМЕ	
СРЕМЕ	
СРЕМЕ	
	CPEME



Data from Firs	st/Previous Wor	kforce Analysis
—	—	\

Data from Su	bsequent/Curre Analysis	nt Workforce
\	\	1

Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2016	08	18

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2019	06	20

		Table 1: Women			
		First/Previous Workforce Analysis			
Employment Equity Occupational Group (EEOG)		All Employees	Wor	nen	
Embio	syment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	5	1	27.4	
02	Middle & Other Managers	23	7	38.9	
03	Professionals	37	19	41.9	
04	Semi-Professionals & Technicians	5	1	19.2	
05	Supervisors	10	4	58.8	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	7	5	87.5	
08	Skilled Sales & Service Personnel	5	5	46.8	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	172	78	66.8	
11	Intermediate Sales & Service Personnel	97	61	70.2	
12	Semi-Skilled Manual Workers	0	0	0.0	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
Total		361	181	62.1	

	<u> Fable 5: Women</u>		
Subsequent	/Current Workford	e Analysis	
All Employees	Won	ien	
	Representation	Availability*	
#	#	%	
5	1	27.6	
30	8	39.4	
38	18	42.4	
8	1	25.7	
12	5	58.3	
0	0	0.0	
14	11	85.7	
5	5	42.1	
3	0	15.5	
209	85	65.7	
117	85	70.4	
o	0	0.0	
0	0	0.0	
0	0	0.0	
441	219	61.8	

2011 National Household Survey	* Sourc	ce:		
IZATE INGRUBALI RUBSCHURI AHLVEV	2011 31		a constant de Con	

* Source:			
2016 Censu	IS		

Data from Firs	st/Previous Worl	kforce Analysis
	\	<u> </u>

Data from Su	bsequent/Curro Analysis	ent Workforce
\	\	\

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	08	18

2019	06	20
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 2: Aboriginal Peoples			
		First/Previous Workforce Analysis			
Employment Equity Occupational Group (EEOG)		All Employees	Aborigina	ıl Peoples	
			Representation	Availability*	
		#	#	%	
01	Senior Managers	5	0	2.9	
02	Middle & Other Managers	23	0	2.2	
03	Professionals	37	0	1.4	
04	Semi-Professionals & Technicians	5	0	1.2	
05	Supervisors	10	1	2.8	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	7	0	2.9	
08	Skilled Sales & Service Personnel	5	0	0.8	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	172	0	3.2	
11	Intermediate Sales & Service Personnel	97	1	3.1	
12	Semi-Skilled Manual Workers	0	0	0.0	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
Total		361	2	2.8	

Table 6: Aboriginal Peoples							
Subsequent/Current Workforce Analysis							
All Employees	Aborigina	l Peoples					
	Representation	Availability*					
#	#	%					
5	0	3.2					
30	0	2.7					
38	0	1.6					
8	0	1.4					
12	1	3.6					
0	0	0.0					
14	0	3.3					
5	0	0.8					
3	0	1.1					
209	0	4.2					
117	1	3.9					
0	0	0.0					
0	0	0.0					
0	0	0.0					
441	2	3.6					

* So	urce:				
201	1 Natior	nal Hous	ehold Su	ırvey	

* Source:	
2016 Census	

Data from Firs	st/Previous Worl	kforce Analysis
	\	

Data from Sub ↓	osequent/Curro Analysis ↓	ent Workforce
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2016	08	18

2019	06	20
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 3: Me	mbers of Visible	e Minorities
		First/Previous Workforce Analysis		
Empl	oyment Equity Occupational Group (EEOG)	All Employees	Members of Vis	sible Minorities
բարա	dyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	5	0	10.1
02	Middle & Other Managers	23	1	15.0
03	Professionals	37	9	26.1
04	Semi-Professionals & Technicians	5	2	16.2
05	Supervisors	10	1	0.7
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	7	3	0.6
08	Skilled Sales & Service Personnel	5	0	9.9
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	172	18	0.6
11	Intermediate Sales & Service Personnel	97	10	0.9
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		361	44	4.7

Table 7: Members of Visible Minorities			
Subsequent/Current Workforce Analysis			
All Employees	Members of Visible Minorities		
	Representation	Availability*	
#	#	%	
5	0	11.5	
30	3	17.6	
38	5	29.2	
8	4	16.9	
12	1	8.9	
0	0	0.0	
14	5	9.4	
5	0	10.7	
3	0	8.3	
209	44	5.2	
117	16	11.4	
0	0	0.0	
0	0	0.0	
0	0	0.0	
441	78	10.4	

* Source:	
2011 National Household Survey	

* Source:	
2016 Census	

Data from Firs	st/Previous Worl	kforce Analysis
	\	

Data from Sul	osequent/Curr Analysis	ent Workforce
\	\	\

2016	08	18
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

2019	06	20
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 4:	Persons with Di	sabilities	
Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis			
		All Employees	Persons with Disabilities		
			Representation	Availability*	
		#	#	%	
01/02	Managers	28	0	4.3	
03	Professionals	37	0	3.8	
04	Semi-Professionals & Technicians	5	0	4.6	
05	Supervisors	10	0	13.9	
06	Supervisors: Crafts & Trades	0	0	0.0	
07	Administrative & Senior Clerical Personnel	7	0	3.4	
08	Skilled Sales & Service Personnel	5	0	3.5	
09	Skilled Crafts & Trades Workers	0	0	0.0	
10	Clerical Personnel	172	2	7.0	
11	Intermediate Sales & Service Personnel	97	0	5.6	
12	Semi-Skilled Manual Workers	0	0	0.0	
13	Other Sales & Service Personnel	0	0	0.0	
14	Other Manual Workers	0	0	0.0	
Total		361	2	6.1	

Table 8: Persons with Disabilities					
Subsequent/Current Workforce Analysis					
All Employees	All Employees Persons with Disabilities				
	Representation	Availability*			
#	#	%			
35	0	5.0			
38	0	8.9			
8	0	7.6			
12	0	27.5			
0	0	0.0			
14	0	10.0			
5	0	8.0			
3	0	7.8			
209	2	9.3			
117	0	10.8			
0	0	0.0			
0	0	0.0			
0	0	0.0			
441	2	9.8			

* Source:				
2012 Canad	ian Survey	on Disabili	ty	

* Source:			
2017 Canadia	1 Survey on Dis	sability	

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Novexco

2019-06-20

Start	Date of Flow	/ Data
YYYY	MM	DD
2016	08	18

End I	Date of Flow	Data
YYYY	MM	DD
2019	06	20

Data		rm 5 - Emp moted	oloyees
	i	ı	

		m 6 - Empl ninated	-
J.	J.	J.	. J.

		Table 1: Women				
		Full-time	Full-time / National		Part-time / National	
Employment Equity Occupational Group (EEOG)		All Employees Hired	Women Hired	All Employees Hired	Women Hired	
		#	#	#	#	
01	Senior Managers	1	0	0	0	
02	Middle & Other Managers	8	1		0	
03	Professionals	14	6		0	
04	Semi-Professionals & Technicians	4	0	0	0	
05	Supervisors	4	3		0	
06	Supervisors: Crafts & Trades	0	0		0	
07	Administrative & Senior Clerical Personnel	6	5		0	
08	Skilled Sales & Service Personnel	1	1		0	
09	Skilled Crafts & Trades Workers	3	0		0	
10	Clerical Personnel	68	24		0	
11	Intermediate Sales & Service Personnel	38	33		0	
12	Semi-Skilled Manual Workers	0	0		0	
13	Other Sales & Service Personnel	0	0		0	
14	Other Manual Workers	0	0		0	
Tot	al	147	73	0	0	

Table 5: Women					
Full-time / National		Part-time / National			
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted		
#	#	#	#		
3	0	0	0		
0	0	0	0		
6	5	0	0		
	0	0	0		
1	0	0	0		
0	0	0	0		
2	1	0	0		
0	0	0	0		
ol	0	0	0		
25	16	0	0		
8	7	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
45	29	0	0		

Table 9: Women					
Full-time	/ National	Part-time / National			
All Employees Terminated		Women Terminated			
#	#	#	#		
1	0	0	0		
2	0	0	0		
13	7	0	0		
1	0	0	0		
2	2	0	0		
o	0	0	0		
0	0	0	0		
1	1	0	0		
o	0	0	0		
25	13	0	0		
24	12	0	0		
0	0	0	0		
0	0	o l	0		
0	0	ol	0		
69	35	0	0		

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Novexco

2019-06-20

Start	Date of Flow	/ Data
YYYY	MM	DD
2016	08	18

2019	06	20
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

	Ψ	•	•	¥
	Table 2: Aboriginal Peoples			
	Full-time / National		Part-time / National	
Employment Equity Occupational Group EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
Ol Senior Managers	1	0	0	0
O2 Middle & Other Managers	8	0	0	0
O3 Professionals	14	0	0	0
94 Semi-Professionals & Technicians	4	0	0	0
05 Supervisors	4	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
O7 Administrative & Senior Clerical Personnel	6	0	0	0
98 Skilled Sales & Service Personnel	1	0	0	0
99 Skilled Crafts & Trades Workers	3	0	0	0
0 Clerical Personnel	68	0	0	0
11 Intermediate Sales & Service Personnel	38	0	0	0
2 Semi-Skilled Manual Workers	0	0	0	0
Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
otal	147	0	0	0

Total

Table 6: Aboriginal Peoples					
Full-time / National		Part-time / National			
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted		
#	#	#	#		
3	0	0	0		
0	0	0	0		
6	0	0	0		
0	0	0	0		
1	0	0	0		
0	0	0	0		
2	0	0	0		
0	0	0	0		
0	0	0	0		
25	0	0	0		
8	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
45	0	0	0		

Table 10: Aboriginal Peoples				
Full-time / National		Part-time / National		
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated	
#	#	#	#	
1	0	0	0	
2	0	0	0	
13	0	0	0	
1	0	0	0	
2	0	0	0	
0	0	0	0	
0	0	0	0	
1	0	0	0	
0	0	0	0	
25	0	0	0	
24	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
69	0	0	0	

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Novexco

2019-06-20

Start	Date of Flow	/ Data
YYYY	MM	DD
2016	08	18

End I	Date of Flow	Data
YYYY	MM	DD
2019	06	20

Data from Form 4 - Employees Hired

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			X,	U	B	d	8	u	ĕ	į	ς	8	Ç,	å	ě		Ž.	B	8	t	ì	I		3	ã	L	á	ı	ı	2	ä		۱	١		ı	ŧ	L	1		3	L	Z	1	Ž	ì	ŝ	3	L	,	ı	ı	1	ı	ž.	8	Ž	Š	ĕ	
ä	8	×			×	×	*	Ž	×	ä	×	8	Ž	×	ä	×		×	*	×	×	×	ä	×	×	×	8		*	*	3	×	×	×	ä	*		×	*	×		×		Ž		*	×	×	*	×		Ž	*	**	*		*	×		į

	Full-time	/ National	Part-time	/ National		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired		
	#	#	#	#		
01 Senior Managers	1	0	0	0		
02 Middle & Other Managers	8	0	0	0		
03 Professionals	14	0	0	0		
04 Semi-Professionals & Technicians	4	0	0	0		
05 Supervisors	4	0	0	0		
06 Supervisors: Crafts & Trades	0	0	0	0		
07 Administrative & Senior Clerical Personnel	6	0	0	0		
08 Skilled Sales & Service Personnel	1	0	0	0		
09 Skilled Crafts & Trades Workers	3	0	0	0		
10 Clerical Personnel	68	0	0	0		
11 Intermediate Sales & Service Personnel	38	0	0	0		
12 Semi-Skilled Manual Workers	0	0	0	0		
13 Other Sales & Service Personnel	0	0	0	0		
14 Other Manual Workers	0	0	0	0		
Total	147	0	0	0		

Data from Form 5 - Employees Promoted

Table 7: Persons with Disabilities Full-time / National Part-time / National Persons with Persons with All Employee All Employees Disabilities Disabilities Promoted Promoted Promoted Promoted # # # # 0 0

0

45

Data from Form 6 - Employees **Terminated**

Table 11: Persons with Disabilities Full-time / National Part-time / National Persons with Persons with All Employees All Employees Disabilities Disabilities Terminated Terminated Terminated Terminated # # # 13 25 0 69

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Novexco

2019-06-20

Start	Date of Flow	Data
YYYY	MM	DD
2016	08	18

End I	Date of Flow	Data
YYYY	MM	DD
2019	06	20

Data from Form 4 - Employees Hired

T

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Table 4: N	Iembers o	f Visible N	Ainoritie

	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	8	2	0	0
03 Professionals	14	2	0	0
04 Semi-Professionals & Technicians	4	2	0	0
05 Supervisors	4	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	6	2	0	0
08 Skilled Sales & Service Personnel	1	0	0	0
09 Skilled Crafts & Trades Workers	3	0	0	0
10 Clerical Personnel	68	33	0	0
11 Intermediate Sales & Service Personnel	38	9	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	147	50	0	0

Data from Form 5 - Employees Promoted

Table 8: Members of Visible Minorities Full-time / National Part-time / National Members of Members of All Employees Visible All Employees Visible Promoted Minorities Promoted Minorities Promoted Promoted # 0

0

45

Data from Form 6 - Employees **Terminated**

Table 12: Members of Visible Minorities Full-time / National Part-time / National Members of Members of All Employees Visible All Employees Visible Terminated Minorities Terminated Minorities Terminated Terminated # # 13 69 16

Federal Contractors Program Achievement Report
Part 3: Goals
Novexco
2019-06-20

									Data I	for First/I	revious (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	Ţ	Į.	↓	↓	↓	1	1	. ↓	↓ ·	1	↓	1	Ţ	↓	Ţ	Ţ	J	Ţ	Ų.
										Table 1:									
									First/	Previous St	iort-term G	loals							
				All Er	nployees										omen				
	Number	Gro	wth (New Posi	tions)	Turnover (Re		Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity Occupational			T		 	Employees)		Anticipated		Terminated Employe		Required		n - To	Present		Projected	Present	Projected Representation in 3
Group (EEOG)	VYYY-MM-DD	Actual	Pro	jected	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Ğар	Representation	Representation in 3 Years
	2016-08-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-08-18	Annually	Over 3 Years	Years	2016	2019					
	H	%	%	#	%	%	#	#	Н	%	#	H	н	%	%	H	4	%	%
01 Senior Managers	- FF - 5	0.0%		-	20.0%	70	# O	0	17	0.0%	77 0	77 0		70	27.4%	0	0	20.0%	20.0%
02 Middle & Other Managers	23	9.3%			7.5%		1 0	o o	7	0.0%	ا ا	2			38.9%	-2	-2	30.4%	30.4%
03 Professionals	37	0.9%			34.7%		0	o o	19	0.0%	ا	-3	0		41.9%	3	3	51.4%	51.4%
04 Semi-Professionals & Tech	5	17.0%			15.4%		0	0	1	0.0%	0	0			19.2%	0	0	20.0%	20.0%
05 Supervisors	10	6.3%	,	(18.2%		0	0	4	0.0%	0	2	(58.8%	-2	-2	40.0%	40.0%
06 Supervisors: Crafts & Trades	0	0.0%		(0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	7	26.0%	,	(0.0%		0	0	5	0.0%	0	1	(87.5%	-1	-1	71.4%	71.4%
08 Skilled Sales & Service	5	0.0%	,	(20.0%		0	0	5	0.0%	0	-3	(46.8%	3	3	100.0%	100.0%
09 Skilled Crafts & Trades	0	0.0%		(0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	172	6.7%		(13.1%		0	0	78	0.0%	0	37	(66.8%	-37	-37	45.3%	45.3%
11 Intermediate Sales & Service	97	6.4%		(22.4%		0	0	61		0	7			70.2%	-7	-7	62.9%	62.9%
12 Semi-Skilled Manual	0	0.0%		(0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		(0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		(0.0%		0	0	0	0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
Total	361	6.9%			17.2%		0	0	181	0.0%	0	43			62.1%	-43	-43	50.1%	50.1%

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

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

						Table 2: Women
Empl	oyment Equity Occupational		Womer	n		
	(EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
			%		%	
	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	2	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
	Supervisors	1	0.0	1	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	1	0.0	10	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	0	0.0	
Total		2		13		

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Federal Contractors Program Achievement Report
Part 3: Goals
Novexco
2019-06-20

									Data I	or First/P	revious (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	1	1	1	1	1	1	1	\	1	1	1	1	1	1	1	1	1	<u> </u>	<u> </u>
										23: Abori									
									First/	Previous Sh	iort-term G	loals							
				All En	ployees										nal Peoples			ı	
	Number	Grov	rth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (R)	eplacement of			ir Goals					
Employment Equity Occupational		Employees) Anticipated							Terminated		Hires Required	From - To Present				Projected	Present	Projected	
Group (EEOG)	YYYY-MM-DD	Actual	Projected Actual Projected Hires Ove					YYYY-MM-DD			Over 3	YYYY-YYYY Availability			Present Gap	Gap	Representation	Representation in 3 Years	
	2016-08-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-08-18	Annually	Over 3 Years	Years	2016	2019					
	H	%	%	#	%	%	#	#	#	%	H	#	#	%	%	#	#	%	9/0
01 Senior Managers	5	0.0%	70		20.0%	70	0		77	0.0%	77 0	77 0	177) /0	2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	23	9.3%		C	7.5%		0	0	0	0.0%	0	1)	2.2%	-1	-1	0.0%	0.0%
03 Professionals	37	0.9%		C	34.7%		0	0	0	0.0%	0	1	()	1.4%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	5	17.0%		C	15.4%		0	0	0	0.0%	0	0	()	1.2%	, 0	0	0.0%	0.0%
05 Supervisors	10	6.3%		C	18.2%		0	0	1	0.0%	0	-1	()	2.8%	1	1	10.0%	10.0%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	7	26.0%		C	0.0%		0	0	0	0.0%	0	0	()	2.9%	0	0	0.0%	0.0%
08 Skilled Sales & Service	5	0.0%		C	20.0%		0	0	0	0.0%	0	0	()	0.8%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	172	6.7%		C	13.1%		0	0	0	0.0%	0	6	()	3.2%	-6	-6	0.0%	0.0%
11 Intermediate Sales & Service	97	6.4%		C	22.4%		0	0	1	0.0%	0	2	()	3.1%	-2	-2	1.0%	1.0%
12 Semi-Skilled Manual	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
Total	361	6.9%		0	17.2%		0	0	2	0.0%	0	8	()	2.8%	-8	-8	0.6%	0.6%

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

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

	workforce Analysis) - 2) x 10	U.			
					Table 4: Aboriginal Peoples
Ema	loyment Equity Occupational	Ab	original	Peoples	
	p (EEOG)	Short-term G	ioals	Long-term Goals	Comments
			%	%	
01	Senior Managers	0	0.0	0 0.	0
02	Middle & Other Managers	0	0.0	1 0,	0
03	Professionals	0	0.0	1 0.	o l
04	Semi-Professionals & Tech	0	0.0	0 0.	o l
05	Supervisors	0	0.0	0 0.	0
06	Supervisors: Crafts & Trades	0	0.0	0 0.	o Control of the Cont
07	Administrative & Sr Clerical	0	0,0	0 0.	o
08	Skilled Sales & Service	0	0.0	0 0.	o
09	Skilled Crafts & Trades	0	0.0	0 0.	o
10	Clerical Personnel	0	0.0	6 0.	б
11	Intermediate Sales & Service	0	0.0	2 0.	o l
12	Semi-Skilled Manual	0	0.0	0 0.	o l
13	Other Sales & Service	0	0.0	0 0.	0
14	Other Manual Workers	0	0.0	0 0.	0
Total		0		10	



								2	2019-06-20										
									Data I	or First/P	revious C	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
7	<u> </u>	Ţ	↓	1	Ţ	1	1	\	. ↓	1	\	↓	Ţ	1	↓	1	Ţ	Ţ	\
											with Disa								
				AHE	nployees				FIFSU	Previous Sr	ort-term G	oais		Doreces wi	th Disabilities				
				Aurei	' '		· · · · · · · · · · · · · · · · · · ·						3 Yea		tii Disabinues				
	Number G		Growth (New Positions)			(Replacement of Terminated Employees)		Anticipated	Number Turnover (Replacement of		Hires	From - To						Projected	
Employment Equity Occupational	YYYY-MM-DD	Actual	Pro	jected	Actual			Hires Over 3	YYYY-MM-DD	4-DD Terminated Employees)		Required Over 3	YYYY - YYYY		Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Group (EEOG)				Over 3	Annually	Annually	Over 3	Years			Over 3	Years			Availability		Сар	Representation	Years
	2016-08-18	Annually	Annually	Years	Annuany		Years		2016-08-18	Annually	Years		2016	2019					
	2016-08-18 #	Annually %	Annually %	Years #	%	%	Years #	#	2016-08-18 #	Annually %		#	2016 #	2019	%	#	Ħ	%	%
01/02 Managers		%	%	Years #			Years #	# 0	2016-08-18 #		Years				% 4.3%	# -1	# -1	%	0.0%
03 Professionals	#	% 4.6% 0.9%	%	Years #	% 0 13.8% 0 34.7%		# 0 0	# 0	# 0 0	% 0.0% 0.0%	Years				4.3% 3.8%	# -1 -1	# -1 -1	0.0% 0.0%	0.0% 0.0%
03 Professionals 04 Semi-Professionals & Tech	# 28 37 5	% 4.6% 0.9% 17.0%	%	Years #	% 0 13.8% 0 34.7% 0 15.4%		# 0 0 0	# 0 0	# 0 0 0	% 0.0% 0.0% 0.0%	Years				4.3% 3.8% 4.6%	# -1 -1 0	# -1 -1 0	0.0% 0.0% 0.0%	0.0% 0.0% 0.0%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors	# 28	% 4.6% 0.9% 17.0% 6.3%	%	# (((((((((((((((((((% 0 13.8% 0 34.7% 0 15.4% 0 18.2%		# 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	# 0 0 0	# 0 0 0 0	% 0.0% 0.0% 0.0% 0.0%	Years				4.3% 3.8% 4.6% 13.9%	# -1 -1 0 -1	# -1 -1 0 -1	0.0% 0.0% 0.0% 0.0%	0.0% 0.0% 0.0% 0.0%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades	# 28 37 5	% 4.6% 0.9% 17.0% 6.3% 0.0%	%	# (((((((((((((((((((% 13.8% 34.7% 15.4% 18.2% 0 0.0%		# 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	# 0 0 0 0 0	# 0 0 0 0	% 0.0% 0.0% 0.0% 0.0% 0.0%	Years				4.3% 3.8% 4.6% 13.9% 0.0%	# -1 -1 0 -1	# -1 -1 0 -1 0	0.0% 0.0% 0.0% 0.0% #DIV/0!	0.0% 0.0% 0.0% 0.0% #DIV/0!
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	# 28 37 5	4.6% 0.9% 17.0% 6.3% 0.0% 26.0%	%	Years # ((((((((((((((((((% 13.8% 34.7% 15.4% 18.2% 0.0% 0.0%		# 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	# 0 0 0 0 0	# 0 0 0 0 0	% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	Years				4.3% 3.8% 4.6% 13.9% 0.0% 3.4%	# -1 -1 0 -1	# -1 -1 0 -1 0	0.0% 0.0% 0.0% 0.0% #DIV/0! 0.0%	0.0% 0.0% 0.0% 0.0% #DIV/0! 0.0%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service	# 28 37 5	% 4.6% 0.9% 17.0% 6.3% 0.0% 26.0% 0.0%	%	Years # (% 13.8% 34.7% 15.4% 16.0 18.2% 17.0 18.2% 18.2% 18.2% 19.0 0.0% 19.0 0.0% 19.0 0.0%		# 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	# 0 0 0 0 0 0	# 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	Years				4.3% 3.8% 4.6% 13.9% 0.0% 3.4% 3.5%	# -1 -1 0 -1 0	# -1 -1 0 -1 0 0	0.0% 0.0% 0.0% 0.0% #DIV/0! 0.0%	0.0% 0.0% 0.0% 0.0% 0.0% #DIV/0! 0.0%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades	# 28 37 5 10 0 7 5	% 4.6% 0.9% 17.0% 6.3% 0.0% 26.0% 0.0%	%	Years # ((((((((((((((((((% 13.8% 13.8% 13.8% 15.4% 15.4% 10.0% 10.0% 10.0% 10.0% 10.0% 10.0% 10.0%		# 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	# 0 0 0 0 0 0 0	# 0 0 0 0 0 0 0 0	% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	Years				4.3% 3.8% 4.6% 13.9% 0.0% 3.4% 3.5% 0.0%	-1 -1 0 -1 0 0	-1 0 -1 0 0	0.0% 0.0% 0.0% 0.0% #DIV/0! 0.0% 0.0%	0.0% 0.0% 0.0% 0.0% 0.0% #DIV/0! 0.0% #DIV/0!
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel	# 28 37 5 10 0 7 5 0 172	% 4.6% 0.9% 17.0% 6.3% 0.0% 26.0% 0.0% 6.7%	%	Years #	% 13.8% 13.8% 13.87% 15.49% 10.15.49% 10.09% 10.09% 10.09% 10.09% 10.11%		# 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	# 0 0 0 0 0 0 0 0	# 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	Years				4.3% 3.8% 4.6% 13.9% 0.0% 3.4% 3.5% 0.0% 7.0%	# -1 -1 0 -1 0 0 0 0	# -1 -1 0 -1 0 0 0 0	0.0% 0.0% 0.0% 0.0% #DIV/0! 0.0% #DIV/0! 1.2%	0.0% 0.0% 0.0% 0.0% #DIV/0! 0.0% 0.0% #DIV/0!
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades	# 28 37 5 10 0 7 5	% 4.6% 0.9% 17.0% 6.3% 0.0% 26.0% 0.0%	%	Years #	% 13.8% 13.8% 13.8% 15.4% 15.4% 10.0% 10.0% 10.0% 10.0% 10.0% 10.0% 10.0%		# 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	# 0 0 0 0 0 0 0 0 0 0	# # 0 0 0 0 0 0 0 0 0 0 0 0 0	% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	Years				4.3% 3.8% 4.6% 13.9% 0.0% 3.4% 3.5% 0.0%	-1 -1 0 -1 0 0	-1 0 -1 0 0	0.0% 0.0% 0.0% 0.0% #DIV/0! 0.0% 0.0%	0.0% 0.0% 0.0% 0.0% 4DIV/0! 0.0% 0.0%

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

0.0%

0.0%

17.2%

0.0%

0.0%

6.9%

13

Total

Other Sales & Service

14 Other Manual Workers

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

0.0%

0.0%

0.0%

workforce Analysis) = 2) x 10			
			Table 6: Persons with Disabilities
Employment Equity Occupational	Persons with	Disabilities	
	Short-term Goals	Long-term Goals	Comments
Group (EEOG)	%	%	
01/02 Managers	0.0	1 0.0	
03 Professionals	1 0.0	2 0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	1 0.0	2 0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	2 0.0	
11 Intermediate Sales & Service	0.0	1 0.0	
12 Semi-Skilled Manual	0.0	0,0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0 0.0	
Total	2	8	

#DIV/0!

#DIV/0!

0.6%

0.0%

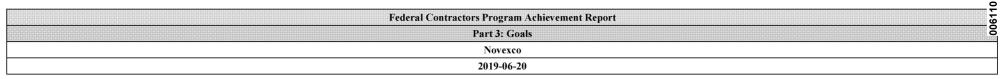
0.0%

6.1%

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#DIV/0!

0.6%



									Data	for First/I	Previous (Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	J	Ţ	↓	1	↓	↓	Ţ	↓	1	1	\	1	Ţ	Ţ	Ţ	↓	Ţ	1	<u>↓</u>
									Table 7: M				S						
				AUE					First	Previous St	10rt-term G	ioals	**		/isible Minori				
				AHER	nployees			1		T		1		r Goals	ISIDIE MIBOTI	ities	1	I	1
	Number	Grev	vth (New Posit	ions)	Turnover (R	placement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goars n - To					
Employment Equity Occupational	YYYY-MM-DD	All					Anticipated Hires Over 3	YYYY-MM-DD	Terminated	l Employees)	Required	Required VVVV VVVV		Present	Present Gap	Projected	Present	Projected Representation in 3	
Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
	2016-08-18	Annually	Annually	Years	Annually	Annually	Years		2016-08-18	Annually	Years		2016	2019					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	5	0.0%		(20.0%		0	0	C	0.0%	0	1	(10.1%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	23			(7.5%		0	0	1	0.0%	0	2			15.0%	5 -2	-2	4.3%	4.3%
03 Professionals	37			(34.7%		0	0	9	0.0%	0	1	(26.1%	5 -1	-1	24.3%	24.3%
04 Semi-Professionals & Tech	5			(15.4%		0	0	2	0.0%	0	-1	(16.2%	5 1	1	40.0%	40.0%
05 Supervisors	10	6.3%		(18.2%		0	0		0.0%	0	-1			0.7%		1	10.0%	10.0%
06 Supervisors: Crafts & Trades	0	0.0%		(0.0%		0	0		0.0%	0	0	(0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	7	26.0%		(0.0%		0	0	3	0.0%	1 0	-3			0.6%	3	3	42.9%	42.9%
08 Skilled Sales & Service	5	0.0%		(20.0%		0	0		0.0%	1 0	0			9.9%		1 0	0.0%	0.0%
09 Skilled Crafts & Trades	0	0.0%		(0.0%		0	0		0.0%	1 0	0			0.0%		0	#DIV/0!	#DIV/0!
10 Clerical Personnel	172			(13.1%		0		18	0.0%	1 0	-17			0.6%		17	10.5%	10.5%
11 Intermediate Sales & Service 12 Semi-Skilled Manual	97				22.4%		0		10	0.0%	1 0	-9			0.9%			10.3%	10.3% #DIV/0!
	0	0.0%					"		1 6		1 %] 0			0.0%] 0	#DIV/0!	#DIV/0! #DIV/0!
13 Other Sales & Service 14 Other Manual Workers	0	0.0% 0.0%			0.0%		1 0] (0.0%	1 %] 0			0.0% 0.0%] 0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
	361			(1 0	0) 44		1 0	-27	(4.7%	5 27	27		
Total	361	0.9%		_ (17.2%		1 0	1 0	y 44	0.0%	1 0	ų -27	1	'	4./%	91 27	27	12.2%	12.2%

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

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

	workforce Analysis) = 2) x 10	U.			
					Table 8: Members of Visible Minorities
r	oyment Equity Occupational	Memb	ers of Visi	ble Minorities	
	p (EEOG)	Short-term	ı Goals	Long-term Goals	Comments
			%	%	
	Senior Managers	0	0.0	1 0.0	
02	Middle & Other Managers	0	0.0	2 0.0	
03	Professionals	0	0.0	0.0	
04	Semi-Professionals & Tech	0	0.0	0.0	
05	Supervisors	0	0.0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0.0	
07	Administrative & Sr Clerical	0	0.0	0.0	
08	Skilled Sales & Service	0	0.0	0.0	
09	Skilled Crafts & Trades	0	0.0	0.0	
10	Clerical Personnel	0	0.0	0.0	
11	Intermediate Sales & Service	0	0.0	0.0	
12	Semi-Skilled Manual	0	0.0	0.0	
13	Other Sales & Service	0	0.0	0.0	
14	Other Manual Workers	0	0.0	0.0	
Total		0		3	

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									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	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)
		↓						\	<u></u>					↓			↓	↓	↓
										Table 9:									
									Subsequ	ent/Current	Short-terr	n Goals		***					
				All En	nployees			ı	<u> </u>			1			omen	1			ı
	Number	Grev	rth (New Posit	ions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals					
Employment Equity Occupational								Anticipated Hires Over 3		Terminated Employees)				m - To	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected I	Actual				YYYY-MM-DD	 			YYYY-YYYY		Availability	rresent Gap	Gap	Representation	Years
	2019-06-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-06-20	Annually	Over 3 Years	Years	2019	2022					
	#	%	%	#	%	%	#	#	H	%	H	#	#	%	%	#	#	%	9/6
01 Senior Managers	5	0.0%	78		20.0%	7.0	0		1	0.0%		0) /6	27.6%		0	20.0%	20.0%
02 Middle & Other Managers	30	9.3%		C	7.5%		0	0	8	0.0%	0	4		39.4%	39.4%	-4	-4	26.7%	26.7%
03 Professionals	38	0.9%		C	34.7%		0	0	18	0.0%	0	-2			42.4%	2	2	47.4%	47.4%
04 Semi-Professionals & Tech	8	17.0%		C	15.4%		0	0	1	0.0%	0	1		25.7%	25.7%	-1	-1	12.5%	12.5%
05 Supervisors	12	6.3%		C	18.2%		0	0	5	0.0%	0	2		50.0%	58.3%	-2	-2	41.7%	41.7%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14	26.0%		C	0.0%		0	0	11	0.0%	0	1	()	85.7%	-1	-1	78.6%	78.6%
08 Skilled Sales & Service	5	0.0%		C	20.0%		0	0	5	0.0%	0	-3	()	42.1%	3	3	100.0%	100.0%
09 Skilled Crafts & Trades	3	0.0%		C	0.0%		0	0	0	0.0%	0	0	()	15.5%	0	0	0.0%	0.0%
10 Clerical Personnel	209	6.7%		C	13.1%		0	0	85	0.0%	0	52	(50.0%	65.7%	1	-52	40.7%	40.7%
11 Intermediate Sales & Service	117	6.4%		C	22.4%		0	0	85		0	-3)	70.4%	3	3	72.6%	72.6%
12 Semi-Skilled Manual	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	1 ()	0.0%	0	0	#DIV/0!	#DIV/0!
Total	441	6.9%		0	17.2%		0	0	219	0.0%	0	54	()	61.8%	-54	-54	49.7%	49.7%

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

t 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.

Workforce Finally \$15) × 2) × 10			Table 10: Women
Employment Equity Occupational	Wom	en	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
01 Senior Managers	0.0		
02 Middle & Other Managers	39.4	39.4	
03 Professionals	0.0		
04 Semi-Professionals & Tech	25.7	25.7	
05 Supervisors	50.0	50.0	
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	0.0	50.0	
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	50.0	50.0	
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	0.0		
Total	0.0	0.0	

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									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	1	1	1	1	1	↓	1	\	1	1	1	1	1	1	1	1	1	<u> </u>	<u> </u>
										11: Abor									
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	nployees			ı							nal Peoples			ı	
	Number	Grev	rth (New Posit	ions)	Turnover (R		Terminated		Number	Turnover (Ri	eplacement of	Hires		ir Goals					
Employment Equity Occupational						Employees) Anticipated					Employees)	Required		m - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual Projected Actual Projected Hires Over Years				Years	YYYY-MM-DD			Over 3	1111	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years		
	2019-06-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-06-20	Annually	Over 3 Years	Years	2019	2022					
	#	%	%	#	%	%	#	#	#	%	H	#	#	%	%	#	#	%	2/0
01 Senior Managers		0.0%	78	(20.0%	70	0		17 (0.0%	0	0) /0	3.2%		0	0.0%	0.0%
02 Middle & Other Managers	30	9.3%		(7.5%		0	0	0	0.0%	0	1		2.7%	2.7%	-1	-1	0.0%	0.0%
03 Professionals	38			C	34.7%		0	0	0	0.0%	0	1		1.6%	1.6%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	8	17.0%		(15.4%		0	0	0	0.0%	0	0)	1.4%	, 0	0	0.0%	0.0%
05 Supervisors	12	6.3%		(18.2%		0	0	1	0.0%	0	-1	()	3.6%	1	1	8.3%	8.3%
06 Supervisors: Crafts & Trades	0	0.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	14	26.0%		(0.0%		0	0	0	0.0%	0	0	()	3.3%	0	0	0.0%	0.0%
08 Skilled Sales & Service	5	0.0%		(20.0%		0	0	0	0.0%	0	0	()	0.8%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	3	0.0%		(0.0%		0	0	0	0.0%	0	0	()	1.1%	0	0	0.0%	0.0%
10 Clerical Personnel	209	6.7%		(13.1%		0	0	0	0.0%	0	9	(4.2%	4.2%	-9	-9	0.0%	0.0%
11 Intermediate Sales & Service	117	6.4%		(22.4%		0	0	1	0.0%	0	4	. (3.9%	3.9%	-4	-4	0.9%	0.9%
12 Semi-Skilled Manual	0	0.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		(0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
Total	441	6.9%		(17.2%		0	0	2	0.0%	0	14	()	3.6%	-14	-14	0.5%	0.5%

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

t 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	Aborigin	al Peoples	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
•	%	%	
01 Senior Managers	0.	0	.0
02 Middle & Other Managers	2.	7 2	.7
03 Professionals	1.	6 1	.6
04 Semi-Professionals & Tech	0.	0	.0
05 Supervisors	0.	0 0	.0
06 Supervisors: Crafts & Trades	0.	0	.0
07 Administrative & Sr Clerical	0.	0	.0
08 Skilled Sales & Service	0.	0 0	.0
09 Skilled Crafts & Trades	0.	0	.0
10 Clerical Personnel	4.	2 4	2
11 Intermediate Sales & Service	3.	9 3	9
12 Semi-Skilled Manual	0.	0	.0
13 Other Sales & Service	0.	0	.0
14 Other Manual Workers	0.		.0
Total	0.	0	.0

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										Novexco										
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										Data for	Subseque	nt/Curre	nt Goals							
A B		C	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data sources:	Wor	rom kforce alysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]		СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis		K÷C	(K - M + O) ÷ (C + F)
		J	1	1	1	\	Ţ	1	1	Ţ	Ţ	\	↓	Ţ	1	↓	Ţ	↓	↓	↓
												with Dis								
										Subsequ	ent/Current	t Short-tern	n Goals							
					All Er	nployees										th Disabilities	ş 1		·	
	Nu	mber	Grov	wth (New Posi	tions)	Turnover (R	eplacement of	f Terminated		Number	Turnover (R	eplacement of			r Goals					
Employment Equity Occupat	tional	Number Growth (New Positions) YYYY-MM-DD Actual Projected					Employees)		Anticipated			i Employees)	Hires Required		n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY	-MM-DD	Actual	Pro	jected	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2019	-06-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	las	2019-06-20	Annually	Over 3 Years	Years	2019	2022					Tears.
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers		35	4.6%		(13.8%	,	C	0	C	0.0%	0	2	C	5.0%	5.0%	-2	-2	0.0%	0.0%
03 Professionals		38	0.9%		(34.7%	,	C	o	C	0.0%	0	3	C	8.9%	8.9%	-3	-3	0.0%	0.0%
04 Semi-Professionals & T	ech	8	17.0%		(15.4%	,	C	o o	C	0.0%	0	1	C	7.6%	7.6%	-1	1	0.0%	0.0%
05 Supervisors		12	6.3%		(18.2%	,	() o	C	0.0%	0	3	C	27.5%	27.5%	-3	-3	0.0%	0.0%
06 Supervisors: Crafts & T		0	0.0%		(0.0%	,	C	0	C	0.0%	0	0	C		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Cle		14	26.0%		(0.0%	,	C	0	C	0.0%	0	1	0	10.0%	10.0%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	I	5	0.0%		(20.0%	,	C	0	C	0.0%	0	0	C		8.0%	1	0	0.0%	0.0%
09 Skilled Crafts & Trades	-	3	0.0%] (0.0%		C	0	0	0.0%	0	0	C		7.8%	1	0	0.0%	0.0%
10 Clerical Personnel		209	1		(13.1%	,	0	0	2	0.0%	0	17	C	9.3%	9.3%	1	1		1.0%
11 Intermediate Sales & Se	ervice	117	1] (22.4%		0	0	(0.0%	0	13	0	10.8%	10.8%	1	-13	1	0.0%
12 Semi-Skilled Manual		0	0.0%] (0.0%	1	[C	0	[C	0.0%	0	0	1 0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service		0	0.0%] (0.0%	1	1 0	0	[0	0.0%	0	0	1 0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers		0	0.0%		(0.0%		(0	1 0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

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

17.2%

6.9%

Total

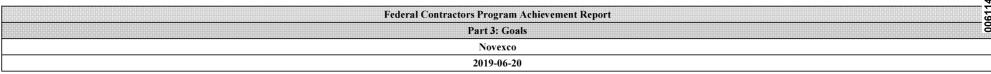
Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

0.0%

WOIKIOICE Alialysis) · 2) x 10	70.		
			Table 14: Persons with Disabilities
Employment Foulty Occupational	Persons with	Disabilities	
Employment Equity Occupational	Short-term Goals	Long-term Goals	Comments
Group (EEOG)	%	%	
01/02 Managers	5.0	5.0	
03 Professionals	8.9	8.9	
04 Semi-Professionals & Tech	7.6	7.6	
05 Supervisors	27.5	27.5	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	10.0	10.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	9.3	9.3	
11 Intermediate Sales & Service	10.8	10.8	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

0.5%

0.5%



																				,
										Data for	Subseque	nt/Curre	nt Goals							
A	В	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Data so	ources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
***************************************		Ţ	Ţ	Ţ	↓	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	↓	Ţ	Ţ	↓	Ţ	Ţ	Ţ	↓	↓
									-	Гаble 15: N				es						
										Subsequ	ent/Current	t Short-tern	n Goals							
			,		All Er	nployees					,					isible Minori	ities			
		Number	Gree	wth (New Posi	tions)	Turnover (F	deplacement of	Terminated		Number	Townson (D	eplacement of		3 Yea	r Goals					
Emple	yment Equity Occupational		-	·			Employees)		Anticipated			Employees)	Hires Required	Froi	n - To	Present		Projected	Present	Projected
	(EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
'		2019-06-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Tears	2019-06-20	Annually	Over 3 Years	Years	2019	2022					rears
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01	Senior Managers	5	0.0%)	(20.0%)	0	0	0	0.0%	0	1	C	11.5%	11.5%	-1	-1	0.0%	0.0%
02	Middle & Other Managers	30	9.3%		(7.5%	5	0	0) 3	0.0%	0	2	C	17.6%	17.6%	-2	-2	10.0%	10.0%
03	Professionals	38			(34.7%	, 	0	0) 5	0.0%	0	6	C	29.2%	29.2%	-6	-6	13.2%	13.2%
1 1	Semi-Professionals & Tech	8	17.0%		(15.4%		0	0) 4	0.0%	0	-3	0		16.9%	3	3	50.0%	50.0%
05	Supervisors	12	6.3%		(18.2%		0	0		0.0%	0	0	C		8.9%	0	0	8.3%	8.3%
06	Supervisors: Crafts & Trades	0	0.0%		(0.0%		0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	14	26.0%		(0.0%		0	0) 5	0.0%	0	-4	0		9.4%	4	4	35.7%	35.7%
08	Skilled Sales & Service	5	0.0%		(20.0%		0	0		0.0%	0		0	10.7%	10.7%	-1	-1	0.0%	0.0%
09	Skilled Crafts & Trades	3	0.0%		(0.0%		0	0		0.0%	0	0	0		8.3%	0	0	0.0%	0.0%
10	Clerical Personnel	209	1		(13.1%		0	0	44	0.0%	0	-33	0		5.2%	33	33	21.1%	21.1%
11	Intermediate Sales & Service	117			(22.4%		0	0	16	0.0%	0	-3	0		11.4%	3	3	13.7%	13.7%
1 1	Semi-Skilled Manual	0	0.0%		1 (0.0%		0	'l 0		0.0%	1 0] 0	1 0		0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%] :	0.0%	2	0	1 0] (0.0%	1 0] 0			0.0%] 0		#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%	ol .	1 (0.0%	o	1 0	I 0	n (0.0%	ı 0) U	1 0	1	0.0%	oj 0	1 0	#DIV/0!	#DIV/0!

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

17.2%

441

6.9%

Total

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

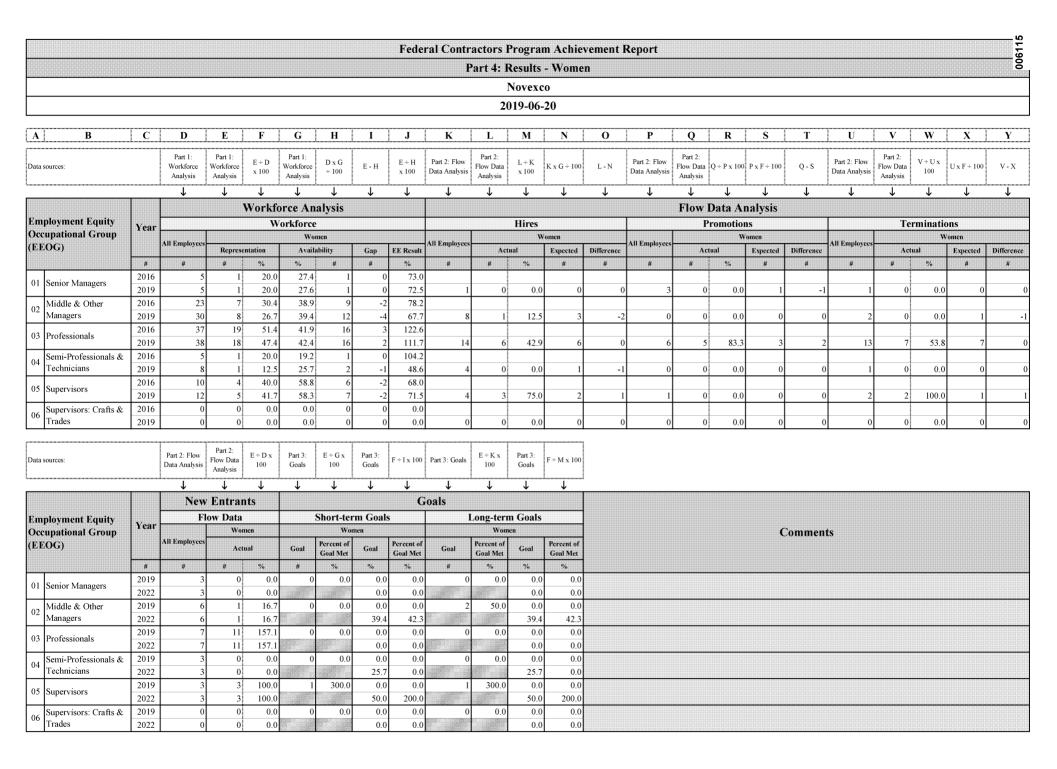
0.0%

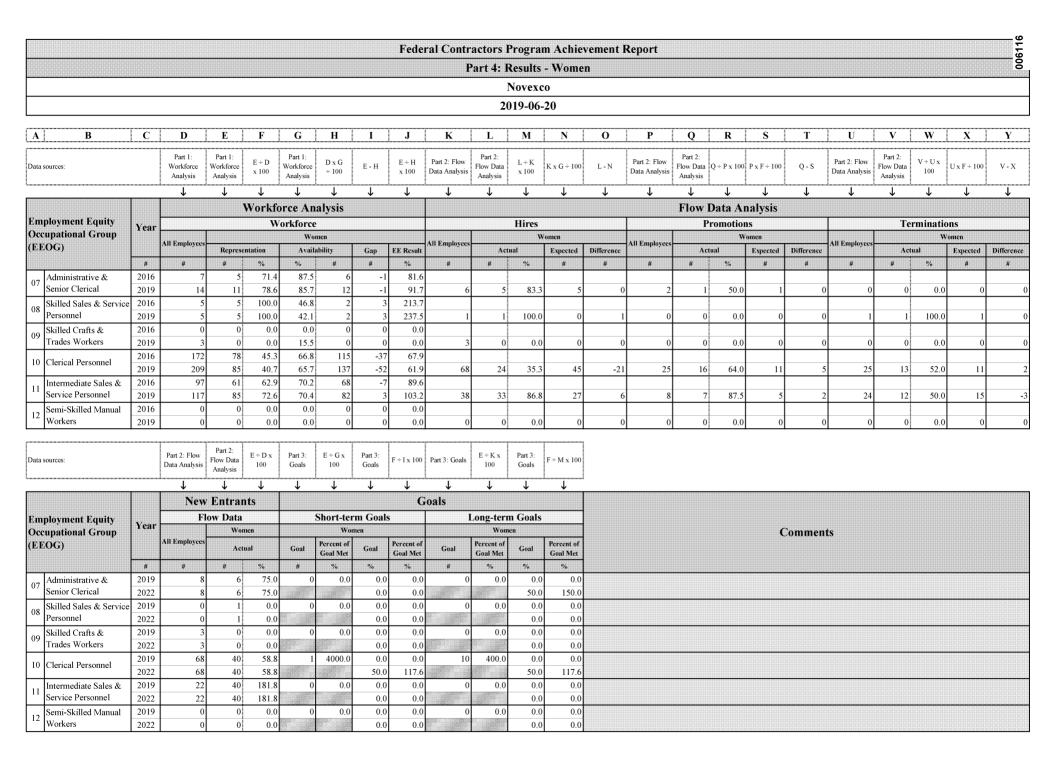
10.4%

					Table 16: Members of Visible Minorities
E	loyment Equity Occupational	Meml	bers of Visible N	Minorities	
	ip (EEOG)	Short-tern	i Goals L	ong-term Goals	Comments
			%	%	
	Senior Managers		11.5	11.5	
02	Middle & Other Managers		17.6	17.6	
03	Professionals		29.2	29.2	
04	Semi-Professionals & Tech		0.0	0.0	
05	Supervisors		0.0	0.0	
06	Supervisors: Crafts & Trades		0.0	0.0	
07	Administrative & Sr Clerical		0.0	0.0	
08	Skilled Sales & Service		10.7	10.7	
09	Skilled Crafts & Trades		0.0	0.0	
10	Clerical Personnel		0.0	0.0	
11	Intermediate Sales & Service		0.0	0.0	
12	Semi-Skilled Manual		0.0	0.0	
13	Other Sales & Service		0.0	0.0	
14	Other Manual Workers		0.0	0.0	
Total			0.0	0.0	

17.7%

17.7%





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										1	Part 4: I	Results	- Wome	n										— ĕ
]	Novexc	0											
											20	019-06-	20											

A	В	С	D	E	F	G	H	I	J	K	L	M	N	О	P	Q	R	S	T	U	V	W	X	Y
Data so	urces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
			Į.	Į	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Į	J.	Ų.	V	↓	Ţ	Ų.	Ţ	Ţ	Į
		at Equity al Group Workforce Worker Worker Worker															ata Ar	nalysis						
	loyment Equity	Equity Group Year Workforce Women All Employees Women All Employees															omotion	ıs			Te	rminatio	ons	
(EEC	pational Group	H H H H H H H H H H																omen		All Employees			omen	
(EEC	,G)	Representation Availability Gap EE Result Actual Expected I # # # % % # # % # # % # s & Service 2016 0 0 0 0 0 0 0 0 0																Expected	Difference				Expected	Difference
	Company Comp														#									
1 13 1	Other Sales & Service 2016 0 0 0.0 0.0 0 0 0 0.0 0 0 0 0 0 0 0 0														0									
14 (Personnel 2019 0 0 0.0 0.0 0 0 0 0 0																							
	3 Personnel 2019 0 0 0,0 0,0 0,0 0 0 0 0,0 0,0 0 0 0 0														0									
Total	4 Other Manual Workers 2019 0 0 0 0 0 0 0 0 0																							
		2017	771	217	47.7	01.8	213	-54	30.4	147	15	40.7	71	-10	1 43	27	04.4			, 0)	33	30.7	33	U
Data so	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
L			J	J	 J					J		J	J											
			New	Entrar	its		•		G	oals														
Emn	loyment Equity			ow Data		•	Short-te	rm Goals			Long-terr	n Goals												
	pational Group	Year		Won	nen		Wo	men			Wom	ien						C	ommen	ts				
(EEC)G)		All Employees	Act	ial	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
1 13 1	Other Sales & Service	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	ersonnel	2022	0	0	0.0	n.	0,0	0.0	0.0	0	0.0	0.0	0.0											
14	Other Manual Workers	2019	0	0	0.0	U	0.0	0.0	0.0	U	0.0	0.0	0.0											
Total		2019	123	102	82.9	2	5100.0	0.0	0.0	13	784.6	0.0	0.0											
Total		2022	123	102	82.9			0.0	0.0			0.0	0.0											

									Fede	ral Contr	actors l	Prograi	m Achie	vement	Report									006118
										Part 5	: Result	s - Abo	riginal	Peoples										8
]	Novexc	:0											
											20	019-06-	20											
A	В	С	D	E	F	G	Н	ľ	J	K	L	М	N	0	P	0	R	S	Т	U	V	W	X	Y
1			Part 1:					i				L		!		Part 2:				I	Part 2:			1 1
Data so	urces:		Workforce Analysis	Part 1: Workforce Analysis	E÷D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100		Part 2: Flow Data Analysis	Flow Data Analysis		P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Flow Data	V÷Ux 100	U x F ÷ 100	
			,	↓	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	→			<u> </u>		↓		<u> </u>	<u>↓</u>						\longrightarrow
Emn	loyment Equity					orce An	•					II!			T	Flow I				1	Т-			
	pational Group	Year			·	orkforce Aborigina						Hires Aborig	inal Peoples				romotioi Aberigi	nal Peoples			16	minatio	inal Peoples	
(EEC)G)		All Employees	Repres	entation	Availa		Gap	EE Result	All Employees	Act		Expected	Difference	All Employee	Act		Expected	Difference	All Employees	Act		Expected	Difference
		#	#	#	%	%	#	#	9/6	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	2019 5 0 0.0 3.2 0 0 0.0 1 0 0.0 0 & Other 2016 23 0 0.0 2.2 1 -1 0.0															0.0	0		1		0.0		
	Middle & Other	2019 5 0 0.0 3.2 0 0 0.0 1 0 0.0															0.0		0	1	0	0.0	0	
	Managers			-1	0.0	8	0	() (0	0.0	0	0	2	0	0.0	0	0						
03 F	Professionals	2016	37		ė.	1.4	1	-1	0.0	1.4	0	0.0				5 0	0.0			12		0.0		
	Semi-Professionals &	2019 2016	38 5	0		1.6 1.2	0	-1	0.0	14	0	0.0	0	(, ,	0	0.0	0	0	13	0	0.0	0	0
	Technicians	2019	8	0		1.4	0	0	0.0	4	0	0.0	0	C) (0	0.0	0	0	1	0	0.0	0	0
05 8	Supervisors	2016	10	1	10.0	2.8		1	357.1															
H	Supervisors: Crafts &	2019 2016	12	0		3.6 0.0		1 0	231.5	4	0	0.0	0	() 1	1 0	0.0	0	0	2	0	0.0	0	0
	Trades	2019	0	0	į.	0.0	0	0	0.0	0	0	0.0	0	() (0	0.0	0	0	0	0	0.0	0	0
Data so	urces:		Part 2: Flow Data Analysis	Part 2: Flow Data	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F÷M x 100											
<u></u>				Analysis	<u> </u>	<u> </u>		<u> </u>			<u> </u>		<u> </u>											
			<u> </u>	↓ Entra		<u> </u>				oals ↓														
P	I F !4.			ow Data			Short_te	rm Goals			Long-teri	m Coals												
	loyment Equity pational Group	Year			al Peoples			al Peoples	,		Aboriginal							(Commen	ts				
(EEC	•		All Employees	Ac	tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Geal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	Ħ	#	%	#	%	9/9	%	#	%	%	%											
01 5	Senior Managers	2019	3	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
\vdash		2022 2019	3	0			0.0	0.0	0.0	1	0.0	0.0	0.0											
1 02 1	Middle & Other Managers	2019	6	0		anno managarana	0.0	0.0 2.7	0.0	1	0.0	0.0 2.7	0.0											
03 [Professionals	2019	7	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0												
\vdash		2022	7	0			0.0	1.6	0.0	,	0.0	1.6	0.0											
	Semi-Professionals & Fechnicians	lemi-Professionals & 2019 3 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0																						
\vdash		2019	3	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
		2022 3 0 0,0 0,0 0,0 0,0 0,0 0,0 0,0																						
	Supervisors: Crafts & Trades	2019	0	0	1		0.0	0.0	0.0	0	0.0	0.0												
\square	14463	2022	L 0	0	1 0.0			0.0	0.0			0.0	U.0											

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AB	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
		.	1	\	↓	\	1	1	1	1	↓	\	\	↓	\	1	1	Ψ.	↓	↓	1	\	<u>_</u>
Employment Equity					orce Ana	ılysis					111			Т	Flow I		7		T	mr.	·		
Occupational Group	Year			·	orkforce Aboriginal	Peoples					Hires Aborig	inal Peoples				romotioi Aberigi	nal Peoples			16	rminatio Aborig	ons inal Peoples	
(EEOG)		All Employees	Repres	entation	Availa		Gap	EE Result	All Employees	Act	tual	Expected	Difference	All Employee	Act	ual	Expected	Difference	All Employees	Acti	ıal	Expected	Difference
1	#	#	#	9%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative & Senior Clerical	2016	14	0		2.9	0	0	0.0	6	0) 2	2 0	0.0	0	0	0	0	0.0	0	0		
08 Skilled Sales & Service		5	0	0.0	0.8	0	0	0.0															
Personnel Skilled Crafts &	2019 2016	5	0		0.8	0	0	0.0	1	0	0.0	0	C		0	0.0	0	0	1	0	0.0	0	0
09 Trades Workers	2019	3	0		1.1	0	0	0.0	3	0	0.0	0	() (0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	172	0			6	-6	0.0															
Intermediate Sales &	2019 2016	209 97	0		4.2 3.1	3	-9 -2	0.0 33.3	68	0	0.0	3	-3	3 25	0	0.0	0	0	25	0	0.0	0	0
Service Personnel	2019	117	1	•		5	-4	21.9	38	0	0.0	1	-]	1 8	3 0	0.0	0	0	24	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016 2019	0	0	ŧ.	0.0	0	0	0.0	0	0	0.0	0			0	0.0	0	0	0	0	0.0	0	
Workers	2017	<u> </u>	0		0.0	- 0	0	0.0	0	<u></u>				71	<u> </u>	0.0	<u> </u>	0	1	<u> </u>	0.0		<u> </u>
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07 Administrative &	2019	8	0	i	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Senior Clerical Skilled Sales & Service	2022	8	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
08 Personnel	2022	0	0	<u> </u>		0.0	0.0	0.0	V	0.0	0.0	0.0											
09 Skilled Crafts & Trades Workers	2019 2022	3	0			0.0	0.0	0.0	0	0.0	0.0	0.0											
10 Clerical Personnel	2019	68	0	0.0	0	0.0	0.0	0.0	6	0.0	0.0	0.0											
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	ther Sales & Service ersonnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
\vdash		2022	0	0	0.0	0	0,0	0.0	0.0	0	0.0	0.0	0.0											
14 O	ther Manual Workers	2022	0	0	0.0			0.0	0.0	•		0.0	0.0											
Total		2019	123	0	0.0	0	0.0	0.0	0.0	10	0.0	0.0	0.0											
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03 Professionals 2019 38 0 0.0 8.9 3 -3 0.0 14 0 0.0 1 -1 6 0 0.0 0 0 13 04 Semi-Professionals & 2016 5 0 0.0 4.6 0 0 0.0 0.0																							
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01& Managers	2019	9	0		0	0.0	0.0	0.0	1	0.0	0.0	0.0											
02 Wanagers	2022	9	0	0.0		-	5.0	0.0			5.0	0.0											
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10	Clerical Personnel					0.0			25		0.0													
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11	Service Personnel	2016	117	0		5.6 10.8	13	-13	0.0	38	0	0.0	4	-4	1 8	0	0.0	0	0	24	0	0.0	0	0
1 12 1	Semi-Skilled Manual	2016	0	0		0.0	0	0	0.0															
Ш	Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(0	0	0.0	0	0	0	0	0.0	0	0
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1 08 1	Skilled Sales & Service Personnel	2019	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
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Oth C.1.	e. c	# 2019	#	# 0	%	#	%	0.0	%	#	0.0	%	%											
13 Other Sales & Personnel	& Service	2019	0	0	0.0	U	0.0	0.0	0.0	U	0.0	0.0	0.0											
14 Other Manua	al Warkarr	2019	0	0	0.0	0	0.0	0.0		0	0.0	0.0												
14 Joulet Ivianua	a workers	2022	0	0	0.0			0.0	0.0			0.0	0.0											
Total	-	2019 2022	123 123	0	0.0	2	0.0	0.0	0.0	8	0.0	0.0												
		2022	123	0	0.0			0.0	0.0			0.0	0.0											

	Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities																							
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	pational Group	Year	**		W	Vorkforce Visible Minorities				1	Hires Visible	Minorities			P	romotio Visible	Minorities			1e	rminati Visible	ONS Minorities		
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\vdash	1iddle & Other	2019	23	1		11.5		-1 -2	29.0	1	0	0.0	0) 3	5 0	0.0	0	0	1	0	0.0	0	0
	Anagers	2019	30	3		17.6		-2	56.8	8	2	25.0	1	1	1 0	0	0.0	0	0	2	0	0.0	0	0
03 P	rofessionals	2016	37	9		26.1	10	-1	93.2															
	emi-Professionals &	2019 2016	38	5 2		29.2 16.2	11	-6 1	45.1 246.9	14	2	14.3	4	-2	2 6	5 1	16.7	1	0	13	6	46.2	3	3
	echnicians	2019	8	4	50.0	16.9		3	295.9	4	2	50.0	1	1	1 0	0	0.0	0	0	1	0	0.0	0	0
05 S	upervisors	2016	10	1	10.0	0.7		1	1,428.6															
		2019 2016	12	1 0		8.9 0.0		0	93.6	4	0	0.0	0	С) 1	0	0.0	0	0	2	0	0.0	0	0
	upervisors: Crafts & rades	2019	0	0		0.0	0	0	0.0	0	0	0.0	0	C		0	0.0	0	0	0	0	0.0	0	0
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(EEO)G)		ли вирюуеся	Aei	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
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01 s	enior Managers	2019	3	0		0	0.0	0.0	0.0	1	0.0	0.0 11.5	0.0											
02 N	Middle & Other	2019	6	2		0	0.0	0.0	0.0	2	100.0	0.0	0.0											
02 N	lanagers	2022	6	2	33.3			17.6	189.4			17.6	189.4											
03 P	rofessionals	2019 2022	7	3			0.0	0.0 29.2	0.0 146.8	0	0.0	0.0 29.2	0.0 146.8											
04 S	emi-Professionals &	2019	3	2		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
104 T	echnicians	2022	3	2				0.0	0.0			0.0	0.0											
05 S	upervisors	2019	3	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	upervisors: Crafts &	2022	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	rades	2022	0	0				0.0	0.0	V		0.0												

	Federal Contractors Program Achiev							evement	Report									006125					
								Par	t 7: Resu	ults - Mo	embers	of Visil	ole Mino	rities									8
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Employment Equity	Year	/f			orkforce	rkforce					Hires				F	romotio	ns			Te	rminatio	ns	
Occupational Group (EEOG)		All Employees				4 inorities			All Employees			Minorities		All Employee	s		Minorities		All Employees			Minorities	
(EEOG)	- 4	4	Represen	tation %	Avail %	ability #	Gap #	EE Result	#	Ac	tual %	Expected	Difference #	#	Ac	tual %	Expected	Difference	и.	Act	ual %	Expected #	Difference #
Administrative &	2016	# 7	3	42.9	0.6		# 3	% 7,142.9	Ŧ	Ŧ	76	#	#	#	#	76	#	#	#	Ħ	76	Ŧ	#
07 Senior Clerical	2019	14	5	35.7	9.4	.	4	379.9	6	5 2	33.3	1	1	1 2	2 1	50.0	1	0	0	0	0.0	0	0
08 Skilled Sales & Service	e 2016	5	0	0.0	9.9	:	0	0.0															
Personnel	2019	5	0	0.0	10.7	<u>. </u>	-1	0.0	1	0	0.0	0	(0 (0	0.0	0	0	1	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0 8.3		0	0.0		8 0	0.0					0.0					0.0		0
	2019 2016	172	0 18	0.0	0.6		17	1,744.2	3	5 0	0.0	0			0	0.0	0	0	1 0	0	0.0	0	0
10 Clerical Personnel	2019	209	44	21.1	5.2		33	404.9	68	3 33	48.5	4	29	9 2:	5 7	28.0	3	4	25	6	24.0	3	3
Intermediate Sales &	2016	97	10	10.3	0.9		9	1,145.5															
Service Personnel	2019	117	16	13.7	11.4		3	120.0	38	9	23.7	4	. 5	5 8	8 0	0.0	1	-1	24	4	16.7	2	2
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0		0	0.0	0	0	0.0		(0 (0.0	0	0			0.0	0	
Workers	2019	0	U	0.0	0.0	0	U	0.0	U) U	0.0	1 0	1	<u> </u>	0 0	0.0	<u> </u>		1 0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷K x 100	Part 3: Goals	F÷M x 100											
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(ELOG)			Actu	al	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
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07 Administrative & Senior Clerical	2019	8	3	37.5 37.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Skilled Sales & Service		0	0	0.0	0	0.0		0.0	0	0.0	0.0												
08 Personnel	2022	0	0	0.0			10.7	0.0			10.7												
09 Skilled Crafts &	2019	3	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
Trades Workers	2022	3	0	0.0	^	0.0	0.0	0.0			0.0												
10 Clerical Personnel	2019	68	40 40	58.8 58.8	0	0.0	0.0	0.0		0.0	0.0		-										
Intermediate Sales &	2019	22	9	40.9	0	0.0	0.0	0.0		0.0	0.0												
Service Personnel	2022	22	9	40.9			0.0	0.0			0.0												
Semi-Skilled Manual	2019	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0		_										
Workers	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																								
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	Employment Equity				W	orkforce	-				Hires				Promotions				Terminations			ons			
	pational Group	Year	All Employees	All Employees			Visible V	linorities			All Employees		Visible	Minorities		All Employees		Visible	Minorities		All Employees		Visible	Minorities	
(EEC)G)			Represen		Availa		Gap	EE Result		Acı		Expected	Difference			ual	Expected	Difference		Act		Expected	Difference	
l c		# 2016	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	
131	Other Sales & Service Personnel	2016 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	
		2016	0	0	0.0			0	0.0		V	0.0	U		0	- ·	0.0	,	1	7	0	0.0			
14 C	Other Manual Workers	2019	0	0	0.0		0	0	0.0	0	0	0.0	0	0	0	0	0.0	(0	0	0.0	0	0	
Total		2016	361	44	12.2		17		259.3																
		2019	441	78	17.7	10.4	46	32	170.1	147	50	34.0	15	35	45	9	20.0	5	5 4	69	16	23.2	8	8	
Data soi	irces:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷M x 100												
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			New	Entran	ts				G	oals															
Empl	oyment Equity	V	Flo	ow Data			Short-te	rm Goals]	ong-teri	n Goals													
	pational Group	Year		Visible Mi	norities			linorities			Visible Mi	norities	,						Commen	ts					
(EEC)G)		All Employees	Actu	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	#	%	#	%	9%	%	#	%	%	%												
	Other Sales & Service	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
P	ersonnel	2022	0	0	0.0		_	0.0	0.0		_	0.0	0.0												
14 C	ther Manual Workers	2019 2022	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
		2022	123	59	48.0	0	0,0	0.0	0.0	3	1966.7	0.0	0.0												
Total 2022 123 59 48.0 0.0 0.0 0.0 0.0 0.0																									

Federal Contractors Program Achievement Report	
Part 8: Reasonable Efforts	
Novexco	
2019-06-20	

Efforts

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

-	•			
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Requi	red measures:
\checkmark	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.
V	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.
V	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
V	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
V	Ensured that any new gaps identified are addressed accordingly.
\checkmark	Maintained appropriate records in all required areas.
Other	measures:
3.0	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.
V	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
V	Communicated the goals to relevant managers as well as monitored and recorded the results.
✓	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
	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.

\checkmark	Put in place a strategy to ensure a barrier-free workplace.
V	Undertook initiatives to increase representation where gaps in representation were found.
3	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
lease	check the appropriate boxes and provide a brief overview of the events that have influenced your zation's activities during the period between the first/previous and subsequent/current compliance ment. Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
V	Acquisitions, mergers or transfers of employees.
	We have made three minor acquisitions since 2016, which prompted restructuring within our company. We must take into account that some acquisitions give rise to corporate restructuring, hence some employment terminations. One acquisition was Chestwood, an Ontario company, where there were many employees from visible-minority groups. Over the coming years, our president is likely to make more acquisitions. We will probably hire more people as a result in order to meet our short- and long-term employment-equity objectives.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

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

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Novexco

Primary Location: Laval (Québec)

Number of Employees: 441

•	Ontario	47	Manitoba	1
•	Québec	350	 British Columbia 	3
•	Nova Scotia	14	Alberta	25
•	New Brunswick	1		

Organization Overview:

NAICS 4179 – Other Machinery, Equipment and Supplies Wholesaler-Distributors Novexco is the largest Canadian-owned office supply distributor. Hamster, a trademark of Novexco Inc, has access to nearly 500,000 products through its network of Suppliers.

Key Dates – First Year Assessment

Initiated: 2016-07-25 Received: 2016-08-28 Closed: 2016-08-29 Workforce Analysis: 2019-08-18

Key Dates – Subsequent Assessment

Initiated: 2019-07-17 Received: 2019-06-25 Workforce Analysis: 2019-06-20

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:

\times	Yes		N	o
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Comments: None

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

\boxtimes	Yes		No
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Comments:

Minor discrepancies were noted in the Flow Data Analysis and corrections were made based on the forms.

ASSESSMENT OF REASONABLE PROGRESS

- The organization established goals in numbers and not in percentages.
- Seventeen gaps were revealed during the previous assessment and four short-term goals were set.

Women

02	Middle & Other Managers	No goal set
05	Supervisors	Goal met at 300%
07	Administrative & Senior Clerical Personnel	No goal required
10	Clerical Personnel	Goal met at 4100%
11	Intermediate Sales & Service Personnel	No goal set

Assessment/Observations

None

Aboriginal Peoples

02	Middle & Other Managers	No goal set
03	Professionals	No goal set
10	Clerical Personnel	No goal set
11	Intermediate Sales & Service Personnel	No goal set

Assessment/Observations

None

Persons with Disabilities

01/02	Managers	No goal set
03	Professionals	Goal not met (0% achieved)
05	Supervisors	Goal not met (0% achieved)
10	Clerical Personnel	No goal set
11	Intermediate Sales & Service Personnel	No goal set

Assessment/Observations

- EEOG 03: There were 20 new entrants and none were persons with disabilities. This is to be expected given the labour market availability (LMA) of 3.8%.
- EEOG 05: There were five new entrants and none were persons with disabilities. This is to be expected given the labour market availability (LMA) of 13.9%.

Members of Visible Minorities

01	Senior Managers	No goal set
02	Middle & Other Managers	No goal set

Γ	03	Professionals	No goal set
		11010001011010	110 8001 301

Assessment/Observations

None

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - Out of four goals set, two were met and two were not met due to low hiring and promotions.
 - An assessment of reasonable efforts was completed and the organization implemented all the required measures and other additional measures.
 - The organization has undergone three acquisitions that have led to a restructuring making it difficult to reach the objectives set.

ASSESSMENT OF GOALS

A goal has been set for every gap in representation uncovered by the workforce analysis. All short-term and long-term goals were set in percentage format and are, at minimum, equal to LMA.

Women

Workforce Analysis Results		Goals				
Employment Equity Occupational Group (EEOG)		Gap	Short- term	Long- term	Representation	LMA
Lilipioyi	yment Equity Occupational Group (EEOG)	Сар	(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-4	39.4	39.4	26.7	39.4
04	Semi-Professionals & Technicians	-1	25.7	25.7	12.5	25.7
05	Supervisors	-2	50.0	50.0	41.7	58.3
07	Admin & Senior Clerical Personnel	-1	-	-	78.6	85.7
10	Clerical Personnel	-52	50.0	50.0	40.7	65.7

Observations:

A goal is not required for EEOG 07 given that the representation is above 50%.

Aboriginal Peoples

Workforce Analysis Results			Goals			
Franksymant Fruity Ossumational Crown (FFOC)		Can	Short- term	Long- term	Representation	LMA
Employment Equity Occupational Grou	ment Equity Occupational Group (EEOG)	Gap	(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-1	2.7	2.7	0.0	2.7
03	Professionals	-1	1.6	1.6	0.0	1.6
10	Clerical Personnel	-9	4.2	4.2	0.0	4.2
11	Intermediate Sales & Service Personnel	-4	3.9	3.9	0.9	3.9

Observations: None

Persons with Disabilities

Workforce Analysis Results			Goals			
			Short- term	Long- term	Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	(1 to 3	(+3	-	
			years)	years)		
#	Description	#	%	%	%	%
01/02	Managers	-2	5.0	5.0	0.0	5.0
03	Professionals	-3	8.9	8.9	0.0	8.9
04	Semi-Professionals & Technicians	-1	7.6	7.6	0.0	7.6
05	Supervisors	-3	27.5	27.5	0.0	27.5
07	Admin & Senior Clerical Personnel	-1	10.0	10.0	0.0	10.0
10	Clerical Personnel	-17	9.3	9.3	1.0	9.3
11	Intermediate Sales & Service Personnel	-13	10.8	10.8	0.0	10.8

Observations: None

Members of Visible Minorities

Workforce Analysis Results		Goals			
Employment Equity Occupational Group (EEOG)	Can	Short- term	Long- term	Representation	LMA
	Gap	(1 to 3	(+3		
		years)	years)		

#	Description	#	%	%	%	%
01	Senior Managers	-1	11.5	11.5	0.0	11.5
02	Middle & Other Managers	-2	17.6	17.6	10.0	17.6
03	Professionals	-6	29.2	29.2	13.2	29.2
07	Admin & Senior Clerical Personnel	-1	10.7	10.7	0.0	10.7

Observations: None

RECOMMENDATION

I recommend that	the employer b	e found
⊠in compliance	□in non-comp	oliance

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

- We encourage Novexco to make efforts to hire persons with disabilities and Aboriginal peoples, whose combined representation in the organization is one percent (1%) while the combined availability is 13.4%.
- We encourage Novexco to implement special measures to ensure the achievement of the objectives set during this assessment and thus increase the representation of members of these two designated groups. For example, you could consider contacting organizations that work for access to employment for persons with disabilities and Aboriginal peoples in your region to identify qualified candidates who could be considered the next time you begin an appointment process to fill a vacancy.

Name of	Analyst:	Maurice N	. Yakibonge	
itallic of	milaly 3 t.	Widalice 14	rakibolige	

Date: 2019-10-11

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

Sent: October 15, 2019 1:22 PM

To: 'nicolas.curiale@novexco.ca' <nicolas.curiale@novexco.ca>

Cc: 'justine.forget@novexco.ca' <justine.forget@novexco.ca>; 'Catherine.Nolin@novexco.ca'

<Catherine.Nolin@novexco.ca>

Subject: Government of Canada Agreement Number: 050576 - Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Nicolas Curiale:

I am writing to inform you that the subsequent compliance assessment initiated on June 5, 2019, has been completed. As a result of the assessment, Novexco has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by Novexco for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of its employment equity program.

- We encourage Novexco to make efforts to hire persons with disabilities and Aboriginal peoples, whose combined representation in the organization is one percent (1%) while the combined availability is 13.4%.
- We encourage Novexco to implement special measures to ensure the achievement of the
 objectives set during this assessment and thus increase the representation of members of these
 two designated groups. For example, you could consider contacting organizations that work for
 access to employment for persons with disabilities and Aboriginal peoples in your region to
 identify qualified candidates who could be considered the next time you begin an appointment
 process to fill a vacancy.

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 July 17, 2022. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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



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

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

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

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

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

Sincerely,

Workplace Equity Team

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



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

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

