Ressources humaines et Skills Development Canada - Développement des compétences Canada OFFICIAL USE ONLY Agreement N°:

Labour Program Federal Contractors Program

# Agreement to Implement Employment Equity

7 New Agreement				
Revised Agreement				
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Organization's North American Industry Classification System (NAICS) Co NAICS 5	ode N°		aldan goldarsi.	3 Code Number please bleets sujetsreandard- an021-eng.htm
Official use only (if information above is incorrect)		**************************************	manana arabawa akasamenda dalah mpaan	are an abidia may nation are the down and has been as a sec
	of employees in Canad	а	Organization'	s NAICS Code No
HE	AD OFFICE			
Address (building number, street, suite, etc.)	City		Province	Postal Code
Lid Milverton Grave	Mississauga		on	169 483
	Telephone Number	•	Fax Number	
	905-890-810	>	995-896	-4934
EMPI OYMEN	IT EQUITY CONT	ACT		
Name (print)	Title			
Sheryi Reladon-Baker	HR Senior D	neotor		
Telephone Norther	E-mail Address			
905-267-8278	sheryl.nels/	kon-baker@bra	inis, own	
The above-named organization:	TIFICATION			
having a combined workforce of 100 or more permanent full-til     weeks or more in Canada, AND	me, permanent part-	time and temporar	y employees	having worked
<ul> <li>intending to bid on, or being in receipt of, a federal government Supply Arrangement, valued at \$1,000,000 or more (including</li> </ul>		contract, standing	offer or contr	act issued under a
Hereby certifies its commitment to implement or maintain emoloyn instrument. In keeping with the Federal Contractors Program requires refer to http://www.brsdc.gc.ca/eng/labour/equality/fop/independents.	irements. For more			
Important note: If an audit of the Agreement to Implement Emplo the procurement instruments) with the Government of Canada ma		ers misrepresentati	on on the pa	irt of the organization,
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NOTE: The signatory must be the Chief Executive Officer OR an contract on behalf of the organization.	authorized person ir	an executive posi	tion with legs	al authority to sign a
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So.S. Thacker	Managing Co	0581		
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**************************************		form must be se	of to the Lat	our Program fax.
at. (819) 953-8788 or by e-mail at: ee-eme@hrade-rhdec.go	2.03			

# APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board's Contracting Policy, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager), Once completed, the form must be sent by email to: ee-eme@hrsde-rhdec.gc.ea.

I, the undersigned, on behalf of (tegal name of organization) Oracle Canada ULC (hereafter referred to as "the organization") and (Agreement to Implement Employment Equity number) 060622, agree to the following statements:

- 1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
- 2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
- 3. I am therefore requesting an extension until (date) January 15, 2018 for the following reason(s):

(Please describe) Oracle completed a large acquisition this calendar year and are in the process of entering the self identification information for these new employees into our records. We require additional time to ensure that our reporting is accurate and includes information for all of our employees. Additionally, our offices are closed for Winter Break from December 25 to January 1 inclusive.

4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: Rod Thacker Position Title: Managing Counsel

Email address: rod.thacker@oracle.com

Telephone number: 905-267-9160

Business address: 100 Milverton Drive, Mississauga, ON, L5R 4H1





Date: December 19, 2017

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

Sent: December 21, 2017 6:36 PM

To: 'rod.thacker@oracle.com' <rod.thacker@oracle.com>

Cc: Normandin, Ward W [NC] < ward.normandin@labour-travail.gc.ca>; 'Sheryl.Helsdon-

Baker@oracle.com' <Sheryl.Helsdon-Baker@oracle.com>

Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information

Good afternoon,

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

As requested, we hereby grant you an extension until January 15, 2018.

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

#### Maurice Yakibonge

Acting Manager, Program Operations, Workplace Equity, Labour Program Employment and Social Development Canada / Government of Canada maurice.yakibonge@labour-travail.gc.ca / Tel: 819-654-6099



Holopez-vousses **Fonem de l'équité, la diversité et l'inclusion en milieu de travail** (RECISSE) opace for employers. Send us an email to join!

From: Normandin, Ward W [NC] On Behalf Of EE-EME

Sent: December-19-17 3:22 PM **To:** Yakibonge, Maurice [NC]

Subject: FW: Oracle Canada Notice of Subsequent Compliance Assessment under the FCP

Extension for Oracle

Ward Normandin

Agent de programmes, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ward.normandin@labour-travail.gc.ca / Tél.: 819-654-4334

Program Officer, Labour Program Employment and Social Development Canada / Government of Canada ward.normandin@labour-travail.gc.ca / Tel.: 819-654-4334



- Bolghe Sivous en F**orum de l'équité, la diversité et l'inclusion en milien de travail** (400/1871). 

From: Sheryl Helsdon Baker [mailto:Sheryl.Helsdon-Baker@oracle.com]

Sent: 2017-12-19 2:40 PM

**To:** Normandin, Ward W [NC]; EE-EME

Subject: Re: Oracle Canada Notice of Subsequent Compliance Assessment under the FCP

Thanks Ward. The completed form is attached.

On 2017-12-19 8:16 AM, ward.normandin@labour-travail.gc.ca wrote: Good morning Sheryl,

Thank you for the note. We understand that delays happen; thank you for finding the error and choosing to not submit with incorrect information. We can issue an extension based on the information you state below, but require it in official format. As such, please complete and return the attached extension request and we will process it immediately.

Please let me know if you have any questions or concerns.

Best regards, Ward

Ward Normandin

Agent de programmes, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ward.normandin@labour-travail.gc.ca / Tél.: 819-654-4334

Program Officer, Labour Program Employment and Social Development Canada / Government of Canada ward.normandin@labour-travail.gc.ca / Tel.: 819-654-4334



krigne, veus se Forum de l'équité, la diversité et l'inclusion en milieu de travail (FESIAT). - en Égras, un expante collaboratel pour employeurs. Envoyes-nous un courriel groun voca (parabet) I like the childe **Workplace Equity, Oversity and Inclusion Forum** (WECE), a collaborative

From: sherv! helsdon baker [mailto:sherv!.helsdon-baker@oracle.com]

Sent: 2017-12-18 5:22 PM To: Normandin, Ward W [NC]

Subject: Re: Oracle Canada Notice of Subsequent Compliance Assessment under the FCP

Hi Ward.

We have been working on gathering together all the information requested for the Subsequent Compliance Assessment which is due tomorrow. After running the reports and analyzing the data, we came to the realization that the self identification data for a large group of employees (approx 450) who we hired through an acquisition earlier this year was not entered into our records. As a result, unfortunately the reports we ran are inaccurate. Would it be possible for us to have an extension to submit everything in mid-January? We are working on entering the self ID information in our systems this week, and once that is completed, we can begin re-running all the reports and analyses. As our offices are closed between December 25-January 1 inclusive for

Winter Break, much of the reporting and analysis will be delayed until January. I apologize for this delay and hope this is not too much of an inconvenience. Please advise if mid-January is acceptable.

Thank you for your consideration.

Sheryl

On 23/11/2017 2:22 PM, ward.normandin@labour-travail.gc.ca wrote: Hi Sheryi,

Thanks for the follow-up. I can definitely call in on Monday morning.

Talk then!

All the best, Ward Ward Normandin

Agent de programmes, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ward.normandin@labour-travail.gc.ca / Tél.: 819-654-4334

Program Officer, Labour Program
Employment and Social Development Canada / Government of Canada ward.normandin@labour-travail.gc.ca / Tel.: 819-654-4334

**From:** sheryl helsdon baker [mailto:sheryl.helsdon-baker@oracle.com]

Sent: 2017-11-23 2:22 PM

To: Normandin, Ward W [NC]; prakash.s.subramaniam@oracle.com

Subject: Re: Oracle Canada Notice of Subsequent Compliance Assessment under the FCP

Thanks Ward. Prakash and I are in different offices on Monday, so it would be great if we could use my conference call number:

1-866-682-4770

Passcode

I have also sent a calendar invitation with the dial-in details. Looking forward to speaking with you on Monday. Have a wonderful weekend!

Shervl

On 23/11/2017 11:55 AM, ward.normandin@labour-travail.gc.ca wrote: Hi Sheryl,

Monday morning at 9:00 am works perfectly for me. Please call me at 819-654-4334.

Enjoy your weekend!

All the best, Ward

Ward Normandin

Agent de programmes, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ward.normandin@labour-travail.gc.ca / Tél.: 819-654-4334

Program Officer, Labour Program
Employment and Social Development Canada / Government of Canada ward.normandin@labour-travail.gc.ca / Tel.: 819-654-4334

From: sheryl helsdon baker [mailto:sheryl.helsdon-baker@oracle.com]

Sent: 2017-11-23 11:53 AM

To: Normandin, Ward W [NC]; Prakash Subramaniam

Subject: Re: Oracle Canada Notice of Subsequent Compliance Assessment under the FCP

Hi Ward.

Thank you for getting back to me so quickly. I'm out of office tomorrow. Would you be available Monday at 9am, or anytime between 1:30-4:00?

I've cc'ed my team member Prakash as he would join the call with us.

thanks, Sheryl

On 23/11/2017 11:44 AM, <u>ward.normandin@labour-travail.gc.ca</u> wrote: Good morning Sheryl,

Thank you for your e-mail. I would be happy to speak with you. I have some time Friday morning around 11am, and again in the afternoon at 2pm. Would either of those times work for you? If not, what is your availability?

I look forward to hearing from you.

Kind regards, Ward

Ward Normandin

Agent de programmes, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada ward.normandin@labour-travail.gc.ca / Tél.: 819-654-4334

Program Officer, Labour Program
Employment and Social Development Canada / Government of Canada ward.normandin@labour-travail.gc.ca / Tel.: 819-654-4334

From: shery! helsdon baker [mailto:sheryl.helsdon-baker@oracle.com]

**Sent:** 2017-11-23 11:05 AM **To:** Normandin, Ward W [NC]

Subject: Oracle Canada Notice of Subsequent Compliance Assessment under the FCP

Dear Mr. Normandin,

We received an email notification this week for Oracle Canada to submit information by December 19 for a subsequent compliance assessment, further to our initial compliance assessment that was concluded in November 2015. We have some questions regarding the information that is being requested and wonder if we could arrange a call to discuss?

Thank you in advance for your assistance.

regards, Sheryl ķ

#### Oracle Canada ULC (certificate # 969622)

# PEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

# Reporting Period 2016-01-01 to 2017-11-15

GEOGRAPHICAL ASEAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

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	Formanient Foll-time	Parmanent Part-lissa	Temporary	Total Number of Employees
Ontario	1722	8	••••••••••••••••••••••••••••••••••••••	1788
Québec	338	\$	3	240
Nova Scotta	33	3	3	3
New Brusswick	33	3	33	3
Manitobs	*	8	0	
Batish Columbia	218	3	\$	\$1.
Prince Edward Baland	;	٥	<b>(</b>	
Saskatohewan	1	Ÿ	8	
Alterto	302	8	ε	30
Newfoundished and Labrador	4	8	8	***************************************
Total Employees in Ca		******************************		23

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	Fernances Full-time	Fermaneri Fari-lime	Temporary	Total Number of Employees
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Edmundos	21	Q	8	â
Hsilisx	*1	3	ŭ	\$
Mortrési	199	<b>\$</b>	٥	30
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Vancouver	23.8	· ·	\$	23
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Kitchener - Cambridge - Waterloo	122	8	ÿ	1)
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Total Employ	opes in Consoda	»		27



## Oracle Canada ULC (certificate # 060622)

#### PEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

#### Full-Time / National

## Resorting Pedad 2015-01-01 to 2017-11-15

		Ali Employees	~~~~	A)	boriginal Fleopi	46	Pers	ons with Disab	ittes	Manto	rs of Visite <mark>s M</mark> i	vorities:
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Sanior Managers	22	18	4			}			***************************************	2	2	
Middle and Other Managers	141	193	38.				į.	3		\$3	44	3
Protessionsis	454	338	338	3	3	ž	\$	3	2	188	139	50
Semi-Professionals and Techniclens	361	\$3	áá							53	34	19
Administrative and Senior Clerical Personnel	13	2	11							*	i i i i i i i i	8
Skilled Sales and Service Personnel	382	284	48				4	3	1	76	54	33
Clerical Personnel	*	3	\$							3	\$	2
intermediate Sales and Service Personnal	15	13	2						• • • • • • • • • • • • • • • • • • •	*	4	
Total Number of Employees Hired	1168	880	318	3	<u> </u>	2	30	3	3	384	258	166



#### Oracle Canada ULC (confficate # 660600)

#### PEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Flatt-Time / National

Reporting Period 2015-01-01 to 2017-11-15

yu.u.yu	Empley	ees promoted (	Employees pro	eresso dunng i	he year are to	be reported or	ly in the ecoup	ational groups	in which or to v	shiot bey kew	e been last proj	sosted.)
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Occupational Circup	Total Cot 3	Men Cel 3	Women Cot 3	Yotei Ool 4	Men Ool. 5	Worsen Ool. 6	Tetal Col. 7	Mara Col. 6	Viromen Cot 9	Total Col. 10	Men Col. 11	Women Col. 12
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Middle and Ciber Managers	30%	83	23				3	3		33	28	
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Semi-Protessionals and Technicians	8.8	34	18							19	33	8
Administrative and Senior Clerical Personnal	4	1	3									
Skilled Sales and Service Personnel	112	82	36							2.7	22	5
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#### Oracle Canada UCC (certificate # 950633)

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2015-01-01 to 2017-11-16

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Senior Managers	380	28	8	***********	***************************************					4	á	
Microse and Other Managers	125	100	26							30	25	3
Professionals	331	239	92				3	>		329	90	39
Semi-Protessionals and Technicians	195	79	20							39	32	7
Administrative and Senior Clerical Personnel	\$	\$	ን							2		3
Ekilled Sales and Service Paraconal	423	346	83	1	į		3	3	*	88	72	38
Clerical Personnal	10		30					<u> </u>	<b></b>	3	•	3
intermediate Sales and Service Personnei	3.2	10	á			•				?	*	1
Total Number of Engloyees Terminated	1047	793	282	3	3		8	\$		298	230	88

Canada

#### Oracle Canada ULC (certificate # 869622)

# FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2015-01-01 to 2017-11-15

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## Workforce Analysis - Detailed Report

Date: 2018-01-05

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		•	Gap 	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers		68	12	17.6 %	25.8 %	18		
0013 : Senior managers - financial, communications and other business services	Alberta	2	1	50.0 %	21.0 %	0	1	Alberta
0013 : Senior managers - financial, communications and other business services	British Columbia	6	0	0.0 %	22.5 %	1		British Columbia
9013 : Senior managers - financial, communications and other business services	Ontario	54	11	20.4 %	26.7 %	14		Ontario
0013 : Senior managers - financial, communications and other business services	Québec	6	0	0.0 %	22.5 %	1		Québec
02 : Middle and Other Managers		286	73	25.5 %	29.2 %	84		
0111 : Financial managers	British Columbia	1	Ö	0.0 %	60.2 %	1		British Columbia
0111 : Financial managers	Ontario	2	1	50.0 %	54.3 %	1	0	Ontario
0112 : Human resources managers	Ontario	2	1	50.0 %	67.5 %	1	0	Ontario
0114 : Other administrative services managers	Alberta	1	1	100.0 %	55.5 %	1	0	Alberta
0114 : Other administrative services managers	Ontario	8	5	62.5 %	52.7 %	4	1	Ontario
0125 : Other business services managers	British Columbia	1	1	100.0 %	46.5 %	0	1	British Columbia
0125 : Other business services managers	New Brunswick	1	Ö	0.0 %	39.8 %	0	0	New Brunswick
0125 : Other business services managers	Ontario	23	12	52.2 %	48.8 %	11	1	Ontario
0125 : Other business services managers	Québec	4	4	100.0 %	46.7 %	2	2	Québec
0213 : Computer and information systems managers	Alberta	4	1	25.0 %	19.2 %	1	0	Alberta
0213 : Computer and information systems managers	British Columbia	11	3	27.3 %	17.6 %	2	1	British Columbia
0213 : Computer and information systems managers	Manitoba	1	0	0.0 %	20.7 %	0	0	Manitoba
0213 : Computer and information systems managers	Nova Scotia	1	0	0.0 %	22.2 %	0	0	Nova Scotia
0213 : Computer and information systems managers	Ontario	136	28	20.6 %	24.9 %	34		Ontario
0213 : Computer and information systems managers	Québec	18	2	11.1 %	24.6 %	4		Québec
0213 : Computer and information systems managers	Saskatchewan	1	0	0.0 %	22.9 %	0	0	Saskatchewan
0601 : Corporate sales managers	Alberta	6	0	0.0 %	23.5 %	1		Alberta
0601 : Corporate sales managers	British Columbia	5	1	20.0 %	28.1 %	1	0	British Columbia



# Workforce Analysis - Detailed Report

Date: 2018-01-05

					Women		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability Ga	Recruitment Area
		#	#	%	%	#	<b>‡</b>
0601 : Corporate sales managers	Ontario	52	10	19.2 %	30.0 %	16	S Ontario
0601 : Corporate sales managers	Québec	7	2	28.6 %	23.8 %	2	0 Québec
0714 : Facility operation and maintenance managers	Ontario	1	1	100.0 %	18.7 %	0	1 Ontario
03 : Professionals		957	262	27.4 %	26.3 %	252	0
1112 : Financial and investment analysts	Ontario	4	3	75.0 %	49.8 %	2	1 Ontario
1121 : Human resources professionals	Ontario	7	5	71.4 %	71.6 %	5	0 Ontario
1121 : Human resources professionals	Québec	1	0	0.0 %	68.3 %	1	Québec
1122 : Professional occupations in business management consulting	Alberta	2	1	50.0 %	42.9 %	1	0 Alberta
1122 : Professional occupations in business management consulting	British Columbia	4	0	0.0 %	39.3 %	2	British Columbia
1122 : Professional occupations in business management consulting	New Brunswick	2.	1	50.0 %	50.0 %	1	0 New Brunswick
1122 : Professional occupations in business management consulting	Nova Scotia	1	1	100.0 %	44.1 %	0	1 Nova Scotia
1122 : Professional occupations in business management consulting	Ontario	63	36	57.1 %	43.1 %	27	9 Ontario
1122 : Professional occupations in business management consulting	Québec	2	2	100.0 %	39.7 %	1	1 Québec
1123 : Professional occupations in advertising, marketing and public relations	Ontario	7	5	71.4 %	66.6 %	5	0 Ontario
2147 : Computer engineers (except software engineers and designers)	British Columbia	1	1	100.0 %	13.0 %	0	1 British Columbia
2171 : Information systems analysts and consultants	Alberta	12	2	16.7 %	29.3 %	4	Alberta
2171 : Information systems analysts and consultants	British Columbia	34	11	32.4 %	28.8 %	10	1 British Columbia
2171 : Information systems analysts and consultants	Manitoba	2	0	0.0 %	25.0 %	1	Manitoba
2171 : Information systems analysts and consultants	New Brunswick	2	1	50.0 %	27.8 %	1	0 New Brunswick
2171 : Information systems analysts and consultants	Newfoundland and Labrador	2	0	0.0 %	36.0 %	1	Newfoundland and
2171: Information systems analysts and consultants	Nova Scotia	2	0	0.0 %	26.0 %	1	Nova Scotia
2171 : Information systems analysts and consultants	Ontario	278	77	27.7 %	28.8 %	80	Mario Ontario
2171 : Information systems analysts and consultants	Québec	26	4	15.4 %	26.5 %	7	<b>Q</b> uébec
2172 : Database analysts and data administrators	Ontario	14	1	7.1 %	35.0 %	5	Ontario
						222220000000	100



# Workforce Analysis - Detailed Report

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					Women		
Employment Equity Occupational Group	Internal Location	All Employees	-	sentation		ability Gap	Recruitment Area
		#	#	%	%	# #	
2172 : Database analysts and data administrators	Québec	1	0	0.0 %	32.0 %	0 0	Québec
2173 : Software engineers and designers	Alberta	8	0	0.0 %	15.8 %	1	Alberta
2173 : Software engineers and designers	British Columbia	62	16	25.8 %	15.9 %	10 6	British Columbia
2173 : Software engineers and designers	New Brunswick	2	0	0.0 %	18.9 %	0 0	New Brunswick
2173 : Software engineers and designers	Nova Scotia	2	0	0.0 %	19.8 %	0 0	Nova Scotia
2173 : Software engineers and designers	Ontario	285	52	18.2 %	18.8 %	54	Ontario
2173 : Software engineers and designers	Québec	45	11	24.4 %	14.2 %	6 5	Québec
2174 : Computer programmers and interactive media developers	Alberta	1	0	0.0 %	16.0 %	0 0	Alberta
2174 : Computer programmers and interactive media developers	British Columbia	4	1	25.0 %	15.7 %	1 0	British Columbia
2174 : Computer programmers and interactive media developers	New Brunswick	1	0	0.0 %	14.1 %	0 0	New Brunswick
2174 : Computer programmers and interactive media developers	Newfoundland and Labrador	1	Ō	0.0 %	25.9 %	0 0	Newfoundland and
2174 : Computer programmers and interactive media developers	Ontario	44	17	38.6 %	20.4 %	9 8	Ontario
2174 : Computer programmers and interactive media developers	Québec	4	Ū	0.0 %	15.3 %	1	Québec
4021 : College and other vocational instructors	Alberta	1	0	0.0 %	49.2 %	0 0	Alberta
4021 : College and other vocational instructors	British Columbia	2	0	0.0 %	59.7 %	1	British Columbia
4021 : College and other vecational instructors	Ontario	19	10	52.6 %	55.5 %	11	Ontario
4112 : Lawyers and Quebec notaries	Ontario	5	2	40.0 %	40.9 %	2 0	Ontario
5125: Translators, terminologists and interpreters	Québec	Δ	2	50.0 %	69.6 %	3	Québec
04 : Semi-Professionals and Technicians		358	85	23.7 %	23.8 %	85 0	
2281 : Computer network technicians	Alberta	1	1	100.0 %	20,3 %	0 1	Alberta
2281 : Computer network technicians	British Columbia	1	0	0.0 %	19.8 %	0 0	British Columbia
2281 : Computer network technicians	New Brunswick	1	0	0.0 %	13.9 %	0 0	New Brunswick
2281 : Computer network technicians	Ontario	4	0	0.0 %	20.8 %	1	Ontario
2282 : User support fechnicians	Alberta	10	2	20.0 %	26.7 %	3	Alberta
						500000000000000000000000000000000000000	



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	Women							
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	lability G	p Recruitment Area	
		#	#	%	%	#	#	
2282 : User support technicians	British Columbia	29	7	24.1 %	25.1 %	7	0 British Columbia	
2282 : User support technicians	Manitoba	3	0	0.0 %	27.1 %	1	Manitoba Manitoba	
2282 : User support technicians	Newfoundland and Labrador	1	0	0.0 %	31.0 %	0	0 Newfoundland and	
2282 : User support technicians	Nova Scotia	1	0	0.0 %	32.1 %	0	0 Nova Scotia	
2282 : User support technicians	Ontario	266	67	25.2 %	24.2 %	64	3 Ontario	
2282 : User support technicians	Prince Edward Island	1	1	100.0 %	29.7 %	0	Prince Edward Island	
2282 : User support technicians	Québec	40	7	17.5 %	19.6 %	8	Québec	
05 : Supervisors		1	1	100.0 %	73,8 %	1	0	
1211: Supervisors, general office and administrative support workers	Toronto	1	4	100.0 %	73.8 %	1	0 Toronto	
07 : Administrative and Senior Clerical Personnel		27	25	92.6 %	87.5 %	24	1	
1223 : Human resources and recruitment officers	Toronto	2	0	0.0 %	73.5 %	1	Toronto	
1224 : Property administrators	Ottawa - Gatineau	1	1	100.0 %	50.7 %	1	0 Ottawa - Gatineau	
1224 : Property administrators	Toronto	1	1	100.0 %	49.3 %	0	1 Toronto	
1224 : Property administrators	Vancouver	1	1	100.0 %	47.6 %	0	1 Vancouver	
1241 : Administrative assistants	Calgary	1	4	100.0 %	95.9 %	1	0 Calgary	
1241 : Administrative assistants	Kitchener - Cambridge - Waterloo	1	1	100.0 %	97.1 %	1	0 Kitchener - Cambridge	
1241 : Administrative assistants	Montréal	2	2	100.0 %	96.2 %	2	0 Montréal	
1241 : Administrative assistants	Ottawa - Gatineau	2	2	100.0 %	91.0 %	2	0 Ottawa - Gatineau	
1241 : Administrative assistants	Québec	1	1	100.0 %	97.2 %	1	0 Québec	
1241 : Administrative assistants	Toronto	13	13	100.0 %	93.5 %	12	1 Toronto	
1241 : Administrative assistants	Vancouver	2	2	100.0 %	93.4 %	2	0 Vancouver	
08 : Skilled Sales and Service Personnel		580	145	25.0 %	27.8 %	161	10	
6221 : Technical sales specialists - wholesale trade	Alberta	53	7	13.2 %	20.5 %	11	4 Alberta	
6221 : Technical sales specialists - wholesale trade	British Columbia	52	12	23.1 %	26.3 %	14	British Columbia	



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#### Women

Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		ilability Gap	Recruitment Area
		#	#	%	%	# #	
6221 : Technical sales specialists - wholesale trade	Manitoba	3	0	0.0 %	27.8 %	1	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	2	1	50.0 %	26.1 %	1 0	New Brunswick
6221 : Technical sales specialists - wholesale trade	Nova Scotia	4	2	50.0 %	24.9 %	1 1	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	393	104	26.5 %	28.7 %	113	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	73	19	26,0 %	29.1 %	21	Québec
10 : Clerical Personnel		23	15	65.2 %	77.3 %	18	
1411 : General office support workers	Montréal	3	r	33.3 %	78.7 %	2	Montréal
1411 : General office support workers	Ottawa - Gatineau	1	1	100.0 %	75.4 %	1 0	Ottawa - Gatineau
1411 : General office support workers	Québec	2	2	100.0 %	79.6 %	2 0	Québec
1411 : General office support workers	Toronto	13	9	69.2 %	77.4 %	10	Toronto
1411 : General office support workers	Vancouver	1	1	100.0 %	83.9 %	1 0	Vancouver
1415 : Personnel clerks	Toronto	1	1	100.0 %	79.5 %	1 0	Toronto
1432 : Payroll clerks	Toronto	1	0	0.0 %	85.3 %	1	Toronto
1523 : Production logistics co-ordinators	Toronto	1	0	0.0 %	51.5 %	1	Toronto
11 : Intermediate Sales and Service Personnel		18	3	16.7 %	62.3 %	11	
6411 : Sales and account representatives - wholesale trade (non-technical)	Montréal	1	0	0.0 %	38.3 %	0 0	Montréal
6411 : Sales and account representatives - wholesale trade (non-technical)	Toronto	1	1	100.0 %	38.5 %	0 1	Toronto
6552: Other customer and information services representatives	Toronto	16	2	12.5 %	65.3 %	10	Toronto
Total		2318	621	26.8 %	28.2 %	654	

Total may not equal sum of components due to rounding.

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



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		Aboriginal Peoples							
Employment Equity Occupational Group	Internal Location All Employees Representation Availability (			All Employees Representation			nal Location All Employees Representation	Gap	Recruitment Area
		#	#	%	%	#	#		
01 : Senior Managers		68	0	0.0 %	0.6 %	0	0		
0013 : Senior managers - financial, communications and other business services	Alberta	2	0	0.0 %	2.5 %	0	0	Alberta	
0013 : Senior managers - financial, communications and other business services	British Columbia	6	0	0.0 %	0.5 %	0	0	British Columbia	
2013 : Senior managers - financial, communications and other business services	Ontario	54	0	0.0 %	0.6 %	0	0	Ontario	
0013 : Senior managers - financial, communications and other business services	Québec	6	O	0.0 %	0.6 %	0	0	Québec	
2 : Middle and Other Managers		286	θ	0.0 %	0.9 %	3			
H111 : Financial managers	British Columbia	1	0	0.0 %	3.2 %	0	0	British Columbia	
l111 : Financial managers	Ontario	2	0	0.0 %	1.2 %	0	0	Ontario	
112 : Human resources managers	Ontario	2	0	0.0 %	1.2 %	0	0	Ontario	
114 : Other administrative services managers	Alberta	1	0	0.0 %	4.9 %	0	0	Alberta	
1114 : Other administrative services managers	Ontario	8	O	0.0 %	2.0 %	0	0	Ontario	
125 : Other business services managers	British Columbia	1	θ	0.0 %	1.8 %	0	0	British Columbia	
1125 : Other business services managers	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick	
125 : Other business services managers	Ontario	23	0	0.0 %	1.1 %	0	0	Ontario	
125 : Other business services managers	Québec	4	0	0.0 %	0.6 %	0	0	Québec	
213 : Computer and information systems managers	Alberta	A	0	0.0 %	0.9 %	0	0	Alberta	
213 : Computer and information systems managers	British Columbia	11	O	0.0 %	1.9 %	0	0	British Columbia	
213 : Computer and information systems managers	Manitoba	1	θ	0.0 %	5.1 %	0	0	Manitoba	
213 : Computer and information systems managers	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia	
213 : Computer and information systems managers	Ontario	136	0	0.0 %	0.6 %	1		Ontario	
213 : Computer and Information systems managers	Québec	18	0	0.0 %	0.5 %	0	0	Québec	
213 : Computer and information systems managers	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan	
601 : Corporate sales managers	Alberta	6	Ö	0.0 %	1.1 %	0	0	Alberta	
0601 : Corporate sales managers	British Columbia	5	0	0.0 %	1.3 %	0	0	British Columbia	



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		Aboriginal Peoples							
Employment Equity Occupational Group	Internal Location	All Employees	•			bility G		ment Area	
		#	#	%	%	#	#		
0601 : Corporate sales managers	Ontario	52	0	0.0 %	1.0 %	1	M Ontario		
0601 : Corporate sales managers	Québec	7	0	0.0 %	0.8 %	0	0 Québec		
0714 : Facility operation and maintenance managers	Ontario	1	0	0.0 %	2.2 %	0	0 Ontario		
03 : Professionals		957	9	0.9 %	0.8 %	8	1		
1112 : Financial and investment analysts	Ontario	4	O	0.0 %	0.5 %	0	0 Ontario		
121 : Human resources professionals	Ontario	7	θ	0.0 %	1.7 %	0	0 Ontario		
121 : Human resources professionals	Québec	1	0	0.0 %	1.4 %	0	0 Québec		
122 ; Professional occupations in business management consulting	Alberta	2	0	0.0 %	3.1 %	0	0 Alberta		
122 : Professional occupations in business management consulting	British Columbia	4	0	0.0 %	1.9 %	0	0 British C	olumbia	
122 : Professional occupations in business management consulting	New Brunswick	2.	0	0.0 %	1.1 %	0	0 New Bri	ınswick	
122 : Professional occupations in business management consulting	Nova Scotia	1	o	0.0 %	3.1 %	0	0 Nova S	otia	
122 : Professional occupations in business management consulting	Ontario	63	0	0.0 %	0.8 %	1	Ontario		
122 : Professional occupations in business management consulting	Québec	2	0	0.0 %	0.8 %	0	∞ 0 Québec		
123 : Professional occupations in advertising, marketing and public relations	Ontario	7	0	0.0 %	1.1 %	0	0 Ontario		
147 : Computer engineers (except software engineers and designers)	British Columbia	1	0	0.0 %	2.5 %	0	0 British C	olumbia	
171 : Information systems analysts and consultants	Alberta	12	2	16.7 %	1.6 %	0	2 Alberta		
171 : Information systems analysts and consultants	British Columbia	34	Ö	0.0 %	1.3 %	0	0 British C	olumbia	
171 : information systems analysts and consultants	Manitoba	2	0	0.0 %	4.7 %	0	0 Manitob	a	
171 : Information systems analysts and consultants	New Brunswick	2	0	0.0 %	1.5 %	0	0 New 8n	inswick	
171 : Information systems analysts and consultants	Newfoundland and Labrador	2	0	0.0 %	4.4 %	0	0 Newfou	ndland and	
1771: Information systems analysts and consultants	Nova Scotia	2	0	0.0 %	0.8 %	0	0 Nova S	cotia	
1771 : Information systems analysts and consultants	Ontario	278	2	0.7 %	0.7 %	2	0 Ontario		
171 : Information systems analysts and consultants	Québec	26	0	0.0 %	0.8 %	0	0 Québec		
1772 : Database analysts and data administrators	Ontario	14	0	0.0 %	0.8 %	0	0 Ontario		



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		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees #	Represe	entation %	Availa %	ability #	Gap #	Recruitment Area
2172 : Database analysts and data administrators	Québec	1		0.0 %	0.9 %	0	0	Québec
2173 : Software engineers and designers	Alberta	8	0	0.0 %	0.8 %	0	0	Alberta
2173 : Software engineers and designers	British Columbia	62	0	0.0 %	0.4 %	0	0	British Columbia
2173 : Software engineers and designers	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2173 : Software engineers and designers	Nova Scotia	2	ō	0,0 %	0.0 %	0	0	Nova Scotia
2173 : Software engineers and designers	Ontario	285	1	0.4 %	0.5 %	1	0	Ontario
2173 : Software engineers and designers	Québec	45	1	2.2 %	0.7 %	0	1	Québec
2174 : Computer programmers and interactive media developers	Alberta	1	0	0.0 %	1.4 %	0	0	Alberta
2174 : Computer programmers and interactive media developers	British Columbia	4	0	0.0 %	1.1 %	0	0	British Columbia
• • •		•						
2174 : Computer programmers and interactive media developers	New Brunswick	1	0	0.0 %	1.7 %	0	0	New Brunswick
2174 : Computer programmers and interactive media developers	Newfoundland and Labrador	1	Ö	0.0 %	4.4 %	0	0	Newfoundland and
2174 : Computer programmers and interactive media developers	Ontario	44	2	4.5 %	0.8 %	0	2	Ontario
2174 : Computer programmers and interactive media developers	Québec	4	Ū	0.0 %	0.6 %	0	0	Québec
4021 : College and other vocational instructors	Alberta	1	0	0.0 %	3.8 %	0	0	Alberta
4021 : College and other vocational instructors	British Columbia	2	0	0.0 %	2.8 %	0	0	British Columbia
4021 : College and other vocational instructors	Ontario	19	T .	5.3 %	1.5 %	0	1	Ontario
4112 : Lawyers and Quebec notaries	Ontario	5	0	0.0 %	0.9 %	0	0	Ontario
5125 : Translators, terminologists and interpreters	Québec	A	0	0.0 %	1.7 %	0	0	Québec
04 : Semi-Professionals and Technicians		358	1	0.3 %	1.7 %	6	•	
2281 : Computer network technicians	Alberta	1	0	0.0 %	2.7 %	0	0	Alberta
2281 : Computer network technicians	British Columbia	1	0	0.0 %	2.0 %	0	0	British Columbia
2281 : Computer network technicians	New Brunswick	1	0	0.0 %	1.0 %	0	0	New Brunswick
2281 : Computer network technicians	Ontario	4	0	0.0 %	1.4 %	0	0	Ontario
2282 : User support fechnicians	Alberta	10	0	0.0 %	3.8 %	0	0	Alberta



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		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	entation %	Availi %	ability #	Gap #	Recruitment Area
2282 : User support technicians	British Columbia	29	1	3.4 %	1.8 %	1	0	British Columbia
2282 : User support technicians	Manitoba	3	0	0.0 %	4.9 %	0	0	Manitoba
2282 : User support technicians	Newfoundland and Labrador	1	0	0.0 %	11.6 %	0	0	Newfoundland and
2282 : User support technicians	Nova Scotia	1	0	0.0 %	3.2 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	266	0	0.0 %	1.6 %	4	4	Ontario
2282 : User support fechnicians	Prince Edward Island	1	0	0.0 %	0.0 %	Ð	0	Prince Edward Island
2282 : User support technicians	Québec	40	Ō	0.0 %	1.3 %	1		Québec
05 : Supervisors		1	0	0.0 %	0.0 %	0	0	
1211 : Supervisors, general office and administrative support workers	Toronto	1	0	0.0 %	0.0 %	0	0	Toronto
07 : Administrative and Senior Clerical Personnel		27	r	3.7 %	1.2 %	0	1	
1223 : Human resources and recruitment officers	Toronto	2	0	0.0 %	0.6 %	0	0	Toronto
1224 : Property administrators	Ottawa - Gatineau	1	0	0.0 %	1.5 %	0	0	Ottawa - Gatineau
1224 : Properly administrators	Toronto	1	Ō	0.0 %	1.3 %	0	0	Toronto
1224 : Property administrators	Vancouver	1	0	0.0 %	1.7 %	0	0	Vancouver
1241 : Administrative assistants	Calgary	1	0	0.0 %	3.2 %	0	0	Calgary
1241 : Administrative assistants	Kilchener - Cambridge - Waterloo	1	0	0.0 %	1.4 %	0	0	Kitchener - Cambridge
1241 : Administrative assistants	Montréal	2	0	0.0 %	0.8 %	0	0	Montréal
1241 : Administrative assistants	Ottawa - Gatineau	2	0	0.0 %	4.0 %	0	0	Ottawa - Gatineau
1241 : Administrative assistants	Québec	1	0	0.0 %	0.6 %	0	0	Québec
1241 : Administrative assistants	Toronto	13	1	7.7 %	0.7 %	0	1	Toronto
1241 : Administrative assistants	Vancouver	2	o	0.0 %	2.0 %	0	0	Vancouver
08 : Skilled Sales and Service Personnel		580	2	0.3 %	1.2 %	7		
6221 : Technical sales specialists - wholesale trade	Alberta	53	1	1.9 %	2.0 %	1	0	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	52	0	0.0 %	2.5 %	1		British Columbia



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## **Aboriginal Peoples**

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation		lability	Gap	Recruitment Area
		#	#	%	%	#	#	
6221 : Technical sales specialists - wholesale trade	Manifoba	3	0	0.0 %	6.3 %	0	0	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
6221 : Technical sales specialists - wholesale trade	Nova Scotia	4	0	0.0 %	2.3 %	0	0	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	393	0	0.0 %	1.0 %	4	4	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	73	1	1.4 %	1.0 %	1	0	Québec
10 : Clerical Personnel		23	0	0.0 %	0.8 %	0	0	
1411 : General office support workers	Montréal	3	0	0.0 %	0.7 %	0	0	Montréal
1411 : General office support workers	Ottawa - Gatineau	1	0	0.0 %	3.3 %	0	0	Ottawa - Gatineau
1411 : General office support workers	Québec	2	0	0.0 %	0.4 %	0	0	Québec
1411 : General office support workers	Toronto	13	0	0.0 %	0.6 %	0	0	Toronto
1411 : General office support workers	Vancouver	1	o	0.0 %	2.4 %	0	0	Vancouver
1415 : Personnel clerks	Toronto	1	0	0.0 %	0.0 %	0	0	Toronto
1432 : Payroll clerks	Toronto	1	0	0.0 %	0.0 %	0	0	Toronto
1523 : Production logistics co-ordinators	Toronto	1	0	0.0 %	1.2 %	0	0	Toronto
11 : Intermediate Sales and Service Personnel		18	0	0.0 %	0.8 %	0	0	
6411 : Sales and account representatives - wholesale trade (non-technical)	Montréal	1	0	0.0 %	0.8 %	0	0	Montréal
6411 : Sales and account representatives - wholesale trade (non-technical)	Toronto	1	Ö	0.0 %	0.7 %	0	0	Toronto
6552: Other customer and information services representatives	Toronto	16	0	0.0 %	0.8 %	0	0	Toronto
Total		2318	13	0.5 %	1.0 %	24		

Total may not equal sum of components due to rounding.

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



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		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	•	entation		lability	Gap	Recruitment Area
		#	#	%	%	#	#	
D1 : Senior Managers		68	10	14.7 %	14.7 %	10	0	
0013 : Senior managers - financial, communications and other business services	Alberta	2	0	0.0 %	10.3 %	0	0	Alberta
0013 : Senior managers - financial, communications and other business services	British Columbia	6	1	16.7 %	22.7 %	1	0	British Columbia
013 : Senior managers - financial, communications and other business services	Ontario	54	8	14.8 %	14.9 %	8	0	Ontario
013 : Senior managers - financial, communications and other business services	Québec	6	1	16.7 %	6.2 %	0	1	Québec
2: Middle and Other Managers		286	88	30.8 %	22.2 %	63	25	
1111: Financial managers	British Columbia	1	0	0.0 %	31.0 %	0	0	British Columbia
111 : Financial managers	Ontario	2	1	50.0 %	27.3 %	1	0	Ontario
112 : Human resources managers	Ontario	2	0	0.0 %	17.1 %	0	0	Ontario
114 : Other administrative services managers	Alberta	1	0	0.0 %	12.6 %	0	0	Alberta
114 : Other administrative services managers	Ontario	8	4	50.0 %	17.3 %	1	3	Ontario
125 : Other business services managers	British Columbia	1	0	0.0 %	26.6 %	0	0	British Columbia
125 : Other business services managers	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
125 : Other business services managers	Ontario	23	3	13.0 %	22.8 %	5 🎇	2	Ontario
125 : Other business services managers	Québec	4	3	75.0 %	11.6 %	0	3	Québec
213 : Computer and information systems managers	Alberta	A	1	25.0 %	17.0 %	1	0	Alberta
213 : Computer and information systems managers	British Columbia	11	4	36,4 %	28.1 %	3	1	British Columbia
213 : Computer and information systems managers	Manitoba	1	1	100.0 %	8.9 %	0	1	Manitoba
213 : Computer and information systems managers	Nova Scotia	1	0	0.0 %	3.8 %	0	0	Nova Scotia
213 : Computer and information systems managers	Ontario	136	53	39.0 %	27.8 %	38	15	Ontario
213 : Computer and information systems managers	Québec	18	4	22.2 %	10.1 %	2	2	Québec
213 : Computer and information systems managers	Saskatchewan	1	0	0.0 %	5.0 %	0	0	Saskatchewan
601 : Corporate sales managers	Alberta	6	O	0.0 %	10.2 %	1		Alberta
601 : Corporate sales managers	British Columbia	5	1	20.0 %	21.6 %	1	0	British Columbia



# Workforce Analysis - Detailed Report

Date: 2018-01-05

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation		lability	Gap	Recruitment Area
		#	#	%	%	#	#	
0601 : Corporate sales managers	Ontario	52	13	25.0 %	17.2 %	9	4	Ontario
0601 : Corporate sales managers	Québec	7	0	0.0 %	7.0 %	0	0	Québec
0714 : Facility operation and maintenance managers	Ontario	1	0	0.0 %	14.5 %	0	0	Ontario
03 : Professionals		957	369	38.6 %	38.4 %	367	2	
1112 : Financial and investment analysts	Ontario	4	3	75.0 %	46.1 %	2	1	Ontario
1121 : Human resources professionals	Ontario	7	3	42.9 %	20.9 %	1	2	Ontario
1121 : Human resources professionals	Québec	1	0	0.0 %	6.6 %	0	0	Québec
1122 : Professional occupations in business management consulting	Alberta	2	0	0.0 %	17.3 %	0	0	Alberta
1122 : Professional occupations in business management consulting	British Columbia	4	1	25.0 %	25.3 %	1	0	British Columbia
1122 : Professional occupations in business management consulting	New Brunswick	2	1	50.0 %	8.1 %	0	1	New Brunswick
1122 : Professional occupations in business management consulting	Nova Scotia	1	Ö	0.0 %	4.6 %	0	0	Nova Scotia
1122 : Professional occupations in business management consulting	Ontario	63	29	46.0 %	29.2 %	18	11	Ontario
1122 : Professional occupations in business management consulting	Québec	2	0	0.0 %	10.5 %	0	0	Québec
1123 : Professional occupations in advertising, marketing and public relations	Ontario	7	1	14.3 %	21.8 %	2 🎇		Ontario
2147 : Computer engineers (except software engineers and designers)	British Columbia	1	0	0.0 %	43.9 %	0	0	British Columbia
2171 : Information systems analysts and consultants	Alberta	12	1	8.3 %	28.1 %	3		Alberta
2171: Information systems analysts and consultants	British Columbia	34	7	20.6 %	37.7 %	13	****	British Columbia
2171 : Information systems analysts and consultants	Manitoba	2	1	50.0 %	15.8 %	0	1	Manitoba
2171: Information systems analysts and consultants	New Brunswick	2	0	0.0 %	5.6 %	0	0	New Brunswick
2171 : Information systems analysts and consultants	Newfoundland and Labrador	2	0	0.0 %	3.4 %	0	0	Newfoundland and
2171: Information systems analysts and consultants	Nova Scotia	2	0	0.0 %	9.2 %	0	0	Nova Scotia
2171: Information systems analysts and consultants	Ontario	278	131	47.1 %	41.7 %	116	15	Ontario
2171 : Information systems analysts and consultants	Québec	26	7	26.9 %	14.8 %	4	3	Québec
2172 : Database analysts and data administrators	Ontario	14	5	35.7 %	39.3 %	6		Ontario



## Workforce Analysis - Detailed Report

Date: 2018-01-05

Internal Location   All Employees   Representation   Availability   Gap	Québec Alberta British Columbia New Brunswick Nova Scotia Ontario Québec
2172   Database analysts and data administrators   Québec   1   1   100.0 %   18.0 %   0   1   1   2173   Software engineers and designers   Alberta   8   2   25.0 %   33.2 %   3   2   2   2   2   2   2   2   2   2	Alberta British Columbia New Brunswick Nova Scotia Ontario
2173   Software engineers and designers   British Columbia   62   25 0	Alberta British Columbia New Brunswick Nova Scotia Ontario
2173 : Software engineers and designers   Shish Columbia   62   29   46.8 %   46.6 %   29   29   20   20   20   20   20   20	British Columbia New Brunswick Nova Scotia Ontario
2173 : Software engineers and designers         New Brunswick         2         0         0.0%         8.1%         0         0           2173 : Software engineers and designers         Nova Scotia         2         0         0.0%         11.2%         0         0           2173 : Software engineers and designers         Ontario         285         113         39.6%         45.9%         131         388           2173 : Software engineers and designers         Québec         45         13         28.9%         25.7%         12         1           2174 : Computer programmers and interactive media developers         Alberta         1         0         0.0%         29.0%         0         0           2174 : Computer programmers and interactive media developers         British Columbia         4         1         25.0%         37.6%         2         2           2174 : Computer programmers and interactive media developers         New Brunswick         1         0         0.0%         14.8%         0         0           2174 : Computer programmers and interactive media developers         Ontario         4         1         25.0%         40.5%         18           2174 : Computer programmers and interactive media developers         Outable         4         1         0.	New Brunswick Nova Scotia Ontario
2173 : Software engineers and designers  Ontario  285  113  39.6%  45.9%  131  28.7%  12 1  2174 : Computer programmers and interactive media developers  Alberta  1 0 0.0%  2174 : Computer programmers and interactive media developers  British Columbia  4 1 25.0%  37.6%  29.0%  37.6%  20.0	Nova Scotia Ontario
2173 : Software engineers and designers       Ontario       285       113       39.6%       45.9%       131         2173 : Software engineers and designers       Québec       45       13       28.9%       25.7%       12       1         2174 : Computer programmers and interactive media developers       Alberta       1       0       0.0%       29.0%       0       0         2174 : Computer programmers and interactive media developers       British Columbia       4       1       25.0%       37.6%       2       2         2174 : Computer programmers and interactive media developers       New Brunswick       1       0       0.0%       14.8%       0       0         2174 : Computer programmers and interactive media developers       Newfoundland and Labrador       1       0       0.0%       6.7%       0       0         2174 : Computer programmers and interactive media developers       Ontario       44       11       25.0%       40.5%       18       2         2174 : Computer programmers and interactive media developers       Quebec       4       0       0.0%       18.5%       1       2         4021 : College and other vocational instructors       British Columbia       2       0       0.0%       12.8%       0       0	Ontario
2173 : Software engineers and designers       Québec       45       13       28.9 %       25.7 %       12       1         2174 : Computer programmers and interactive media developers       Alberta       1       0       0.0 %       29.0 %       0       0         2174 : Computer programmers and interactive media developers       New Brunswick       1       0       0.0 %       14.8 %       0       0         2174 : Computer programmers and interactive media developers       Newfoundland and Labrador       1       0       0.0 %       6.7 %       0       0         2174 : Computer programmers and interactive media developers       Ontario       44       11       25.0 %       40.5 %       18         2174 : Computer programmers and interactive media developers       Ouébec       4       0       0.0 %       18.5 %       1         4021 : College and other vocational instructors       Alberta       1       0       0.0 %       12.8 %       0       0         4021 : College and other vocational instructors       British Columbia       2       0       0.0 %       12.8 %       0       0         4021 : College and other vocational instructors       British Columbia       2       0       0.0 %       20.8 %       0       0	
2174 : Computer programmers and interactive media developers  British Columbia  4 1 25.0 % 37.6 % 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	Québec
2174 : Computer programmers and interactive media developers  New Brunswick  1 0 0.0 % 14.8 % 0 0  2174 : Computer programmers and interactive media developers  New Gundland and Labrador  2174 : Computer programmers and interactive media developers  Newfoundland and Labrador  2174 : Computer programmers and interactive media developers  Ontario  44 11 25.0 % 6.7 % 0 0  2174 : Computer programmers and interactive media developers  Ontario  44 11 25.0 % 40.5 % 18  2174 : Computer programmers and interactive media developers  Quebec  4 0 0.0 % 18.5 % 1  4021 : College and other vocational instructors  Alberta  1 0 0.0 % 12.8 % 0 0  4021 : College and other vocational instructors  British Columbia  2 0 0.0 % 20.8 % 0 0  4021 : College and other vocational instructors  Ontario  19 7 36.8 % 18.9 % 4 3	
2174 : Computer programmers and interactive media developers  New Brunswick  1 0 0.0 % 14.8 % 0 0  2174 : Computer programmers and interactive media developers  Newfoundland and Labrador  2174 : Computer programmers and interactive media developers  Ontario  44 11 25.0 % 40.5 % 18  2174 : Computer programmers and interactive media developers  Ouébec  4 0 0.0 % 18.5 % 1  4021 : College and other vocational instructors  Alberta  1 0 0.0 % 12.8 % 0 0  4021 : College and other vocational instructors  British Columbia  2 0 0.0 % 20.8 % 0 0  4021 : College and other vocational instructors  Ontario  Ontario  19 7 36.8 % 18.9 % 4 3	Alberta
2174 : Computer programmers and interactive media developers  2174 : Computer programmers and interactive media developers  Ontario  44 11 25.0 % 40.5 % 18  2174 : Computer programmers and interactive media developers  Québec  4 0 0.0 % 18.5 % 1  4021 : College and other vocational instructors  Alberta  1 0 0.0 % 12.8 % 0 0  4021 : College and other vocational instructors  British Columbia  2 0 0.0 % 20.8 % 0 0  4021 : College and other vocational instructors  Ontario  19 7 36.8 % 18.9 % 4 3	British Columbia
Labrador         2174 : Computer programmers and interactive media developers       Ontario       44       11       25.0 %       40.5 %       18         2174 : Computer programmers and interactive media developers       Québec       4       0       0.0 %       18.5 %       1         4021 : Collège and other vocational instructors       Alberta       1       0       0.0 %       12.8 %       0       0         4021 : Collège and other vocational instructors       British Columbia       2       0       0.0 %       20.8 %       0       0         4021 : Collège and other vocational instructors       Ontario       19       7       36.8 %       18.9 %       4       3	New Brunswick
2174 : Computer programmers and interactive media developers  Ontario  44  11  25.0 %  40.5 %  18  2174 : Computer programmers and interactive media developers  Québec  4  0  0.0 %  18.5 %  1  4021 : College and other vocational instructors  Alberta  1  0  0.0 %  12.8 %  0  0  4021 : College and other vocational instructors  British Columbia  2  0  0.0 %  20.8 %  0  0  4021 : College and other vocational instructors  Ontario  19  7  36.8 %  18.9 %  4  3	Newfoundland and
4021 : College and other vocational instructors  Alberta  1 0 0.0 % 12.8 % 0 0  4021 : College and other vocational instructors  British Columbia  2 0 0.0 % 20.8 % 0 0  4021 : College and other vocational instructors  Ontario  19 7 36.8 % 18.9 % 4 3	Ontario
4021 : College and other vocational instructors         British Columbia         2         0         0.0 %         20.8 %         0         0           4021 : College and other vocational instructors         Ontario         19         7         36.8 %         18.9 %         4         3	Québec
4021 : College and other vecational instructors  Ontario  19 7 36.8 % 18.9 % 4 3	Alberta
	British Columbia
4112 : Lawviers and Quebec outaries Ontario 5 1 20.0 % 16.1 % 1 0	Ontario
11 400 % 101 % 1 0 0 1 400 % 101 % 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Ontario
5125 : Translators, terminologists and interpreters Québec 4 1 25.0 % 10.3 % 0 1	Québec
<b>04 : Semi-Professionals and Technicians</b> 358 148 41.3 % 32.8 % 117 31	
2281 : Computer network technicians Alberta 1 0 0.0 % 25.1 % 0 0	Alberta
2281 : Computer network technicians British Columbia 1 0 0.0 % 28.5 % 0 0	British Columbia
2281 : Computer network technicians New Brunswick 1 1 100.0 % 3.1 % 0 1	New Brunswick
2281 : Computer network technicians Ontario 4 2 50.0 % 34.1 % 1 1	Ontario
2282 : User support fechnicians Alberta 10 1 10.0 % 28.2 % 3	



## Workforce Analysis - Detailed Report

Date: 2018-01-05

Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation		lability G	p Recruitment Area
		#	#	%	%	#	#
2282 : User support technicians	British Columbia	29	13	44.8 %	32.5 %	9	4 British Columbia
2282 : User support technicians	Manitoba	3	0	0.0 %	17.3 %	1	Manitoba
2282 : User support technicians	Newfoundland and Labrador	*	0	0.0 %	0.0 %	0	0 Newfoundland and
2282 : User support technicians	Nova Scotia	1	0	0.0 %	11.3 %	0	0 Nova Scotia
2282 : User support technicians	Ontario	266	128	48.1 %	35.9 %	95	33 Ontario
2282 : User support fechnicians	Prince Edward Island	1	0	0.0 %	0.0 %	0	0 Prince Edward Island
2282 : User support technicians	Québec	40	3	7.5 %	18.2 %	7	Québec
05 : Supervisors		1	1	100.0 %	41.2 %	0	1
1211 : Supervisors, general office and administrative support workers	Toronto	1	1	100.0 %	41.2 %	0	1 Toronto
07 : Administrative and Senior Clerical Personnel		27	8	29.6 %	29.4 %	8	0
1223 : Human resources and recruitment officers	Torento	2	0	0.0 %	36.6 %	1 200000	Toronto
1224 : Property administrators	Ottawa - Gatineau	1	0	0.0 %	8.7 %	0	0 Ottawa - Gatineau
1224 : Properly administrators	Toronto	1	Ū	0.0 %	29.2 %	0	0 Toronto
1224 : Property administrators	Vancouver	1	0	0.0 %	33,6 %	0	0 Vancouver
1241 : Administrative assistants	Calgary	1	7	100.0 %	16.2 %	0	1 Calgary
1241 : Administrative assistants	Kitchener - Cambridge - Waterloo	1	0	0.0 %	6.1 %	0	0 Kitchener - Cambridge
1241 : Administrative assistants	Montréal	2	0	0.0 %	10.5 %	0	0 Montréal
1241 : Administrative assistants	Ottawa - Gatineau	2	0	0.0 %	12.6 %	0	0 Ottawa - Gatineau
1241 : Administrative assistants	Québec	1	0	0.0 %	1.0 %	0	0 Québec
1241 : Administrative assistants	Toronto	13	6	46.2 %	38.8 %	5	1 Toronto
1241 : Administrative assistants	Vancouver	2	1	50.0 %	36.7 %	1	0 Vancouver
08 : Skilled Sales and Service Personnel		580	98	16.9 %	18.4 %	107	
6221 : Technical sales specialists - wholesale trade	Alberta	53	7	13.2 %	11.3 %	6	1 Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	52	9	17.3 %	24.7 %	13	4 British Columbia



# Workforce Analysis - Detailed Report

Date: 2018-01-05

#### Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation		ilability	Gap	Recruitment Area
		#	<del>*</del>	%	%	#	# 	
6221 : Technical sales specialists - wholesale trade	Manitoba	3	0	0.0 %	7.8 %	0	0	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
6221 : Technical sales specialists - wholesale trade	Nova Scotia	4	0	0.0 %	2.7 %	0	0	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	393	80	20.4 %	20.8 %	82		Ontario
5221 : Technical sales specialists - wholesale trade	Québec	73	2	2.7 %	8.5 %	6	4	Québec
10 : Clerical Personnel		23	13	56.5 %	35.6 %	8	5	
411 : General office support workers	Montréal	3	1	33.3 %	17.8 %	1	0	Montréal
411 : General office support workers	Ottawa - Gatineau	1	0	0.0 %	13.6 %	0	0	Ottawa - Gatineau
411 : General office support workers	Québec	2	0	0.0 %	2.7 %	0	0	Québec
411 : General office support workers	Toronto	13	11	84.6 %	44.3 %	6	5	Toronto
411 : General office support workers	Vancouver	1	1	100.0 %	42.3 %	0	1	Vancouver
415 : Personnel clerks	Toronto	1	0	0.0 %	39.3 %	0	0	Toronto
432 : Payroll clerks	Toronto	1	0	0.0 %	45.2 %	0	0	Toronto
523 : Production logistics co-ordinators	Toronto	1	0	0.0 %	43.5 %	0	0	Toronto
1 : Intermediate Sales and Service Personnel		18	6	33.3 %	47.8 %	9 🎬		
411 : Sales and account representatives - wholesale trade (non-technical)	Montréal	1	0	0.0 %	14.3 %	0	0	Montréal
411 : Sales and account representatives - wholesale trade (non-technical)	Toronło	1	Ö	0.0 %	31.1 %	0	0	Toronto
552: Other customer and information services representatives	Toronto	16	6	37.5 %	51.0 %	8	2	Toronto
otal		2318	741	32.0 %	29.8 %	689	52	

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2018-01-05

#### Persons with Disabilities

		Persons with Disabilities						
Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	354	3	0.8 %	4.3 %	15		National
03 : Professionals	National	957	10	1.0 %	3.8 %		26	National
04 : Semi-Professionals and Technicians	National	358	2	0.6 %	4.6 %	16	***	National
05 : Supervisors	National	1	0	0.0 %	13.9 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	27	Ö	0.0 %	3.4 %	1		National
08 : Skilled Sales and Service Personnel	National	580	9	1.6 %	3.5 %	20		National
10 : Clerical Personnel	National	23	0	0.0 %	7.0 %	2	2	National
11 : Intermediate Sales and Service Personnel	National	18	0	0.0 %	5.6 %	1	1	National
Total		2318	24	1.0 %	4.0 %	91	87	

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2018-01-05

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

The change is to better update our recruitment area with our work force.

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

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



## Workforce Analysis - Detailed Report

Date: 2018-01-05

#### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



# Workforce Analysis - Summary Report

Date: 2018-01-05

#### Women

	Women						
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	68	12	17.6 %	25,8 %	18	6	
02 : Middle and Other Managers	286	73	25.5 %	29.2 %			
03 : Professionals	957	262	27.4 %	26.3 %	252	10	
04 ; Semi-Professionals and Technicians	358	85	23.7 %	23.8 %	85	0	
05 : Supervisors	Ť.	1	100.0 %	73.8 %	1	0	
07 : Administrative and Senior Clerical Personnel	27	25	92.6 %	87.5 %	24	1	
08 : Skilled Sales and Service Personnel	580	145	25.0 %	27.8 %	161	***************************************	
10 : Clerical Personnel	23	15	65.2 %	77.3 %	18		
11 : Intermediate Sales and Service Personnel	18	3	16.7 %	62.3 %	11	*	
Total	2318	621	26.8 %	28.2 %	654	-36	



## Workforce Analysis - Summary Report

Date: 2018-01-05

## **Aboriginal Peoples**

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	68	0	0.0 %	0.6 %	0	0	
02 : Middle and Other Managers	286	0	0.0 %	0.9 %	3		
03 : Professionals	957	9	0.9 %	0.8 %	8	1	
84 : Semi-Professionals and Technicians	358	1	0.3 %	1.7 %	6	<b>5</b>	
05 : Supervisors	1	0	0.0 %	0.0 %	0	0	
07 : Administrative and Senior Clerical Personnel	27	1	3.7 %	1.2 %	0	1	
08 : Skilled Sales and Service Personnel	580	2	0.3 %	1.2 %	7		
10 : Clerical Personnel	23	0	0.0 %	0.8 %	0	0	
11 : Intermediate Sales and Service Personnel	18	0	0.0 %	% 8.0	0	0	
Total	2318	13	0.5 %	1.0 %	24		



## Workforce Analysis - Summary Report

Date: 2018-01-05

#### Members of Visible Minorities

	Members of Visible Minorities					
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	Gар
	#	#	%	%	#	#
01 : Senior Managers	68	10	14.7 %	14.7 %	10	0
02 : Middle and Other Managers	286	88	30.8 %	22.2 %	63	25
03 : Professionals	957	369	38.6 %	38.4 %	367	2
04 : Semi-Professionals and Technicians	358	148	41.3 %	32.8 %	117	31
05 : Supervisors	1	1	100.0 %	41.2 %	0	1
7 : Administrative and Senior Clerical Personnel	27	8	29.6 %	29.4 %	8	0
8 : Skilled Sales and Service Personnel	580	98	16.9 %	18.4 %	107	-9
10 : Clerical Personnel	23	13	56.5 %	35.6 %	8	5
11 : Intermediate Sales and Service Personnel	18	6	33.3 %	47.8 %	9 🏽	*
Total	2318	741	32.0 %	29.8 %	689	52



## Workforce Analysis - Summary Report

Date: 2018-01-05

#### Persons with Disabilities

	Persons with Disabilities					
Employment Equity Occupational Group	All Employees	Represi	entation	Avail	ability	Gар
	#	#	%	%	#	#
01/02 : Managers	354	3	0.8 %	4.3 %	15	912
03 : Professionals	957	10	1.0 %	3.8 %	36	316
04 : Semi-Professionals and Technicians	358	2	0.6 %	4.6 %	16	***
95 : Supervisors	1	0	0.0 %	13.9 %	0	0
7 : Administrative and Senior Clerical Personnel	27	0	0.0 %	3.4 %	1	
8 : Skilled Sales and Service Personnel	580	9	1.6 %	3.5 %	20	
16 : Clerical Personnel	23	0	0.0 %	7.0 %	2	-2
11 : Intermediate Sales and Service Personnel	18	0	0.0 %	5.6 %	1	1
Total	2318	24	1.0 %	4.0 %	91	



## Workforce Analysis - Summary Report

Date: 2018-01-05

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

The change is to better update our recruitment area with our work force.

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

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



### Workplace Equity Information Management System - Oracle Canada ULC

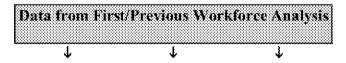
### Workforce Analysis - Summary Report

Date: 2018-01-05

### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National





	Analysis	
<b>4</b>	<b>\</b>	<b>1</b>

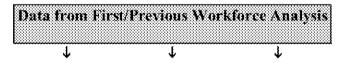
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			Fable 1: Women	
		First/Pr	evious Workforce A	nalysis
I		All Employees	Won	en
r: staffet	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	57	11	25.70
02	Middle & Other Managers	266	64	30.80
03	Professionals	797	225	27.60
04	Semi-Professionals & Technicians	390	79	23.9
05	Supervisors	2	1	73.8
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	22	20	88.4
08	Skilfed Sales & Service Personnel	636	132	27.8
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	31	23	77.2
11	Intermediate Sales & Service Personnel	3	I,	46.30
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
l'otal		2,204	556	28.

	lable 5: Women	
Subsequent	Current Workfore	e Analysis
All Employees	Won	ien
	Representation	Availability*
#	#	%
68	12	25.8
286	73	29.2
957	262	26.3
358	85	23.8
1	1	73.8
0	0	0.0
27	25	87.5
580	145	27.8
0	0	0.0
23	15	77.3
18	3	62.3
0	ol.	0.0
0	0	0.0
Ü	0	0.0
2,318	621	28.2

* Source:	 		
2011 Natio	 	Survey	



Data from Si	***************************************	ent Workforce
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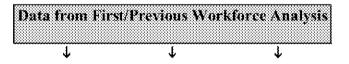
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2018	01	05
YYYY	MM	DĐ
Data from Subsc	quent/Current We	irkforce Analysis

		Table	2: Aboriginal P	eoples
		First/Pr	evious Workforce /	<b>Analysis</b>
171	and Fruit Original Committee (FOC)	All Employees	Aborigina	l Peoples
r.mtpn	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	57	0	0.60
02	Middle & Other Managers	266	0	1.00
03	Professionals	797	5	0.80
04	Semi-Professionals & Technicians	390	2	1.80
05	Supervisors	2	0	0,00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	22	1	1.30
08	Skilfed Sales & Service Personnel	636	3	1,20
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	31	0	1.00
11	Intermediate Sales & Service Personnel	3	0	1.40
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.0(
Fotal		2,204	1.1	1.3

Table 6: Aboriginal Peoples								
Subsequent/Current Workforce Analysis								
All Employees	Aborigina	l Peoples						
	Representation	Availability*						
#	Ħ	%						
68	0	0.6						
286	0	0.9						
957	9	0.8						
358		1.7						
1	0	0,0						
0	0	0.0						
27	1	1.2						
580	2	1.2						
0	0	0.0						
23	0	0.8						
18	0	0.8						
0	0	0,0						
0	0	0.0						
0	0	0.0						
2,318	13	1.0						

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2	20	[ ]		N	a	ti	o O	n	12	il	]	(	)(	1	. (	3	3	0	1	d	l	S	13	1	/(	2	y	 	 	200	-	 3.34	343	340	 	 -	 	-	-	 -	•	•••	342	 300	•



Data from S	ubsequent/Curr Analysis	ent Workforce
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Data from Fir		orce Analysis
YYYY	MM	ÐÐ
2014	31	12

	equent/Current Wo	
YYYY	MM	DD
2018	01	05

		Table 3: Me	mbers of Visible	Minorities							
		First/Previous Workforce Analysis									
10	and Fruit Organitical Committee (FEOC)	All Employees	Members of Visible Minorities								
r.mpps	syment Equity Occupational Group (EEOG)		Representation	Availability*							
		#	Ħ	%							
01	Senior Managers	57	9	15.40							
02	Middle & Other Managers	266	58	21.00							
03	Professionals	797	321	37.10							
04	Semi-Professionals & Technicians	390	159	32.00							
05	Supervisors	2	2	41.20							
06	Supervisors: Crafts & Trades	0	0	0.00							
07	Administrative & Senior Clerical Personnel	22	7	29.60							
08	Skilled Sales & Service Personnel	636	115	18,30							
09	Skilled Crafts & Trades Workers	0	0	0.00							
10	Clerical Personnel	31	16	36.80							
11	Intermediate Sales & Service Personnel	3	0	30.10							
12	Semi-Skilled Manual Workers	0	0	0.00							
13	Other Sales & Service Personnel	0	0	00.0							
14	Other Manual Workers	0	0	0.00							
Total		2,204	687	28.2							

Table 7: Members of Visible Minorities									
Subsequent/Current Workforce Analysis									
All Employees	Members of Vis	ible Minorities							
	Representation	Availability*							
#	#	4∕4							
68	10	14.7							
286	88	22.2							
957	369	38.4							
358	148	32.8							
1	l.	41,2							
0	0	0.0							
27	8	29,4							
580	98	18.4							
0	0	0.0							
23	13	35.6							
18	6	47.8							
0	0	0.0							
0	0	0.0							
0	0	0:0							
2,318	741	29.8							

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Data from Fir	st/Previous Wor	kforce Analysis
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	st/Previous Workt MM	force Analysis  DD
2014	31	12

Data from Subsc	quent/Current We	orkforce Analysis
2018	01	05

		Table 4:	Persons with Di	sabilities	
		First/Pr	evious Workforce /	Analysis	
Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities		
			Representation	Availability*	
		#	#	%	
01/02	Managers	323	2	4.30	
03	Professionals	797	7	3.80	
()4	Semi-Professionals & Technicians	390	2	4.60	
05	Supervisors	2	0	13.90	
06	Supervisors: Crafts & Trades	0	0	0.00	
07	Administrative & Senior Clerical Personnel	22	0	3.40	
08	Skilled Sales & Service Personnel	636	9	3.50	
09	Skilled Crafts & Trades Workers	0	0	0.00	
10	Clerical Personnel	31	0	7.00	
11	Intermediate Sales & Service Personnel	3	0	5.60	
12	Semi-Skilled Manual Workers	0	0	0.00	
13	Other Sales & Service Personnel	0	0	0.00	
14	Other Manual Workers	0	0	0.00	
l'otal		2,204	20	4.0	

Table 8:	Persons with Dis	sabilities			
Subsequent	Current Workfore	e Analysis			
All Employees	Persons with Disabilities				
	Representation	Availability*			
#	#	%			
354	3	4.3			
957	10	3.8			
358	2	4.6			
1	0	13.9			
0	0	0,0			
27	0	3.4			
580	9	3.5			
0	0	0.0			
23	0	7.0			
18	0	5.6			
0	0	0.0			
0	0	0.0			
0	0	0.0			
2,318	24	4.0			

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	Data	from Farn His		oyees	Data	from Fort Pron	n 5 - Emp roted	layees	Data	from Forn Termi	n 6 - Emp inated	loyees
		Table 1:	Women	*	•	Table 5:	Women	•		Table 9:	Women	<b>4</b>
	Full-time	National	Part-time	National	Full-time	National	Part-time	/ National	Full-time	/ National	Part-time	·/ National
Employment Equity Occupational Group (EEOG)	AB Emphyses Bired	Women Hired	Ali Empioyees Hired	Wonten Hired	All Employees Promoted	Women Propoted	All Employers Prostated	Wassen Promoted	eff Employees Ferminated	Women Terminated	All Employees Terminated	Women Terminated
	ø.	H	#	#	#	#	#	*	#	#	#	#
01 Senior Managers	22	4	()	0	23	4	0	0	30	5	(t	ß
02 Middle & Other Managers	141	38	6	Ĝ	106	23	0	0	125	25	4	Ð
03 Professionals	454	118	()	0	212	58	0	0	331	92	()	0
04 Semi-Professionals & Technicians	137	44	θ	θ	44	10	()	0	105	26	6	0
05 Supervisors	0	0	()	0	0	0	0	[ 0	0	0	(t	. (3
06 Supervisors: Crafts & Trades	Ü	0	0	0	0	0	0		0	0	Ð	0
07 Administrative & Senior Clerical Personnel	13	11	()	0	4	3	0	0	9	7	()	0
08 Skilled Sales & Service Personnel	382	98	θ	θ	112	30	()	0	423	83	θ	0
09 Skilled Crafts & Trades Workers	0	0	Ð	Ø	Ö	0	0	0	0	0	Ą	į g
10 Clerical Personnel	4	3	8	0	1	1	0	[0	10	[ 10]	0	θ
11 Intermediate Sales & Service Personnel	15	2	(3	0	2		0	[ v	14	4	()	()
12 Semi-Skilled Manual Workers	0	0	θ	θ	0	()	1)	0	0	Ü	θ	0
13 Other Sales & Service Personnel	l ol	0	()	Ð	0	0	0		0	, ol	f)	.]
14 Other Manual Workers	0	0	0	0	0	0	0	[0 ]	0	[0]	€)	6)
Total	1,168	318	0	0	504	130	0	0	1,047	252	4	. 8

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4.74		63.64
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2017	Ш	15

### Data from Form 4 - Employees Hired

### Data from Form 5 - Employees Promoted

Table 6: Aboriginal Peoples

### Data from Form 6 - Employees Terminated

	↓ Tal	↓ de 2: Abo	iginal Peo	inles
		/ National	20.000	/National
Employment Equity Occupational Group EEOG)	AB Employees Bired	Aberigmal Peoples Hirrd	All Employees Wred	Aboriginal Peoples thred
	#	#	#	#
01 Senior Managers	22	0	0	()
02 Middle & Other Managers	141	(8	0	
03 Professionals	454	3	0	0
04 Semi-Professionals & Technicians	137	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	13	0	0	0
08 Skilled Sales & Service Personnel	382	6	0	9
09 Skilled Crafts & Trades Workers	0	0	0	Ø
10 Clerical Personnel	4	0	0	Ø
11 Intermediate Sales & Service Personnel	15	()	0	Ø
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	Ð

14 Other Manual Workers

kull-time	National	Part-time / National		
All Employees Promoted	Aborigios Propies Promoted	All Employees Promoted	Abortginal Peoples Promoted	
#	#	#	H	
23	0	0	0	
106	0	0	0	
212		0	0	
44	()	0	()	
0	0	0}	0	
0	0	0	0	
4	0	0	0	
112	()	0	()	
0	0	0}	0	
1	0	0	0	
2	0	0	U	
0	()	0	(ř	
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0	0	0	0	
504	}	0	U	

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fabl	e 10: Abo	riginal Per	ples
Full-time	National	Part-time	National
All Employees Ferminated		All Employees Terminated	Aboriginal Peoples Terminated
ij	ü	#	¥
30	0	()	(1
125	0	4	()
331	0	0	0
105		0	0
0	0	0	()
0	0	0	()
9	()	0	0
423	1	0	e e
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### Data from Form 4 - Employees Hired 3. J. J

### Data from Form 5 - Employees Promoted

### Data from Form 6 - Employees Lerminated

	¥	4	4	4
	Table	3: Persons	with Disa	bilities
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group EEOG)	AB Emphyses Bired	Persons with Disabilities Hired		Persons with Disabilities Hered
	*	- #	#	#
01 Senior Managers	22	Ü	0	()
02 Middle & Other Managers	141	l.	0	θ
)3 Professionals	454	5	0	()
04 Semi-Professionals & Technicians	137	0	0	0
05 Supervisors	0	0	0	()
06 Supervisors: Crafts & Trades	0	0	0	8
17 Administrative & Senior Clerical Personnel	13	()	0	
08 Skilled Sales & Service Personnel	382	4	0	0
9 Skilled Crafts & Trades Workers	0	0	0	1)
0 Clerical Personnel	4	()	0	9
1 Intermediate Sales & Service Personnel	15	0	0	()
2 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	()

1,168

14 Other Manual Workers

kull-time	/ National	Part-time	/ National
1 mployees	Persons with Disabilities Promoted	************	Disabilities
#	#	#	#
23	0	0	0
106	1	0	0
212	2	0	C
44	(5	0	()
0	0	0	0
0	0	0	C
4	0	0	· · · · · · · · · · · · ()
112	ľ	0	(
0	0	0	C
1	0	0	C
2	0	0	(
0	15	0	(
0	O	0	O
0	0	0	0
504	4	0	Ø

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Table	7: Persons	with Disa	bilities	Table l	1: Person	s with Disa	bilities
Full-time	/ National	Part-time	/ National	Full-time	/ National	Part-time	/ National
All imployees Prumoted	Persons with Disabilities Promoted	All Employers Promoted	Persons with Disabilities Promoted	All Empkyers Ferminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#	#	¥	#	4
23	0	0	0	30	0	()	()
106	1	0	0	125	0	4	0
212	2	θ	0	331	2	0	()
44	Ø	0	0	105	0	0	Q
0	0	0	0	0	0	Ú	(3
0	0	0	0	0	0	0	()
4	0	0	0	9	0	0	
112	1	0	()	423	4	0	0
0	0	0	0	0	0	Ú	(3
1	0	0	0	10	0	0	<b>(</b> )
2	0	0	0	14	0	0	()
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504	4	0	0	1.047	6	4	6

### Federal Contractors Program Achievement Report

### Part 2: Flow Data Analysis

Oracle Canada ULC

[Date: 2018-01-18]

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		***************************************
2015	01	1 01

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Data from Form 4 - Employees Hired J. J Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Lerminated

	<b>↓</b>	4	₩	<b>4</b>
	Table 4:	Members o	f Visible !	dinorities
	Full-time	/ National	Part-time	National
Employment Equity Occupational Group (EEOG)	All Emphyses Hired	Members of Visible Minorities Bired	All Employees Wred	Members of Visible Minorities Bired
	4	4	#	#
01 Senior Managers	22	2	()	0
02 Middle & Other Managers	141	53	0	0
03 Professionals	454	169	()	θ
04 Semi-Professionals & Technicians	137	53	0	Ð
05 Supervisors	0	0	()	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	13	4	()	0
08 Skilled Sales & Service Personnel	382	76	0	0
09 Skilled Crafts & Trades Workers	0	0	0	Ø
10 Clerical Personnel	4	3	0	0
11 Intermediate Sales & Service Personnel	15	4	0	Ø

1,168

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

kull-time	National	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Migorities Promoted
#	#	#	#
23	6	0	0
106	33	0	0
212	93	0	0
44	[4]	0	()
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0	0	0	0
4	0	0	0
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Table 8: A	Members (	of Visible I	linorities	Table 12:	Members	of Visible	Minorities
Full-time	National	Part-time	/ National	Full-time	National	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Migorities Promoted	All Employees Ferminated	Members of Visible Missorities Terminated	All Employees Terminated	Monttors of Visible Misorgies Formulated
#	#	#	#	#	Ħ	#	#
23	6	0	0	30	3	()	(
106	33	0	0	125	30	4	€
212	93	0	0	331	129	()	()
44	19	0	0	105	19	0	0
0	0	0	0	0	0	()	6
0	0	0	0	0	0	0	€
4	0	0	0	9	2	()	(
112	27	0	0	423	84	0	0
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0	0	0	0	0	0	0	€
504	179	0	0	1,047	298	4	0

## Federal Contractors Program Achievement Report Part 3; Goals Oracle Cassada ULC {Date: 2018-01-18}

									Data t	m First 1	revious I	koals							
A B	C.	D	E	F	G	EL	I	1	К	<u> </u>	M	N	0	P	Q	R	s	T.	u u
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Data Entry	C' & E( x 3	J: -: I	From Workfowe Analysis	Equivalent to H	K x I. x 3	(F v O) - R · M	JxJ	Data Forry	Proo: Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K + M + O) +(C ++ F)
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02 Middle & Other Managers	266	2,4%		0	46,7%		υ	0	64	0.0%	0	18	0		30.8%	-18	-18	24.1%	24 t%
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08 Skilled Sales & Service	636	-3.0%		()	69.6%		0	0	132	0.0%	0	45	- 0		27.899	-45	-45	20.8%	20.8%
09 Skilled Crafts & Trades	0	0.0%		()	0.0%		0	0	0	0.0%	0	()	- 0		0.093	. 0	0	#DIV/0!	#DIV/0!
10 C3erical Personnel	.33	-9.5%		0	37.0%		0	0	23	0.0%	()	1	()		77.299	4	-1	74.2%	74.2%
11 Intermediate Sales & Service	3	81.795		- 0	133.3%		0	0	E	0.095	0	0	(9		46.093	. 0	0	33.3%	33.3%
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13 Other Sales & Service	θ	0.0%		- 0	0.0%		0	0	0	0.0%	θ	0	(9		0.0%	0	()	#DIV/0!	#DIV/0!
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- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>11</sup> 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + (Clotal number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

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## Federal Contractors Program Achievement Report Part 3; Goals Oracle Cassada ULC {Date: 2018-01-18}

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02 Middle & Other Managers 03 Professionals	266 797	2,4% 6,3%		0	46.7% 37.7%			0	<i>U</i>	0.0% 0.0%	0	,	"		1.0% 0.8%	,	-5	0.0% 0.6%	υ 6%a υ 6%a
bi Semi-Professionals & Tech	390	-2.8%			28.1%			0	1	0.0%	,		1 0		1,8%	,	- }	0.6% 0.5%	0 5%
05 Supervisors	390	20.6%		,	0.0%		0	,	2.	0.0%	, ,	2			0.0%			0.0% 0.0%	0.0%
05 Supervisors: Crafts & Trades	- (1	0.0%			0.0%		, ,	0	ñ	9.0%	,	0			0.0%	0	) (a	#DIV/0!	*DIV/0!
07 Administrative & Sr Clerical	22	7.4%		,	36,7%		,,	0		0.0%	,	.1	,		1.3%	1 1	``	4.5%	4.5%
0% Skilled Sales & Service	636	-3.0%		6	69,69		0	0	,	0.0%	0	5	1		1.7%	.5	- 3	0.5%	0.5%
09 Skilled Crafts & Trades	6	0,0%		6	0.0%		0	0	1)	0.0%	0	0	ti		0.000	0	a	#DIV/0!	#DT\//0!
10 Clerical Personnel	11	-0.50		0	37.0%		0	6	0	0.0%	0	0			1.0%	1 0	0	0.0%	0.0%
11 Intermodiate Sales & Service	3	81,795		0	133.3%		0	0	o	0.095	0	0	()		4.	n	0	0.0%	0.0%
12 Semi-Skilled Manuat	0	0.085		0	0.0%		0	0	0	0.095	0	0	(1		0.095	. 0	0	#DJV/0!	#D1V/0!
13 Other Sales & Service	θ	0.0%		0	0.0%		0	0	0	0.0%	0	0	(9		0.0%	. 0	0	#D1√/0!	#D1V/0!
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- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>11</sup> 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

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01 Senior Managers	0	6.0	01	O.O													
92 Middle & Other Managers	31	6.0	3	0.0													
03 Professionals	<b>8</b>	6.8	n	0.8													
04 Semi-Professionals & Fech	<b>8</b>	6.0	nl	va 🗍													
95 Supervisors	<b>8</b>	13.01	nl	11,0													
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30 Clerical Personnel	ol .	).2	ol	(2													
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12 Semi-Skilled Manual	0	onl	gl	0.0													
13 Other Sales & Service	6	0.01	6	0.0													
14 Other Manual Workers	6	on	G)	0.0													
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03 Professionals	797	6.3%		(	37.7%		υ	0	7	0.0%	0	23	0		3.8%	-23	-23	0.9%	0 9%a
04 Semi-Professionals & Tech	390	-2.8%		(	28.1%		υ	0	2	0.0%	0	36	0		4.6%	-16	-16	0.5%	0.5%a
05 Supervisors	. 2	~20.6%		(	0.0%		U U	0	υ	0.0%	()	0	) 0		13.9%	, fi	0	0.6%	0.0%
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07 Administrative & Sr Clerical	22	7.4%		(	36,7%		0	0	Û	0.0%	()	1	t u		3.4%	.1	-1	0.0%	0.0%
08 Skilled Sales & Service	636	-3.0%		1	69.6%		t)	()	ų	0.0%	0	13	1		3,5%	13	-13	1.4%	1.4%
09 Skilled Crafts & Trades	0	0.0%		,	0.0%		0	0	0	0.0%	0	()	) (		0.0%	0	0	#DIV/0!	#D1//0!
10 Clerical Personnel	.33	-9.5%		,	37.0%		0	0	0	0.0%	0	2			7.0%	-2	-2	0.0%	0.0%
11 Intermediate Sales & Service	3	81,7%		(	133.39		0	0	0	0.0%	0	0	) (		5.699	0	0	0.0%	0.0%
12 Semi-Skilled Manuat	0	0.086		(	0.0%		0	0	0	0.095	0	0	) (		0.053	. 0	0	#DJV/0!	#D1V/0!
13 Other Sales & Service	0	0.086		(	0.0%		0	0	0	0.095	0	0	) (		0.053	. 0	0	#DJV/0!	#D1V/0!
14 Other Manual Workers	0	0.0%	600000000000000000000000000000000000000	(	0.0%		0	- 0	0	0.0%	0	- 0	<u> </u>		0.093	0	0	#D1♥/0!	#DtV/0!
Total	2,204	3.7%		(	46.5%		0	0	20	0.0%	0	68	(		4,0%	-68	-68	().9%s	0.9%

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

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

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97 /	Administrative & Sr Clerical		tH.		3.4		ł	3,4																			 
08 8	Skilled Sales & Service		e e		3.5	e e	ł	3,5																			
09 8	Skilled Crafts & Trades		w		(3,1)	e	ł	0.0																			
10 0	Serioal Personnel		7		(5.1)	7		0.0																			
31 [	otermediate Sales & Service		0		(5.1)	q		0.33																			
12 8	Semi-Skilled Manual		0		(5.4)	q		0,3)																			
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## Federal Contractors Program Achievement Report Part 3; Goals Oracle Cassada ULC {Date: 2018-01-18}

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01 Senior Managers	57	•		0	48.0%		0	0	9 0.0%	1	0			15.4%	0	0	15,8%	15.8%
02 Middle & Other Managers	266 797	2,4% 6,3%		9	46,7% 37,7%		D)	0 3	58 0.0% 23 0.0%	,	] -7			21.0% 37.1%	1		21.8% 40.3%	21 89a 40 39a
03 Protessionals 04 Semi-Professionals & Tech	390	4			28.1%		."	0 1	1	•	-25 1 -34			37,114 32,0%	1	34	40.8%	40.175
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07 Administrative & Sr Clerical	22	7.19	0.0000000000000000000000000000000000000		36,7%			0	7 0.0%	1	1			29.6%		,	31.8%	31.8%
08 Skilled Sales & Service	636	-3.09			69.6%		0	1 (0	5 0.0%		1	ì		18.3%		~ 1	18.4%	18.1%
09 Skilled Crafts & Trades	0	0.00		6	0.0%	50.000.000.000	o	6)	0 0.0%		) 0			0.0%		o	#DIV/0!	#DIV/0!
10 Clerical Personnel	33	-9.59		0	37.0%	00000000000000	0	6	6 0.09		-5	(		36.89	5	5	51.6%	51.6%
13 Intermediate Sales & Service	3	83.79	6 0000000000000000000000000000000000000	6	133.3%		O.	0	0 0.09	s[ - 6	) ]	(		30.193	-1	-1	0.0%	0.0%
12 Semi-Skilled Manuat	0	0.08	6	6	0.0%		0	0	0.09	á (	0	(		0.093	( o	0	#DIV/0!	#Dt\/0!
13 Other Sales & Service	0	0.09		0	0.0%		0	0	0.09		0	(		0.0%	0	0	#D1V/0!	#DIV/0!
14 Other Manual Workers	0	0.09		6	0.0%		0	0	0 0.0%		0	(		0.099	0	()	#Ð1√/0!	#D1V/0!
Total	2,204	1 79:	a (000000000000000000000000000000000000	(	46.5%	000000000000	0	0 6	(7 0.05)		-65	(		28.25	65	65	31.2%	31,2%

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

							Table	8: Mem	bers of V	isible M	inoritie	8					
Englasiscat Equity Cecupational Capup (EECU3)		ers of Visible M Couls Loa		cats							Com	ments					
(W)OB (C.C.O.)	9	*** J		4													
01 Senior Managers	e e	6.0	0]	0.00													
92. Middle & Other Managers	el.	6.0	e)	v.n													
93 Professionals	e e	0.0	- 0	0.00													
94 Semi-Professionals & Fech	[a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.	6.0		var_													
95 Supervisors	[a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.a.	6.0	· · · · · ·	1130													
96 Supervisors: Crafts & Trades	[a.a.a.a.a.a.a.e]	0.0	· · · · · · ·	0.0													
97 Administrative & Sr Clerical	[ e	6.0	e d	0.0													
08 Skilled Sales & Service	9	1831	0	0.0													
99 Skilled Crofts & Trodes	0	(2.31	0	0.0													
10 Clerical Personnel	0	(8.84	0	0.0													
34 Intermediate Sales & Service	0	30.1	0	30.1													
12 Semi-Skilled Maroial	0	(14)	0	0.0													
13 Other Sales & Service	0	(14)	o)	0.0													
14 Other Manual Workers	(C)	មួយ	Ø	0.0													
Total	0		Ø														

									Data for	Subseque	nt/Curre	ut Goals							
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Data sources:	From Workforce Analysis	From Workforce Analysis*	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Dota Entry	C' & El * 3	J: → I	From Workforce Analysis	Equivalent to {{	K x I. x 3	(FrQ)- R÷M	JхÞ	Data Eutry	F100) Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K + M + O) +(C ++ F)
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Group (EEDKa)	2858-401-405	Across Amerik	Proj Angually	13vez 3 10011	Aeroxi Asnestiy	Ping Annsalls	ereq ()cer 3 Years	legro	2018-01-05	Sanosiis	Over 3 Sears	Chicc S Sears	2018	2821	Assidabilitis	, precent soft	Сор	Representation	V2405
	#	%	***	Ü	%		#			%		ø		4%	<b>*</b> 6	#		%	ν,
01 Senior Managers	(₫	6,1%		0	48.0%		0	0	F2.	0.0%	()	6	0	25.8%	25.8%	, -6	de		E7 6%
02 Middle & Other Managers	286	2.4%		0	46.7%		υ	0	73	0.0%	0	31	0	29.2%	1	-11	-13		25.5%
93 Professionals	957 358	6.3%			37.7%		0	0	262 85	0.0%	9	-10	0		26.3% 23.8%	1	10		27 495
04 Semi-Professionals & Tech 05 Supervisors	326	-2.8% -20.6%		,	28.1% 0.0%		0	0	50	0,0%, 0,0%,	17	, ,	,		73.8%	1	, ,	23.7% 100.0%	23 7% 190.0%
05 Supervisors: Crafts & Trades	(1	9,0%	Contract Con		0.0%		n n	0	,	0.0%	,		,		0.0%	1	, ,	#DIV/0!	*DIV/0!
07 Administrative & Sr Clerical	27	7.4%	Telephological control of		36,7%		1)	()	25	0.0%	1	-1	0		87.5%	1	,	92,6%	92.6%
08 Skilled Sales & Service	580	1	1. C.	6	69.69		0	0	145	0.0%	0	16	()	27.8%	27.8%	-16	-16	25.0%	25.0%
09 Skilled Crafts & Trades	0	0.09		6	0.0%		0	6)	0	0.0%	0	6)	- 0		0.0%	0	0	#DIV/0!	#DT\//01
10 Clerical Personnel	23	-9.59	ia	0	37.0%		0	0	15	0.0%	0	3	- (1		77.399	-3	-3	65.2%	65.2%
1) Intermodiate Sales & Service	18	83.75		6	133.3%		0	0	.3	0.095	0	8	()	50.0%	62.393	- 8	-8	16.7%s	16.7%
12 Semi-Skilled Manuat	0	0.08		- 6	0.0%		0	0	0	0.0%	0	0	- (1		0.053	0	0	#DJV/0!	#D1V/0!
13 Other Sales & Service	0	0.0%		6	0.0%		0	0	0	0.0%	θ	0	(9		0.099	0	0	#DIV/0!	#D1V/0!
4 Other Manual Workers	0	0.09			0.0%		0	()	0	0.0%	0	()	()		0.0%	0	()	#DI∇/0!	#D1V/0!
Total	2,318	1 7%	» (000000000000000000000000000000000000	6	46.5%		0	()	62 E	0.0%	1 0	3.3	9		28.25	33	-33	26.8%	26,8%

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

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

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

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

	Workforce Analysis: $\pm 2$ ) x It	и).																										
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(47.08	r(KKKK)	54(94)	58C40.450035	1005-461	to tacas												<b></b> (	mme	nrs.									
(1)1	Senior Managers		25.8	***************************************	25.8																		*****					*****
0	Middle & Other Managers		29.2		29.3																							
03	Professionals		0.0																									
1)4	Semi-Professionals & Tech		0.0																									
	Supervisors		0.0																									
	Supervisors: Croffs & Trodes		0.0																									
1	Administrative & Sr Chrical		0.0																									
1	Skilled Sales & Service		27,8		27.8																							
09	Skilled Crafts & Trades		0.0		*****															*****				 	 	 *****	 	
1	Clerical Personnel		0.0													******				*******		*******	******	 	 ******	 *******	 	
11	Intermediate Sales & Service		50.0		50.0	XX:(E5X	i Kanika	. 85 fee 1	agia éba	50,(2%	o osc	२० हरकार	Escapsion (	(SKO), •	Receive	zl c-n:	ail ar wh	ich the	empk	yerval	ಚಿಸಲ	he goa	),	 			 	
1	Semi-Skilled Manual		0.0																					 			 	
1	Other Sales & Service		0.0																					 	 	 	 	
14	Other Manual Workers		0.0																					 	 		 	
Cotal			0.0																									

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Data sources:	From Workforce Analysis	Front Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Dow Data Analysis & Workforce Analysis <sup>2</sup>	Dota Entry	C' & E( x 3	J: -: I	From Workforce Analysis	Equivalent to H	K x I. x 3	(F v Q) - R + M	J×P	Data Forry	Proo Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K + M + O) +(C ++ f)
***************************************	Ţ	<b>\</b>	Ţ	1	\$	4	<u> </u>	<u></u>	<u>,                                     </u>		Ţ	<u> </u>	1	<b>J</b>	<b></b>		1	<u>,                                     </u>	Į.
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				333 ta	iojavene e									Abone	nal Feoples				
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	#	24	*6	Ø	%	*%	#	*	*	%	*	ø	*	4%	<b>*</b> 6	#		%	**
01 Senior Managers	(48)	6.1%		0	48.0%		0	0	0	0,0%	()	0	0		0.6%	9	0	0.0%	0.0%
02 Middle & Other Managers	286	2.4%		0	46.7%		0	0	t)	0.0%	0	3	0	() 6%;	0.9%	3	-3	0.0%	υ 0%a
03 Professionals	957	6.3%		0	37.7%		0	0	,	0.0%	9	-1	0	N 444	0.8%		1	0.9%	0.0%
04 Semi-Professionals & Tech	35%	-3.8%		,	28.1%		0	9	1	0.0%	12	)		3 7%	1.7%	1	-5	0.3% 0.0%	0.3%
05 Supervisors 06 Supervisors: Crafts & Trades	,	-20.6% 0.0%		,	0.6% 0.6%			9		0.0% 0.0%	,	0	1		6.0% 6.0%	1		#DIV/0!	0.0% #D1V/0!
07 Administrative & Sr Clerical	27	7.4%		,	36,7%		,,	,	,	0.0%	,	.,	1		1.2%	1	,	3.7%	3.7%
08 Skilled Sales & Service	580	-3.0%		6	69,6%		0	0	,	0.0%		5	1	1,2%	1.2%	.5	-5	0.3%	0.3%
09 Skilled Crafts & Trades	0	0.0%		6	0.0%		0	0	0	0.0%	6	0			0.0%	1 6	a	#DIV/0!	#DI\/0!
10 Clerical Personnel	23	-0 50		0	37.0%		0	0	0	0.0%	0	0			0.8%	ا م	0	0.0%	0.0%
11 Intermodiate Sales & Service	18	81,755		0	133.3%		n	0	0	0.0%	0	0			0.891	ì	0	0.0%	0.0%
12 Semi-Skilled Manuat	0	0.083		- 0	0.0%		0	0	0	0.095	0	0	()		0.051	0	0	#DJV/0!	#D1V/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()		0.0%	0	0	#D1√/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	(9		0.059	0	0	#D1√/0!	#DIV/0!
Total	2,318	1 7%		()	46.5%		0	()	13	0.0%	()	E0	()		1.0%	-10	-10	0.6%	0,6%

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

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis + 21 x 100.

Workforce Analysist ± 2) x 10	(B).											
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Епринунскі Ецкіх Осгараїналі (мавр (ККСП))		Aberiginal Propies										
Grown (EEGE)	Short tern	n-Couts Long-te	rps Cooks					Comm	ients			
01 Senior Managers		0.0										
02 Middle & Other Managers		0.9	0.9									
03 Professionals		0.0										
04 Semi-Professionals & Tech		L7	3.7									
05 Supervisors		0.0										
06 Supervisors: Crafts & Trades		0.0										
07 Administrative & Sr Clerical		0.0										
08 Skilled Sales & Service		1.2	1.2									
99 Skilled Crafts & Trades		0.0										
10 Clerical Personnel		0.0										
11 Intermediate Sales & Service		9.0										
12 Semi-Skilled Manual	0.0000000000000000000000000000000000000	9.n  000,00000000										
13 Other Sales & Service	0.0000000000000000000000000000000000000	6.n										
14 Other Manual Workers		0.0										
Total		0.0										

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Data sources:	Front Workforce Analysis	Front Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	Erom How Data Analysis & Workforce Analysis <sup>2</sup>	Dota Entry	C' & El * 3	Ji → I	From Workforce Analysis	Equivalent to H	K x I. x 3	(F v Q)- R + M	JxP	Data Eutry	F100) Workforce Analysis	Workforce	(K - M + O) - ((C + F) x Q)	&÷C	(K - M + O) +(C → F)
	1	1	Ţ	1	1	4	Ţ	1	1	1	Ţ	<u> </u>	<b>.</b>	1	4	1	1		Į
								***************************************		: Persons									
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				333 14	atiquicae					1				FEFRINA W	11) 14(8)(3)14(1)	* 1			
Englorman Equity (h expetional	Supplier	Grø	oah (New Posi		Tamwer di	Employees		tolichetel	Number		igibicentent ni Employassi	Hires Boggio est	<b>\$110</b>	n-ko	Present		Projected	Percent	Propoled
Group (EEDK)	12.5.4.5000.000	Actosi	f co	eeks	Aeroxi	Pin	eered .	Mices there it	1717.522.80	<b></b>	,	thec?	<u>1333</u>	, <b>1933</b>	440Rublidge	Россия	€⁄op	<b>Вергичнийн</b> я	Representation in 3 Vestes
	2858-477-45	энныц	<b>Дибхав</b> у	13ker.) 10011	Astrostiy	A009485	000 ±		2018-01-05	samell)	Over 3 Sees	Seare	2018	2821					
	4	9,	W.	ø	%	W.	#	¥	÷	0/6	*	ø		45	k/ <sub>0</sub>	#	9	24	X,
01/02 Managers	.354	4.3%	Contract Con	(	47.4%		0	0	3	0.0%	()	12	2 0	4 19)	4.3%	1	į	0.8%	0.8%
03 Professionals	957	6.3%		(	37.7%		l)	0	10	0.0%	0	26	0	3.8%	3.8%	-26		1.0%	J 0%a
04 Semi-Professionals & Tech	358	-2.8%	A CONTRACTOR OF CONTRACTOR	,	28.1%		υ	0	2	0.0%	0	14	0	4 6%	1	i -14	-{:	0.6%	υ 6%a
05 Supervisors	ł.	-20.6%	100000000000000000000000000000000000000	,	0.0%		()	0	0	0.0%	0	9	7		13.9%	, fi	0	<u>ዓ.</u> (ምሩ	t) (1%)
06 Supervisors: Crafts & Trades	0	0.0%		,	0.0%		0	9	0	0.0%	0	()	3		0.0%	1 6	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	27	7.1%		1 :	36.7%		11	,		0.0%	1 1	1		3.4%	3.4%	1 :	-1	0.0%	0.0%
08 Skilled Sales & Service	580	-3.0%		,	69.6%		11	, ,	1 3	0.0%	U	11	) '	3,5%	3.5% 0.0%	-11	-11	1.6%	1.6%
09 Skilled Crafts & Trades	23	0.099 -9.599		,	0.0% 37.0%		1	"	0	0.0%	9	,	,	7.9%	7,0%	1 3	0	#DIV/0! 0.0%	#DIV/0! 0.0%
Clerical Personnel     Intermediate Sales & Service	23	-9.356 81.7%	Total Control Control Control	,	37.0%			"		0.0%	"	1	1 '	5.6%	7.000 5.600	1 7	-2	0.074	0.0%
11 Intermodiate Sales & Service 12 Semi-Skilled Manual	10	8 F-703 0.063		,	1 (0.0%)		,	0	,	0.055	, "	] .	1 2	25,000	0.093	1 7	-1 n	#DIV/0!	#DD//0!
13 Other Sales & Service	0	9.066	000000000000000000000000000000000000000	1 .	) (0.0%)			, , , , , , , , , , , , , , , , , , ,	1 0	0.095	,	] "			0.091		, ,	#DIV/0:	#D D//0!
14 Other Manual Workers	6	0.0%			0.0%		0	"	1 0	0.0%	6		3 3		0.05		, ,	#DIV/0!	#DIV/6!
Total	2.318	3.7%		1	36.5%		0	()	2.4	5	0	69	) (		4,0%	-69	-69	i	£.0"4

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

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

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		, p	eravas nitb l	lisabilities																		
C.OXO	uman Equity (Geografiana) (CEC(18)		an Goads											r omi	nents							
*****	, (t. ( *)		**		%																	
03/02	Managers		4.3		4.3																	
03	Professionals		3.8		3.8																	
04	Semi-Professionals & Fech		4.6		4.6																	
95	Supervisors		0.0																			
96	Supervisors: Crafts & Trades		0.0																			
97	Administrative & Sr Clerical		3.4		3,4																	
- 08	Skilled Sales & Service		3.5																			
09	Skilled Crafts & Trades		0.0																			
30	Clerical Personnel		7.0		7,0																	
31	Intermediate Sales & Service		5.6		5.6																	
12	Semi-Skilled Manual		0.0																			10000000
33	Other Sales & Service		0.0																			
14	Other Manoal Workers		0.0																			
fotal			0.0																			

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A B	C.	D	E	F	G	81 I	I.	i K	L.	M	N	0	Р	Q	R	<u> </u>	Т	U
Data sources:	From Workforce Analysis	From Workforce Anolysis*	Data Entry	C×E×3	From Flow Data Analysis & Workforce Analysis <sup>2</sup>	Dona Entry C' x E	[x3 ]F+1	From Workforce Analysis	Equivalent to H	K x I. x 3	(F v Q) - R + M	J x Jr	Data Horry	Pino: Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	<b>K</b> ÷C	(K - M + O) +(C ++ F)
	Ţ	1	J	Ţ	ţ	↓ J		Ţ		Ţ	<u>, , , , , , , , , , , , , , , , , , , </u>	J	<u> </u>	<u>.</u>		1	J	i i
								Table 15: 3			************	<b>'S</b>						
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				333 823	idakies 1				<b>,</b>		·	**********	***************************************	isible Minur	esea T			
Engles ment Equity Occupational Group (EEDKa	2323-3131-10 2323-3131-10	Grø Actasi	ogh (New Posit Proj		Farnicer dis Actori	placement of Termin Employees Projected	toriumital Hires Occa	Number	Limnosis (R Ferminale	leplaceateat o R £atployeesi	Hipes Hopio ed Histori	<b>\$110</b>	r Coads nr:- fo . VVVV	ffcosons XooQubibis	Рессии Кар	Projected Gap	Process Representation	Projected Representation in F
	2818-07-65	smooth:	4989489	1)ver 3 10011	Asnesdiy	Anasads Geo Sec	16	2618-01-05	sameli	(Not 3 Scors	Years	20+5	2621					Vears
	#	%	*6	₩	<b>%</b>	9	*	*	%6	*	¥	*	44	**	#		**	**
01 Senior Managers 02 Middle & Other Managers	68 286	6,3% 2,4%		0	48.0% 46.7%			) 85	0.0%		-25			14.7% 22.2%	1 11	10	14,7% 30,8%	14 7% 30 8%
02 Middle & Other Managers 03 Professionals	280 957	6.3%	The state of the s	n	37.7%			369	1		7 -2.3	1		38,4%	1	27	38.6°6	38 6%
04 Semi-Professionals & Tech	358	•		0	28.1%		0	) 148	1		-31	0		32.8%	31	31	41.3%	41 3%
05 Supervisors	1	20.6%		()	0.0%		0		0.0%		-1			41.2%	1	1	100.0%	100.0%
06 Supervisors: Crafts & Trades	Ú	0.0%	<ul> <li>(c) (c) (c) (c) (c) (c) (c) (c)</li> </ul>	()	0.0%	0110001000100	0	) (	0.0%	. 6	)	U		0.0%	1	0	#DIV/0!	*DIV/0!
07 Administrative & Sr Clerical	27	7.4%		1)	36,7%		t)	) 8	0.0%	. (	) ()			29.4%	. 0	e	29.6%	29.6%
08 Skilled Sales & Service	580	-3.0%		()	69.6%		0	98	0.0%	. 6	9	0	18.4%	[8,4%	و.	-9	16.9%	16.9%
09 Skilled Crafts & Trades	0	0.099		6)	0.0%		0	) (	0.095	. 6	) 0	(		0.0%	0	0	#DIV/0!	#DI\//01
10 Clerical Personnel	23	-9.5%		0	37.0%		0	1.3	0.0%	. 6	-5	0		35.69	5	5	56.5%	56.5%
D Intermediate Sales & Service	18	81.783		0	133.3%		0	) 6	0.095	. 6	) 3	(	47.8%	47.89	-3	3	33.3%	33.3%
12 Semi-Skilled Manuat	0	0.083		0	0.0%		0	) (	0.093	. 0	0	(		0.083	0	0	#DJV/0!	#D1V/0!
13 Other Sales & Service	0	0.0%		()	0.0%		0	) (	0.0%	0	0	(		0.0%	0	0	#D1♥/0!	#DIV/0!
14 Other Minned Workers	0 2210	0.0%	100000000000000000000000000000000000000	()	0.0%		0	) (	0.0%		()	(		0.0%	4	()	#DIV/01	#DIV/9!
Total	2,318	1 79:	• [	1 (1	46.5%		U[	74 [	0.0%	1 (	-50	1 1	140000000000000000000000000000000000000	29.8%	50	50	32.0%	32,8%

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

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis + 21x 100.

Workboree	Analysis: $\pm 2$ ) x 10	0.																			
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01 Senior Man			0.0			L															
02 Middle & C	nher Managers		0.0																		
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96 Supervisors	s: Crafts & Trades		0.0																		
07 Administrat	tive & Sr Clerical		0.0																		
98 Skilled Sale	es & Service		18.4		187	1															
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11 Intermediate	e Sales & Service		47.8		47.8	<u> </u>															
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02	Middle & Other Managers	2014 2018	266	64 73	24.1	30.8 29.2	82 84	-18	78.1 87.4				41		106			26	Y			19.4	31	
03		2014	797	225	25.5 28.2	27.6	220	5	102.3					-3						129	2.5			
6.1	Semi-Professionals &	2018 2014	957 390	262 79	27.4 20.3	26.3 23.9	252 93	<del></del>	304.I 84.8	<del> </del>	138	26.0	319	- {	212	58	27.4	60	-2	333	92	27.8	9.5	~[
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05	Supervisors	2014 2018	4 1	l l	50.0 [00.0	73.8 73.8		0	67.8 335.5	•	0	0.0	()	()	4)	0	0.0	Ú	(.	0	0	0.0	0	0
06	Supervisors; Crafts & Trades	2014 2018	0	0	0.0	0.0	0	0	(i.t)	<b>!</b>	0	0.0	0	0	0	ı)	0.0	+)	C	0 0	0	0.0	0	0
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0.6	Senior Managers	2018	45 45	8 8	17.8 17.8	0	0.0	25.7 25.8	69,2 68,9	0	0.0	25.7 25.8	69.2 68.9											
02	Middle & Other Managers	2018 2021	247 247	6) 61	24.7 24.7	0	0.0	30.8 29.2	80.2 84.6	terrerererererer	0.0	30.8 29.2	80,2 84.6											
0.3	Professionals	2018	666	176	26.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
64	Semi-Professionals &	2021 2018	666 181	176 54	26.4 29.8	0	0.0	0.0 23.9	0.0 124.8		0.0	0.0 23.9	0.0 124.8											
184	Technicians	2021 2018	181	54 ()	29.8 0.0	,	0.0	0.0	0.0		0,0	0.0 0.0	0.0											
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07	Administrative & Senior Clerical	2014 2018	22 27	20 25	90.9 92.6	88.4 87.5	[9	{·····}	302.8 105.8	<b>8</b> 13		84.6	e Et	8	*	3	75,0	1	*	<b>8</b>	7			
08	Skilled Sales & Service Personnel	2014 2018	6.36 5.80	132 145	20.8 25.0	27.8 27.8	177	-45	74.7 89.9		98		106	-{	112			23		7 423	83		88	-5
09	Skilled Crafts & Trades Workets	2014 2018	0	0	0.0	0.0 0.0	0	0	0.0 0.0	0	0	0.0	()	4;	4)	0	0.0	Ú		0 0	Ú	0.0	()	0
10	Clerical Personnel	2014 2018	31 23	23 15	74.2 65.2	77.2 77.3	24 18		96.1 84.4	4	3	75.0	3	(.	)	1	100.0	l		0 10	[4)	100,0	7	3
13	Intermediate Sales & Service Personnel	2014	3	1	33.3 16.7	46.3 62.3	 13	-8	72.0 26.8		2	13.3	9	· · · · · · · · · · · · · · · · · · ·	2	ı	50.0			0 (4	4	28.6	4	[
12	Semi-Skitled Manual Workers	2014 2018	0	0	0.0	0.0	0	0	0.0 0.0		()	0.0	0	(	0	0	(1,1)	+)		()	()	0.0	0	()
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07	Administrative & Senior Clerical	2018 2021	9 17 17	# 14 14	82.4 82.4	0	0.0	9,0 0,0 0.0	%6 0,0 0,0	ererererererererererererer	<b>%)</b>	0.0	0.0 0.0											
08	Skitted Sales & Service Personnel	2018 2021	494 494	128 128	25.9 25.9	0	0.0	<del> </del>		()	0.0		93.2 93.2											
09	Stölled Crafts & Trades Workers	2018 2021	0	0 0	0.0	6	0.0	0.0 0.0	0.0 0.0		0.0	0.0 0.0	0.0 0.0											
10	Clerical Personnel	2018 2021	5 5	4 4	0.08 0.08	0	0.0	0.0 0.0	0.0 0.0	b	0.0	0.0 0.0	0.0 0.0											
31	Intermediate Sales & Service Personnel	2018 2021	17 17	3 3	17.6 17.6	0	0.0	0.0 50.0	35.3			50.0	0.0 35.3											
12	Somi-Skilled Manual Workers	2018 2021	0 0	0 0	0.0 0.0	0	0.0	0.0 0.0	0.0 0.0	<b>.</b>	0.0	0.0 0.0	0.0 0.0											

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1 ! 3	Other Sales & Service Personnel	2014 2018	0	0		0.0		0	0.0 0.0		0	0.0				0	0,0		ļ,		0	0.0		
$\vdash$	Other Manual	2018	0	0		0.0	<u>:                                    </u>	0	0.0	0	0	0.0	10	17	17	U	0.0		,	, 0	0	0.0	17:	
14	Workers	2018	()	0		0.0		()	(0.0)	<u> </u>	0	0.0	0	0	0	0	0.0	()		) ()	1)	0.0	0	0
Tota	1	2014 2018	2,204 2,318	556 621	25.2 26.8	28.7 28.2		-77 -33	87.9 95.0	•	338	27.2	329	-11	504	3.30	25.8	127	,	1,051	252	24.0	265	-}3
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1 : 4 1	Other Sales & Service Personnel	2018 2021	0	0		0	9.0	0.0	0.0 0.0	accencencence	0.0	0.0 0.0	1 3											
	Orher Manual Workers	2018 2021	0	() ()	0.0	0	0.0	0.0	0.0	0	0.0	0.0 0.0	0.0							•••••	•			
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01	Senior Managers	2014 2018	57 68	() ()	0.0 0.0	0.6 0.6	0 0 0 0	0.0 0.0	22			0	()	23			0		0 30	0		0	0
02	Middle & Other Managers	2014 2018	266 286	0	0.0	1.0 0.9	3 -3	0.0		0	0,0	1	- ì	106	0	0.0			0 129	Ð	0.0	6	
03	Professionals	2014 2018	797 957	5	0.6 0.9	0.8	6 -1 8 3	78.4 317.6			0.7	4	-1	212		0.5			0 331	0		2	-2
04	Semi-Professionals & Technicians	2014 2018	390 358	2	0.5 0.3	1.8 1.7	7 -5	28.5 16.4		0	0.0	3		44	0	0.0			0 105	()	0.0	,	
05	Supervisors	2014	2	0	0.0	0.0	0 0	0.0		, , , , , , , , , , , , , , , , , , ,	0.0	٤		44	V	0.0			0 103		0.0	,	-,
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06	Trades	2018	()	0	0.0	0.0	0 0	(0.1)	+)	0	0.0	0	0	0	0	(),()	+)	1	0 0	()	0.0	0	0
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		2018	45	0	0.0	8 9a 0.	0 0.0	().()	<b>*</b> 0	0.0	0.0	0.0											
L	Senior Managers  Middle & Other	2021 2018	45 247	0	0.0	1 0.	0.0	0.0		0.0	0.0 0.0	6.0 0.0											
	Managers	2021	247	0	0.0		0.9	}	COCCOCCCCCCCCCC	0.0	0.9	0.0											
0.3	Professionals	2018 2021	666 666	4 4	6.0 6.0	0 0.	0.0	0.0		0.0	0.8 0.0	75.1 0.0											
04	Semi-Professionals & Technicians	2018 2021	181 181	0 0	0.0 0.0	0 6.	0 0.0 1.7	0.0		0.0	0.0 1.7	0,0 0.0											
0.5	Supervisors	2018 2021	0	0 0	0.0 0.0	0 0.	0,0 0,0	₹		(),0	0,0 0.0	0.0 0.0											
06	Supervisors: Crafts & Trades	2018 2021	0 0	0 0	0.0 0.0	0 0.	0.0 0.0	(	<b>.</b>	0.0	0.0 0.0	0.0 0.0											

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13	Intermediate Sales & Service Personnel	2014 2018	3	0	0.0	1.4 0.8	0	0	0.0	15	0	0.0		t1		0	0.0			1.3	0	9.0		
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Supervisors: Crafts & Trades

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12	Semi-Skilled Manual Workers	2018 2021	0	0	0.0	0	0.0	0.0	0.0 0.0	0	0.0	<del></del>	0.0											

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	Part 6: Results - Persons with Disabilities																						
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1 1.5 1	2018	0	0	0.0	0	0.0	0.0	0.0 0.0	O.	0,0	0.0 0.0	0.0											
Other Manual	2018	0	0	0.0	0	0,0	0.0	0,0	0	0,0	0.0	0.0											
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### Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Oracle Canada ELC [Date: 2018-01-18] 33 C n 10 F G 3-f 3. M N 0 3> O R S **(**) ν W K Fart I Port to Post 1 Part 2s Port 2 Pari 2: £ • H Part 2: Flow Part 2: Flow Part 2: Flow Walte $f \sim 0$ Dyo L ⊕ K Workforce Work torac Workfores Flow Data K x 4 + 100 Blow Date P × F = 100 0.8 Flow Data U x 6 ÷ 100 i licae sources x 100 + (00) s 160 Data Amdysis x 100 Diffe Analysis Data Analysis 100 Analysis Adotysis Analysis Applysis Assalvele Analysis Workforce Analysis Flow Data Analysis Emplorment Kanstr Warkforce Hires Promotions Terminations Y eur Occupational Group k igible Majorities Nasida Mussiila. k saide klimornios hudd Damirin λR ٩R хì A SE EEOG: Languagees en sedepice Pagadon o t.ogdosees Reguesse maximum AusilakiRo Gore Kt. Reigh Azatost Estouched Ortionaico Actori 4 xpouson Miterenye ALTHU. Linected Sidorico ř. \*/4 0 \* × ø - 20 2014 15.8 15.4 102.5 01 Senior Managers 2018 68 10 14.7 14.7 100.0 22 2 9. 23 26.3 30 13.3 10 6 4 2014 266 58 21.8 21.0 56 103.8 Middle & Other 02 Managers 2018 286 88 30.8 22.2 63 25 138.6 141 53 37.6 31 106 33 33.1 10 129 30 23.3 28 797 296 2014 321 40.3 37.1 25 108.6 03 Professionals 2018 957 369 38.6 38.4 367 100.4 454 [69 37.2 174 212 93 43.9 85 331 129 39.0 333 390 125 Semi-Professionals & 2014 159 40.8 32.0 34 127.4 04 **Technicians** 2018 358 148 41.3 32.8 117 31 126.0 137 53 38.7 45 44 19 43.2 105 39 37.1 43 2014 100.0 41.2 242.1 05 Supervisors 2018 [ 100.0 41.2 242.7 0 0.0 00.0 00.0 Supervisors, Crafts & 2014 0 0.0 0.0 0.0 06 Trades 2018 0.0 0.0 (0.0)0.0 0.0 0.01Part 2: Post 2 Ploye fr ≠ fx c Post 3 $E + C_{0,K}$ Porc 3: $F \neq K$ s Page 31 How Date 16 Lx 100 Part 3: Goels F ÷ M ≤ 100 Data sources: Data Analysis 100 Goals 100 Gods Gook Apprecis New Entrunts Goals Flow Data Short-term Goals Lang-term Goals Employment Equity Visible Africation Voible Miscortica Visible Minorables Comments Occupational Group (KEC)Ga Perceit of Perceio o Personi of Linglityces A tual 4:0:1 Cool 4.ox Guit Good: Me Copyl 33cs Look Nec Goal 33cd \* ۸, ۸, 2018 17.8 0.0 0.0 0.0 0.0 0.0 8 01 Senior Managers 2021 45 8 17.8 0.0 0.0 6.0 0.0 247 Middle & Other 2018 86 34.8 0.0 (0.0) 0.0 0.0 -0.00.002 Managers 202 E 247 34.8 0.0 0.0 0.00.0 86 262 39.3 0.0 0.0 0.0 2018 666 0.0 0.0 0.0 0.3 Professionals 2021 262 39.3 0.0 0.0 0.0 668 0.0 Semi-Professionals & 2018 181 72 39.8 -0.00.0 0.0 0.0 0.0 0.0 04Technicians 0.0 202 E 181 72 39.8 0.0 0.0 0.0 2018 0 0.0 0.( 0.0 0.0 0.0 0.0 0.0 0.5 Supervisors 2021 0 0.0 0.0 0.0 0.00.0 Supervisors: Crafts & 2018 0 0.0 (),( 0.0 (0.1) 0.0 0.0 0.0

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Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Oracle Canada ULC
[Date: 2018-01-18]

### **Efforts**

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

Requi	red measures:
	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
	Adjusted survey results to reflect hires, promotions and terminations.
	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
	Ensured that any new gaps identified are addressed accordingly.
	Maintained appropriate records in all required areas.
Other	measures:
	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
	Communicated the goals to relevant managers as well as monitored and recorded the results.
	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
	Consulted employee/union representatives on communication and implementation of employment equity.

	equity, the steps taken to implement it and the progress made in its implementation.
	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Opera	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance nent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

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

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

Employer Name: Oracle Canada ULC

Primary Location: Toronto, Ontario

Number of Employees: 2318

•	Ontario	1722
•	Quebec	240
•	British Columbia	217
•	Alberta	102
•	Nova Scotia	11
•	New Brunswick	11
•	Manitoba	9
•	Newfoundland and Labrador	4
•	Prince-Edward Island	1
•	Saskatchewan	1

### Organization Overview:

NAICS # 5415 (Computer systems design and related services)

Oracle Canada ULC specializes primarily in developing and marketing database software and technology, cloud engineered systems, and enterprise software products. The company also develops and builds tools for database development and systems of middle-tier software, enterprise resource planning (ERP) software, customer relationship management (CRM) software, and supply chain management (SCM) software.

### Key Dates - First Year Assessment

Initiated: 2015-04-02 (Original due date was modified)

Received: 2015-03-18 Closed: 2015-11-17 Workforce 2014-12-31

Analysis:

### Key Dates - Subsequent Assessment

Initiated: 2017-11-29 Received: 2018-01-15 Workforce 2018-12-13

Analysis:

### **DATA VERIFICATION**

I have verified that the data provided as part of the subsequent assessment package is consistent with that provided during the previous submission: $\boxtimes$ Yes $\square$ No
Comments:
I have verified that the data provided in the Achievement Report is consistent with that found in Forms 1 to 6: $\boxtimes$ Yes $\square$ No
Comments:

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

### ASSESSMENT OF REASONABLE PROGRESS

- In the previous assessment many gaps were found in different EEOG's in all four designated group.
- Some short and long term goals were set in percentage format and some were set numerical format.

### Women

01	Senior Managers	Goal not met (achieved 69.2%)
02	Middle & Other Managers	Goal met (achieved 80.2%).
04	Semi-Professionals & Technicians	Goal met (achieved 124.8%)
08	Skilled Sales & Service Personnel	Goal met (achieved 93.2%)
10	Clerical Personnel	Goal not req (Representation #
		74.2%)

### Assessment/Observations

- EEOG 01 Out of 45 new entrants, eight were from this designated group. The market availability is 25.7%. The company had set a goal of hiring 25.7% and achieved 69.2% of the goal set.
- EEOG 02 Out of 247 new entrants, 61 were from this designated group. The market availability is 30.8%. The company had set a goal of hiring 30.8% and achieved 80.2% of the goal set.

- EEOG 04 Out of 181 new entrants, 54 were from this designated group. The market availability is 23.9%. The company had set a goal of hiring 23.9% and achieved 124.8% of the goal set.
- EEOG 08 Out of 494 new entrants, 128 were from this designated group. The market availability is 27.8%. The company had set a goal of hiring 27.8% and achieved 93.2% of the goal set.
- EEOG 10 Out of five new entrants, four were from this designated group. The market availability is 77.2%. The company was not required to set any goal since the present representation was 74.2%.

### **Aboriginal Peoples**

02	Middle & Other Managers	Goal not met (achieved 0.0%)
03	Professionals	Goal not met (achieved 75.1%)
04	Semi-Professionals & Technicians	Goal not set
08	Skilled Sales & Service Personnel	Goal not met (achieved 0.0%)

### Assessment/Observations

- EEOG 02 Out of 45 new entrants, none were from this designated group. The market availability is 1.0%. The company had set a goal of hiring one individual and by not hiring anyone from this designated group achieved 0.0% of the goal set.
- EEOG 03 Out of 666 new entrants, four were from this designated group. The market availability is 0.8%. The company had set a goal of hiring 0.8% and by hiring four individuals from this designated group the company achieved 75.1% of the goal set.
- EEOG 04 Out of 181 new entrants, none were from this designated group. The market availability is 1.8%. Reasonable efforts could not be assessed since the company it not set any goal in the previous assessment.
- EEOG 08 Out of 494 new entrants, none were from this designated group. The market availability is 1.8%. The company had set a goal of hiring 1.8% and by not hiring anyone from this designated group achieved 0.0% of the goal set.

### Persons with Disabilities

01/02	Managers	Goal not met (achieved 15.9%)
03	Professionals	Goal not met (achieved 27.7%)
04	Semi-Professionals & Technicians	Goal not met (achieved 0.0%)
07	Admin. & Senior Clerical Personnel	Goal not met (achieved 0.0%)
08	Skilled Sales & Service Personnel	Goal not met (achieved 28.9%)
10	Clerical Personnel	Goal not met (achieved 0.0%)

### Assessment/Observations

EEOG 01/02 - Out of 292 new entrants, two were from this designated group. The market availability is 4.3%. The company had set a goal of hiring 4.3% and by hiring/promoting two individuals from this designated group achieved 15.9% of the goal set.

- EEOG 03 Out of 666 new entrants, seven were from this designated group. The market availability is 3.8%. The company had set a goal of hiring 3.8% and by hiring/promoting 7 individuals from this designated group achieved 27.7% of the goal set.
- EEOG 04 Out of 181 new entrants, none were from this designated group. The market availability is 4.6%. The company had set a goal of hiring 4.6% and by not hiring anyone from this designated group achieved 0.0% of the goal set.
- EEOG 07 Out of 17 new entrants, none were from this designated group. The market availability is 3.4%. The company had set a goal of hiring 3.4% and by not hiring anyone from this designated group achieved 0.0% of the goal set.
- EEOG 08 Out of 494 new entrants, five were from this designated group. The market availability is 3.5%. The company had set a goal of hiring 3.5% and by hiring/promoting 5 individuals from this designated group achieved 28.9% of the goal set.
- EEOG 10 Out of five new entrants, none were from this designated group. The market availability is 7.0%. The company had set a goal of hiring 7.0% and by not hiring anyone from this designated group achieved 0.0% of the goal set.

### Members of Visible Minorities

08	Skilled Sales & Service Personnel	Goal met (achieved 113.9%)
11	Inter. Sales & Service Personnel	Goal not met (achieved 78.2%)

### Assessment/Observations

- EEOG 08 Out of 494 new entrants, 103 were from this designated group. The market availability is 18.3%. The company had set a goal of hiring 18.3% and by hiring/promoting 103 individuals from this designated group achieved 113.9% of the goal set.
- EEOG 11 Out of 17 new entrants, four were from this designated group. The market availability is 30.1%. The company had set a goal of hiring 30.1% and by hiring/promoting 4 individuals from this designated group achieved 78.2% of the goal set.

### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
  - This assessment covers a period of three years, from 2015-01-01 to 2017-11-15.
  - Of the 16 goals that the organization had set during their first compliance assessment, four have been met and 11 have not. One goal was not required to be set since the representation in women was over 50.0%. One goal was not set and thus reasonable effort could not be assessed.

### ASSESSMENT OF GOALS

- All short and long-term goals are set in percentage format.
- All short-term goals are set as per the labour market availability.

### Women

Workforce Analysis Results			Goals			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-6	25.8	25.8	17.6	25.8
02	Middle & Other Managers	-11	29.2	29.2	25.5	29.2
08	Skilled Sales & Service Personnel	-16	27.8	27.8	25.0	27.8
11	Inter. Sales & Service Personnel	-8	50.0	50.0	16.7	62.3

### Observations:

- Although availability is higher in EEOG 11, the goal is appropriately set at 50% to ensure they are inclusive of all genders and to prevent the clustering of women in these occupations.
- All other short and long term goals are set as per the market availability.

### **Aboriginal Peoples**

	Workforce Analysis Results		Goals			
Emp	oloyment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%
02	Middle & Other Managers	-3	0.9	0.9	0.0	0.9
04	Semi-Professionals & Technicians	-5	1.7	1.7	0.3	1.7
08	Skilled Sales & Service Personnel	-5	1.2	1.2	0.3	1.2

### Observations:

All short and long-term goals are set as per the market availability.

### Person with Disabilities

Workforce Analysis Results	Goals	Representation	LMA	]
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Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)		
#	Description	#	# or %	# or %	%	%
01/ 02	Managers	-12	4.3	4.3	0.8	4.3
03	Professionals	-26	3.8	3.8	1.0	3.8
04	Semi-Professionals & Technicians	-14	4.6	4.6	0.6	4.6
07	Admin. & Senior Clerical Personnel	-1	3.4	3.4	0.0	3.4
08	Skilled Sales & Service Personnel	-11	3.5	3.5	1.6	3.5
10	Clerical Personnel	-2	7.0	7.0	0.0	7.0
11	Inter. Sales & Service Personnel	-1	5.6	5.6	0.0	5.6

Observations:

All short and long-term goals are set as per the market availability.

### Members of Visible Minorities

Workforce Analysis Results			Goals			
			Short-	Long-	Representation	LMA
Emp	Employment Equity Occupational Group (EEOG)		term	term		LIVSA
			(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# or %	%	%
08	Skilled Sales & Service Personnel	-9	18.4	18.4	16.9	18.4
11	Inter. Sales & Service Personnel	-3	47.8	47.8	33.3	47.8

Observations:

• All short and long term goals are set as per the market availability.

### RECOMMENDATION

I recommend that	the employe	er be found:
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⊠in compliance ☐in non-compliance

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

Defaults were changed for Women, Aboriginal Peoples, and Visible Minorities, and all EEOG's were reduced to NOC level analysis. Also, recruitment areas for the top three

EEOG's were reduced to provincial levels instead of National level. This may limit the organization's ability to reach EE goals by narrowing recruitment to only include people with previous experience in the specific field.

- Given that there are a number of gaps in each designated groups, the organization may want to consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of the designated groups to help them in reducing / eliminating the gaps.
- As a there are some large gaps present in the Women and Persons with Disabilities groups, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals specifically in the two mentioned designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sgiemtweims/emp/W.2.3msM.1intlnf.4%40-eng.jsp?&&cid=aidehelp& ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

Name of Analyst: Neena Sharan

Date: December 18, 2018

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

Sent: December 19, 2018 9:34 AM

**To:** 'rod.thacker@oracle.com' <rod.thacker@oracle.com>; 'sheryl.helsdon-baker@oracle.com' <sheryl.helsdon-baker@oracle.com>

**Subject:** Government of Canada Agreement Number: 060622 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

### Dear Rod Thacker:

I am writing to inform you that the subsequent compliance assessment initiated on November 29, 2017 has been completed. As a result of the assessment, Oracle Canada ULC 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 your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of the Oracle Canada ULC employment equity program.

- Defaults were changed for Women, Aboriginal Peoples, and Visible Minorities, and all EEOG's
  were reduced to NOC level analysis. Also, recruitment areas for the top three EEOG's were
  reduced to provincial levels instead of National level. This may limit the organization's ability to
  reach EE goals by narrowing recruitment to only include people with previous experience in the
  specific field.
- Given that there are a number of gaps in each designated groups, the organization may want to
  consider partnering with universities or reaching out to professional associations in order to
  identify qualified potential employees that are members of the designated groups to help them in
  reducing / eliminating the gaps.
- As a there are some large gaps present in the Women and Persons with Disabilities groups, the
  organization may want to consider conducting an Employment Systems Review (ESR) of their
  recruitment and hiring policies and practices, in order to identify any potential barriers to the
  recruitment and retention of individuals specifically in the two mentioned designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): <a href="https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intlnf.4%40-eng.jsp?&&cid=aide-heip&ga=2.252268041.1845905918.1519931408-1912045188.1507820070">https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intlnf.4%40-eng.jsp?&&cid=aide-heip&ga=2.252268041.1845905918.1519931408-1912045188.1507820070</a>.

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 November 29, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

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

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Oracle Canada ULC 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 (FEDEMI) en ligne, un espace collaboratif pour employeurs. Envoyez nous un courriel pour veus joindref join the prême Workplace Equity, Diversity and Inclusion Forum (WEDE), a collaborative space for employers. Send us an email to join!