



OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Silliker Canada Co.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N°	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 130 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02f-eng.htm

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No

HEAD OFFICE			
Address (building number, street, suite, etc.) 90 Gough Road, Unit 4	City Markham	Province ON	Postal Code L3R 5V5
	Telephone Number 905-479-5255	Fax Number	

EMPLOYMENT EQUITY CONTACT	
Name (print) Thanuja Peter	Title HR Generalist
Telephone Number 905-305-2207	E-mail Address thanuja.peter@silliker.com

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) James Miller	Title President
Telephone Number 312-938-5151	E-mail Address jim.miller@silliker.com
Signature 	Date 2-23-2015

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



Federal Contractors Program (FCP)

Contractors who are awarded an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) are required to implement employment equity, and if representation gaps exist, to make all reasonable efforts within the context of their specific organizational environment and structural needs to close the gaps. This obligation is on-going and not only subject to the period of a specific contract.

Contractors are required to conduct, develop and maintain:

- a. A survey of their workforce on the representation of the four designated groups using a self-identification questionnaire;
- b. A workforce analysis (WFA) that compares representation with requisite labour market availability by occupational groups; and
- c. Short-term and long-term numeric goals on closing gaps that have been identified where under-representation exists.

Contractors are required to submit to ESDC-Labour:

- a. One year after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes):
 - Self-identification questionnaire used to collect workforce information;
 - Initial WFA; and
 - Annual short-term numeric goals for a period of three years and long-term numeric goals where under-representation exists on closing gaps that have been identified.
- b. Four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter:
 - Updated WFA;
 - Updated annual short-term numeric goals for a period of three years and long term numeric goals where under-representation exists on closing gaps that have been identified; and
 - Completed Achievement Table.

ESDC-Labour will assess contractors on a risk-based basis, one year and four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter. Assessments are based on the achievement of representation results and measured against the requirements set out for the FCP.

Contractors found to be in non-compliance will be ineligible for future goods and services contracts, standing offer agreements, or supply agreements of any value with the federal government. In addition, contractors will be placed on a public list of non-compliant contractors. A finding of non-compliance may result in the termination of the contract.

For information on the detailed requirements as well as the framework and standards for assessment of results, please refer to the website: <http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml>

Questions and Answers

Subsidiary vs. Division/Branch

Q1 Does the Agreement to Implement Employment Equity (Agreement) apply to the whole organization or only to the part carrying out the contract?

A1 The signed Agreement applies to the whole organization named in the Agreement and its entire Canadian workforce including all of its components (divisions, branches, etc.), with the exception of subsidiary corporations.

Division:	A division is part of the primary business, not separate, and the primary business is legally responsible for the obligations and debts of the division.
Branch:	A branch is an office that is not located at/with the company's corporate headquarters but is part of the organization.
Subsidiary:	A subsidiary is owned or controlled by another entity (a parent company), but it is a separate legal entity.

Q2 If an organization that is not subject to the Federal Contractor Program (FCP) is taken over by (or merged with) an organization that is subject to the Program, does it become subject to the FCP as well?

A2 An organization is subject to the FCP if it becomes part of the acquiring company. However, if the organization remains a subsidiary and still operates as a separate legal entity from the acquiring company, it does not become subject to the FCP.

For the purpose of the FCP, subsidiaries require a separate Agreement (and Agreement number) because they are separate legal entities. Divisions are part of an organization and are included as part of the whole organization.

Q3 When should a new Agreement be completed and signed?

A3 A new Agreement should be completed if the organization has undergone a change in its legal name.

Employment Status

Q1 Who is considered to be a permanent full-time employee under the FCP?

A1 A permanent full-time employee is employed for an indeterminate period of time to work the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs. The standard number of hours cannot be less than the usual number of hours worked by full-time employees in the same occupational group.

Q2 Who is considered to be a permanent part-time employee under the FCP?

A2 A permanent part-time employee is employed for an indeterminate period of time to work fewer than the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs.

Generally, what is standard or usual for a group of employees is considered full-time; anything less is considered part-time. For example, in a case where the standard, usual way of working for the company is to work eight (8) hours per day for three (3) days per week, employees who fit this work pattern would be considered full-time, and employees who do not would be considered part-time.

Q3 Who is considered to be a temporary employee under the FCP?

- A3 A temporary employee is employed on a temporary basis for any number of hours within a fixed period or periods (start and end date) totalling 12 weeks or more during a calendar year. This does not include a person in full-time attendance at a secondary or post-secondary educational institution who is employed during a school break. Whether the hours are regular or irregular is not a factor to consider in determining temporary employment status.

The total number of weeks worked by temporary employees is calculated according to the cumulative number of weeks worked, not by the cumulative number of days. For example, an employee may be called to work two days one week, three days the following week and one day per week for ten other weeks during the calendar year. This employee would be considered a temporary employee for employment equity purposes.

The most significant distinction between temporary staff and permanent staff is job security, where permanence usually means employment for an indefinite duration. The duration of employment or the benefits received do not indicate employment status. Even if an employee is hired for a length of employment that is long term, the employee does not have permanent status if the duration of employment can be defined.

Q4 How are students counted under the FCP?

- A4 Students employed during a school break, even if this period exceeds 12 weeks, and who are returning to school, are not counted as employees for employment equity purposes.

Co-operative education (Co-op) students working during the summer period are not considered to be on a school break since this work experience forms part of their education. Co-op students who work more than 12 weeks during their work placements should be reported as temporary employees. In addition, students working on a permanent part-time basis throughout the year are counted provided they worked 12 weeks or more.

Q5 How are casual or other employees counted under the FCP?

- A5 Casual employees are employed to work less than 12 weeks during a calendar year and whose contracts have designated start and end dates.

Other employees are those who are on unpaid leave (often temporary lay-off or long-term leave) but who otherwise fulfil the definitions of permanent full-time, permanent part-time or temporary employees and maintain the right to return to work.



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

Reporting Period 2015-10-09 to 2018-09-14

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	115	2	0	117	Montréal	14	1	0	15
Québec	14	1	0	15	Toronto	115	2	0	117
British Columbia	26	0	0	26	Vancouver	26	0	0	26
Total Employees in Canada				158	Total Employees in Canada				158



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-10-09 to 2018-09-14

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	7	7				1		1	5	3	2
	Total		14	7	7				1		1	5	3
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	27	6	21							11	3	8
	Total		27	6	21						11	3	8
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	81	25	56	3	1	2	1		1	34	7	27
	Total		81	25	56	3	1	2	1		1	34	7
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	2	3				1	1		1	1	
	Total		5	2	3				1	1		1	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-10-09 to 2018-09-14

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	4	1				1	1		2	2	
	Total	5	4	1				1	1		2	2	
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	3	11				1		1	6	2	4
	Total	14	3	11				1		1	6	2	4
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	7								1	1	
	Total	7	7								1	1	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-10-09 to 2018-09-14

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		155	55	100	3	1	2	5	2	3	60	19	41



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2015-10-09 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-10-09 to 2018-09-14

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	5	5				1		1	3	2	1
	Total		10	5	5			1		1	3	2	1
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22	4	18							11	3	8
	Total		22	4	18						11	3	8
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	60	12	48	3	1	2	1		1	31	6	25
	Total		60	12	48	3	1	2	1		31	6	25
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	2	1				1	1		1	1	
	Total		3	2	1			1	1		1	1	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-10-09 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2015-10-09 to 2018-09-14

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		115	34	81	3	1	2	5	2	3	54	17	37



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2015-10-09 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2015-10-09 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2015-10-09 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Québec

Reporting Period 2015-10-09 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2015-10-09 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2015-10-09 to 2018-09-14

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	1	3							1		1
	Total	4	1	3							1		1
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Total Number of Employees		26	15	11							2	1	1



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / National

Reporting Period 2015-10-09 to 2018-09-14

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	155	55	100	3	1	2	5	2	3	60	19	41
Total Number of Employees	155	55	100	3	1	2	5	2	3	60	19	41



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / National

Reporting Period 2015-10-09 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2015-10-09 to 2018-09-14

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	115	34	81	3	1	2	5	2	3	54	17	37
Total Number of Employees	115	34	81	3	1	2	5	2	3	54	17	37



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Ontario

Reporting Period 2015-10-09 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Québec

Reporting Period 2015-10-09 to 2018-09-14

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	14	6	8							4	1	3
Total Number of Employees	14	6	8							4	1	3



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Québec

Reporting Period 2015-10-09 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / British Columbia
Reporting Period 2015-10-09 to 2018-09-14

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	26	15	11							2	1	1
Total Number of Employees	26	15	11							2	1	1



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2017-09-15 to 2018-09-14

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Semi-Professionals and Technicians	7	2	5	2		2				2	1	1
Intermediate Sales and Service Personnel	4	2	2							2	1	1
Semi-Skilled Manual Workers	2	2								1	1	
Total Number of Employees Hired	13	6	7	2		2				5	3	2



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Part-Time / National

Reporting Period 2017-09-15 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / National

Reporting Period 2017-09-15 to 2018-09-14

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2017-09-15 to 2018-09-14

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Professionals	2	1	1									
Semi-Professionals and Technicians	9	3	6							2		2
Clerical Personnel	1	1										
Intermediate Sales and Service Personnel	2	1	1									
Total Number of Employees Terminated	15	7	8							2		2



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2017-09-15 to 2018-09-14

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



Workforce Analysis - Detailed Report

Date: 2018-09-14

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
02 : Middle and Other Managers	National	13	7	53.8 %	38.9 %	5	2	National
03 : Professionals		25	20	80.0 %	42.9 %	11	9	
2112 : Chemists	National	18	16	88.9 %	40.6 %	7	9	National
2121 : Biologists and related scientists	National	6	4	66.7 %	50.9 %	3	1	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	35.2 %	0	0	National
04 : Semi-Professionals and Technicians		69	54	78.3 %	49.3 %	34	20	
2211 : Chemical technologists and technicians	Ontario	32	28	87.5 %	46.4 %	15	13	Ontario
2221 : Biological technologists and technicians	Ontario	28	22	78.6 %	51.3 %	14	8	Ontario
2221 : Biological technologists and technicians	Québec	8	3	37.5 %	57.2 %	5	-2	Québec
2282 : User support technicians	British Columbia	1	1	100.0 %	25.1 %	0	1	British Columbia
05 : Supervisors		5	3	60.0 %	52.4 %	3	0	
Employment Equity Occupational Group	Toronto	3	1	33.3 %	53.0 %	2	-1	Toronto
Employment Equity Occupational Group	Vancouver	2	2	100.0 %	51.4 %	1	1	Vancouver
08 : Skilled Sales and Service Personnel		1	1	100.0 %	28.7 %	0	1	
6221 : Technical sales specialists - wholesale trade	Ontario	1	1	100.0 %	28.7 %	0	1	Ontario
10 : Clerical Personnel		6	1	16.7 %	65.2 %	4	-3	
Employment Equity Occupational Group	Toronto	6	1	16.7 %	65.2 %	4	-3	Toronto
11 : Intermediate Sales and Service Personnel		15	11	73.3 %	63.8 %	10	1	
Employment Equity Occupational Group	Montréal	1	1	100.0 %	61.8 %	1	0	Montréal
Employment Equity Occupational Group	Toronto	9	7	77.8 %	63.9 %	6	1	Toronto
Employment Equity Occupational Group	Vancouver	5	3	60.0 %	64.2 %	3	0	Vancouver
12 : Semi-Skilled Manual Workers		5	0	0.0 %	21.3 %	1	-1	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	18.4 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	4	0	0.0 %	22.0 %	1	-1	Toronto



Workforce Analysis - Detailed Report

Date: 2018-09-14

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
13 : Other Sales and Service Personnel								
Employment Equity Occupational Group	Toronto	1	0	0.0 %	55.5 %	1	-1	Toronto
Total		140	97	69.3 %	48.4 %	69	28	

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: 2018-09-14

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
02 : Middle and Other Managers	National	13	0	0.0 %	2.2 %	0	0	National
03 : Professionals		25	0	0.0 %	0.9 %	0	0	
2112 : Chemists	National	18	0	0.0 %	0.6 %	0	0	National
2121 : Biologists and related scientists	National	6	0	0.0 %	1.7 %	0	0	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	1.3 %	0	0	National
04 : Semi-Professionals and Technicians		69	3	4.3 %	1.6 %	1	2	
2211 : Chemical technologists and technicians	Ontario	32	1	3.1 %	1.9 %	1	0	Ontario
2221 : Biological technologists and technicians	Ontario	28	2	7.1 %	1.0 %	0	2	Ontario
2221 : Biological technologists and technicians	Québec	8	0	0.0 %	2.7 %	0	0	Québec
2282 : User support technicians	British Columbia	1	0	0.0 %	1.8 %	0	0	British Columbia
05 : Supervisors		5	0	0.0 %	1.6 %	0	0	
Employment Equity Occupational Group	Toronto	3	0	0.0 %	1.0 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.6 %	0	0	Vancouver
08 : Skilled Sales and Service Personnel		1	0	0.0 %	1.0 %	0	0	
6221 : Technical sales specialists - wholesale trade	Ontario	1	0	0.0 %	1.0 %	0	0	Ontario
10 : Clerical Personnel		6	0	0.0 %	0.7 %	0	0	
Employment Equity Occupational Group	Toronto	6	0	0.0 %	0.7 %	0	0	Toronto
11 : Intermediate Sales and Service Personnel		15	0	0.0 %	1.2 %	0	0	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.9 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	9	0	0.0 %	0.6 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	5	0	0.0 %	2.3 %	0	0	Vancouver
12 : Semi-Skilled Manual Workers		5	0	0.0 %	0.7 %	0	0	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.9 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	4	0	0.0 %	0.7 %	0	0	Toronto



Workforce Analysis - Detailed Report

Date: 2018-09-14

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
13 : Other Sales and Service Personnel								
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.8 %	0	0	Toronto
Total		140	3	2.1 %	1.4 %	1	2	

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: 2018-09-14

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
02 : Middle and Other Managers	National	13	5	38.5 %	15.0 %	2	3	National
03 : Professionals		25	11	44.0 %	32.2 %	8	3	
2112 : Chemists	National	18	10	55.6 %	37.3 %	7	3	National
2121 : Biologists and related scientists	National	6	0	0.0 %	17.2 %	1	-1	National
2172 : Database analysts and data administrators	National	1	1	100.0 %	32.3 %	0	1	National
04 : Semi-Professionals and Technicians		69	35	50.7 %	24.7 %	17	18	
2211 : Chemical technologists and technicians	Ontario	32	20	62.5 %	30.7 %	10	10	Ontario
2221 : Biological technologists and technicians	Ontario	28	11	39.3 %	22.6 %	6	5	Ontario
2221 : Biological technologists and technicians	Québec	8	4	50.0 %	6.9 %	1	3	Québec
2282 : User support technicians	British Columbia	1	0	0.0 %	32.5 %	0	0	British Columbia
05 : Supervisors		5	1	20.0 %	44.8 %	2	-1	
Employment Equity Occupational Group	Toronto	3	1	33.3 %	45.8 %	1	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	43.4 %	1	-1	Vancouver
08 : Skilled Sales and Service Personnel		1	0	0.0 %	20.8 %	0	0	
6221 : Technical sales specialists - wholesale trade	Ontario	1	0	0.0 %	20.8 %	0	0	Ontario
10 : Clerical Personnel		6	2	33.3 %	48.1 %	3	-1	
Employment Equity Occupational Group	Toronto	6	2	33.3 %	48.1 %	3	-1	Toronto
11 : Intermediate Sales and Service Personnel		15	6	40.0 %	46.7 %	7	-1	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	22.2 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	9	5	55.6 %	48.9 %	4	1	Toronto
Employment Equity Occupational Group	Vancouver	5	1	20.0 %	47.5 %	2	-1	Vancouver
12 : Semi-Skilled Manual Workers		5	1	20.0 %	50.5 %	3	-2	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	22.7 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	4	1	25.0 %	57.5 %	2	-1	Toronto



Workforce Analysis - Detailed Report

Date: 2018-09-14

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
13 : Other Sales and Service Personnel		1	0	0.0 %	52.7 %	1	-1	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	52.7 %	1	-1	Toronto
Total		140	61	43.6 %	30.3 %	43	18	

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: 2018-09-14

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	13	1	7.7 %	4.3 %	1	0	National
03 : Professionals	National	25	0	0.0 %	3.8 %	1	-1	National
04 : Semi-Professionals and Technicians	National	69	1	1.4 %	4.6 %	3	-2	National
05 : Supervisors	National	5	1	20.0 %	13.9 %	1	0	National
08 : Skilled Sales and Service Personnel	National	1	0	0.0 %	3.5 %	0	0	National
10 : Clerical Personnel	National	6	1	16.7 %	7.0 %	0	1	National
11 : Intermediate Sales and Service Personnel	National	15	1	6.7 %	5.6 %	1	0	National
12 : Semi-Skilled Manual Workers	National	5	0	0.0 %	4.8 %	0	0	National
13 : Other Sales and Service Personnel	National	1	0	0.0 %	6.3 %	0	0	National
Total		140	5	3.6 %	5.0 %	7	-2	

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: 2018-09-14

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2018-09-14

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
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



Workforce Analysis - Summary Report

Date: 2018-09-14

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
02 : Middle and Other Managers	13	7	53.8 %	38.9 %	5	2
03 : Professionals	25	20	80.0 %	42.9 %	11	9
04 : Semi-Professionals and Technicians	69	54	78.3 %	49.3 %	34	20
05 : Supervisors	5	3	60.0 %	52.4 %	3	0
08 : Skilled Sales and Service Personnel	1	1	100.0 %	28.7 %	0	1
10 : Clerical Personnel	6	1	16.7 %	65.2 %	4	-3
11 : Intermediate Sales and Service Personnel	15	11	73.3 %	63.8 %	10	1
12 : Semi-Skilled Manual Workers	5	0	0.0 %	21.3 %	1	-1
13 : Other Sales and Service Personnel	1	0	0.0 %	55.5 %	1	-1
Total	140	97	69.3 %	48.4 %	69	28

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-09-14

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation		Availability		
		#	%	%	#	
02 : Middle and Other Managers	13	0	0.0 %	2.2 %	0	0
03 : Professionals	25	0	0.0 %	0.9 %	0	0
04 : Semi-Professionals and Technicians	69	3	4.3 %	1.6 %	1	2
05 : Supervisors	5	0	0.0 %	1.6 %	0	0
08 : Skilled Sales and Service Personnel	1	0	0.0 %	1.0 %	0	0
10 : Clerical Personnel	6	0	0.0 %	0.7 %	0	0
11 : Intermediate Sales and Service Personnel	15	0	0.0 %	1.2 %	0	0
12 : Semi-Skilled Manual Workers	5	0	0.0 %	0.7 %	0	0
13 : Other Sales and Service Personnel	1	0	0.0 %	0.8 %	0	0
Total	140	3	2.1 %	1.4 %	1	2

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-09-14

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
02 : Middle and Other Managers	13	5	38.5 %	15.0 %	2	3
03 : Professionals	25	11	44.0 %	32.2 %	8	3
04 : Semi-Professionals and Technicians	69	35	50.7 %	24.7 %	17	18
05 : Supervisors	5	1	20.0 %	44.8 %	2	-1
08 : Skilled Sales and Service Personnel	1	0	0.0 %	20.8 %	0	0
10 : Clerical Personnel	6	2	33.3 %	48.1 %	3	-1
11 : Intermediate Sales and Service Personnel	15	6	40.0 %	46.7 %	7	-1
12 : Semi-Skilled Manual Workers	5	1	20.0 %	50.5 %	3	-2
13 : Other Sales and Service Personnel	1	0	0.0 %	52.7 %	1	-1
Total	140	61	43.6 %	30.3 %	43	18

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-09-14

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	13	1	7.7 %	4.3 %	1	0
03 : Professionals	25	0	0.0 %	3.8 %	1	-1
04 : Semi-Professionals and Technicians	69	1	1.4 %	4.6 %	3	-2
05 : Supervisors	5	1	20.0 %	13.9 %	1	0
08 : Skilled Sales and Service Personnel	1	0	0.0 %	3.5 %	0	0
10 : Clerical Personnel	6	1	16.7 %	7.0 %	0	1
11 : Intermediate Sales and Service Personnel	15	1	6.7 %	5.6 %	1	0
12 : Semi-Skilled Manual Workers	5	0	0.0 %	4.8 %	0	0
13 : Other Sales and Service Personnel	1	0	0.0 %	6.3 %	0	0
Total	140	5	3.6 %	5.0 %	7	-2

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-09-14

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2018-09-14

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
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Silliker Canada Co.

[Date: 2018-01-18]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	08	10

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	09	14

Table 1: Women

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	0	0	0.0
02	Middle & Other Managers	11	6	38.9
03	Professionals	14	9	42.8
04	Semi-Professionals & Technicians	63	47	49.5
05	Supervisors	11	9	53.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	1	1	80.1
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	12	4	64.8
11	Intermediate Sales & Service Personnel	7	6	63.9
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	0	55.5
14	Other Manual Workers	0	0	0.0
Total		120	82	50.7

Table 5: Women

		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
		#	#	%
		0	0	0.0
		14	7	39.4
		27	21	44.0
		83	57	50.9
		5	3	52.2
		0	0	0.0
		0	0	0.0
		1	1	27.9
		0	0	0.0
		6	1	65.5
		14	11	65.6
		7	0	18.5
		1	0	55.0
		0	0	0.0
		158	101	49.0

*** Source:**
2011 National Household Survey

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Silliker Canada Co.
[Date: 2018-01-18]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	08	10

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	09	14

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
01	Senior Managers	0	0	0.0
02	Middle & Other Managers	11	0	2.2
03	Professionals	14	0	1.2
04	Semi-Professionals & Technicians	63	0	1.5
05	Supervisors	11	0	1.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	1	0	0.8
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	12	0	0.7
11	Intermediate Sales & Service Personnel	7	0	0.6
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	0	0.8
14	Other Manual Workers	0	0	0.0
Total		120	0	1.3

*** Source:**
2011 National Household Survey

		Table 6: Aboriginal Peoples		
		Subsequent/Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
		0	0	0.0
		14	0	2.7
		27	0	1.0
		83	3	2.8
		5	0	1.6
		0	0	0.0
		0	0	0.0
		1	0	1.2
		0	0	0.0
		6	0	0.8
		14	0	1.3
		7	0	1.4
		1	0	1.0
		0	0	0.0
		158	3	2.2

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Silliker Canada Co.
[Date: 2018-01-18]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	08	10

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	09	14

Table 3: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	0	0	0.0
02	Middle & Other Managers	11	5	15.0
03	Professionals	14	6	25.4
04	Semi-Professionals & Technicians	63	41	24.6
05	Supervisors	11	7	45.8
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	1	0	37.3
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	12	5	43.0
11	Intermediate Sales & Service Personnel	7	3	48.9
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	0	52.7
14	Other Manual Workers	0	0	0.0
Total		120	67	29.4

*** Source:**
2011 National Household Survey

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Subsequent/Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
		0	0	0.0
		14	5	17.6
		27	11	38.6
		83	35	29.3
		5	1	50.8
		0	0	0.0
		0	0	0.0
		1	0	22.8
		0	0	0.0
		6	2	52.2
		14	6	52.1
		7	1	54.9
		1	0	58.2
		0	0	0.0
		158	61	34.7

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Silliker Canada Co.
[Date: 2018-01-18]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	08	10

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	09	14

Employment Equity Occupational Group (EOG)		Table 4: Persons with Disabilities		
		First/Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
01/02	Managers	11	0	4.3
03	Professionals	14	0	3.8
04	Semi-Professionals & Technicians	63	1	4.6
05	Supervisors	11	0	13.9
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	1	0	3.4
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	12	1	7.0
11	Intermediate Sales & Service Personnel	7	0	5.6
12	Semi-Skilled Manual Workers	0	0	0.0
13	Other Sales & Service Personnel	1	1	6.3
14	Other Manual Workers	0	0	0.0
Total		120	3	5.6

		Table 8: Persons with Disabilities		
		Subsequent/Current Workforce Analysis		
		All Employees	Persons with Disabilities	
			Representation	Availability*
#	#	%		
	14	1	5.0	
	27	0	8.9	
	83	1	7.6	
	5	1	27.5	
	0	0	0.0	
	0	0	0.0	
	1	0	8.0	
	0	0	0.0	
	6	1	9.3	
	14	1	10.8	
	7	0	10.3	
	1	0	10.7	
	0	0	0.0	
	158	5	8.7	

*** Source:**
 2012 Canadian Survey on Disability

*** Source:**
 2012 Canadian Survey on Disability

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Silliker Canada Co.

[Date: 2018-01-18]

Start Date of Flow Data		
YYYY	MM	DD
2015	10	09

End Date of Flow Data		
YYYY	MM	DD
2018	09	14

Data from Form 4 - Employees Hired			
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Data from Form 5 - Employees Promoted			
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Data from Form 6 - Employees Terminated			
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Employment Equity Occupational Group (EEOG)		Table 1: Women			
		Full-time / National		Part-time / National	
		All Employees Hired	Women Hired	All Employees Hired	Women Hired
		#	#	#	#

Table 1: Women			
Full-time / National		Part-time / National	
All Employees Hired	Women Hired	All Employees Hired	Women Hired
#	#	#	#

Table 5: Women			
Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#

Table 9: Women			
Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#

01	Senior Managers	0	0	0	0
02	Middle & Other Managers	3	2	0	0
03	Professionals	9	5	0	0
04	Semi-Professionals & Technicians	67	40	2	1
05	Supervisors	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0
07	Administrative & Senior Clerical Personnel	0	0	0	0
08	Skilled Sales & Service Personnel	0	0	0	0
09	Skilled Crafts & Trades Workers	0	0	0	0
10	Clerical Personnel	6	2	0	0
11	Intermediate Sales & Service Personnel	12	9	0	0
12	Semi-Skilled Manual Workers	6	1	0	0
13	Other Sales & Service Personnel	0	0	0	0
14	Other Manual Workers	0	0	0	0
Total		103	59	2	1

		1	0	0	0
		0	0	0	0
		5	4	0	0
		5	4	0	0
		1	1	0	0
		0	0	0	0
		0	0	0	0
		0	0	0	0
		0	0	0	0
		2	1	0	0
		6	4	0	0
		0	0	0	0
		0	0	0	0
		0	0	0	0
		20	14	0	0

		1	0	0	0
		1	0	0	0
		13	4	0	0
		63	39	1	1
		1	1	0	0
		0	0	0	0
		0	0	0	0
		1	0	0	0
		0	0	0	0
		6	1	0	0
		7	5	0	0
		5	1	0	0
		0	0	0	0
		0	0	0	0
		98	51	1	1

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Silliker Canada Co.

[Date: 2018-01-18]

Start Date of Flow Data		
YYYY	MM	DD
2015	10	09

End Date of Flow Data		
YYYY	MM	DD
2018	09	14

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)

Table 2: Aboriginal Peoples

Full-time / National		Part-time / National	
All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
#	#	#	#

Table 6: Aboriginal Peoples

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#

Table 10: Aboriginal Peoples

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#

01 Senior Managers	0	0	0	0
02 Middle & Other Managers	3	0	0	0
03 Professionals	9	0	0	0
04 Semi-Professionals & Technicians	67	2	2	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	6	0	0	0
11 Intermediate Sales & Service Personnel	12	0	0	0
12 Semi-Skilled Manual Workers	6	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	0	2	2	0

1	0	0	0
0	0	0	0
5	0	0	0
5	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0
6	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
20	0	0	0

1	0	0	0
1	0	0	0
13	0	0	0
63	0	1	0
1	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
6	0	0	0
7	0	0	0
5	0	0	0
0	0	0	0
0	0	0	0
98	0	1	0

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Silliker Canada Co.
[Date: 2018-01-18]

Start Date of Flow Data		
YYYY	MM	DD
2015	10	09

End Date of Flow Data		
YYYY	MM	DD
2018	09	14

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	3	0	0	0
03 Professionals	9	0	0	0
04 Semi-Professionals & Technicians	67	0	2	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	6	0	0	0
11 Intermediate Sales & Service Personnel	12	0	0	0
12 Semi-Skilled Manual Workers	6	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	103	0	2	0

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
1	0	0	0
0	0	0	0
5	0	0	0
5	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
2	1	0	0
6	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
20	2	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
1	0	0	0
1	0	0	0
13	0	0	0
63	0	1	0
1	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
6	0	0	0
7	0	0	0
5	0	0	0
0	0	0	0
0	0	0	0
98	0	1	0

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Silliker Canada Co.
[Date: 2018-01-18]

Start Date of Flow Data		
YYYY	MM	DD
2015	10	09

End Date of Flow Data		
YYYY	MM	DD
2018	09	14

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted
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Data from Form 6 - Employees Terminated
--

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	1	0	0	0	1	0	0	0
02 Middle & Other Managers	3	1	0	0	0	0	0	0	1	0	0	0
03 Professionals	9	0	0	0	5	2	0	0	13	0	0	0
04 Semi-Professionals & Technicians	67	15	2	1	5	0	0	0	63	2	1	0
05 Supervisors	0	0	0	0	1	0	0	0	1	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	1	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	6	0	0	0	2	1	0	0	6	0	0	0
11 Intermediate Sales & Service Personnel	12	4	0	0	6	2	0	0	7	0	0	0
12 Semi-Skilled Manual Workers	6	1	0	0	0	0	0	0	5	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	21	2	1	20	5	0	0	98	2	1	0

Federal Contractors Program Achievement Report

Part 3: Goals

Silliker Canada Co.

[Date: 2018-01-18]

007042

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)		All Employees										First/Previous Short-term Goals										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	From - To	YYYY - YYYY								
		2015-08-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-08-10	Annually	Over 3 Years	2015	2018	%	%	%	#	#	%	%		
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%		
01	Senior Managers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
02	Middle & Other Managers	11	8.4%		0	8.0%		0	0	6	0.0%	0	-2	0	38.9%	2	2	54.5%	54.5%			
03	Professionals	14	24.5%		0	63.4%		0	0	9	0.0%	0	-3	0	42.8%	3	3	64.3%	64.3%			
04	Semi-Professionals & Tech	63	9.6%		0	87.7%		0	0	47	0.0%	0	-16	0	49.5%	16	16	74.6%	74.6%			
05	Supervisors	11	-23.1%		0	12.5%		0	0	9	0.0%	0	-3	0	53.0%	3	3	81.8%	81.8%			
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	1	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0	80.1%	0	0	100.0%	100.0%			
08	Skilled Sales & Service	0	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
10	Clerical Personnel	12	-20.6%		0	66.7%		0	0	4	0.0%	0	4	0	64.8%	-4	-4	33.3%	33.3%			
11	Intermediate Sales & Service	7	26.0%		0	66.7%		0	0	6	0.0%	0	-2	0	63.9%	2	2	85.7%	85.7%			
12	Semi-Skilled Manual	0	0.0%		0	142.9%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
13	Other Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	1	0	55.5%	-1	-1	0.0%	0.0%			
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
Total		120	9.6%		0	71.2%		0	0	82	0.0%	0	-21	0	50.7%	21	21	68.3%	68.3%			

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

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

Table 2: Women

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

Federal Contractors Program Achievement Report

Part 3: Goals

Silliker Canada Co.

[Date: 2018-01-18]

007043

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		All Employees							First/Previous Short-term Goals												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		From - To								
		2015-08-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-08-10	Annually	Over 3 Years	2015		2018						
		#	%	%	#	%	%	#	#	%	#	#	%	%							
01	Senior Managers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
02	Middle & Other Managers	11	8.4%		0	8.0%		0	0	0.0%	0	0	0	0	2.2%	0	0	0.0%	0.0%		
03	Professionals	14	24.5%		0	63.4%		0	0	0.0%	0	0	0	0	1.2%	0	0	0.0%	0.0%		
04	Semi-Professionals & Tech	63	9.6%		0	87.7%		0	0	0.0%	0	1	0	1.5%	-1	-1	0.0%	0.0%			
05	Supervisors	11	-23.1%		0	12.5%		0	0	0.0%	0	0	0	1.0%	0	0	0.0%	0.0%			
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	1	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%			
08	Skilled Sales & Service	0	0.0%		0	200.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
10	Clerical Personnel	12	-20.6%		0	66.7%		0	0	0.0%	0	0	0	0.7%	0	0	0.0%	0.0%			
11	Intermediate Sales & Service	7	26.0%		0	66.7%		0	0	0.0%	0	0	0	0.6%	0	0	0.0%	0.0%			
12	Semi-Skilled Manual	0	0.0%		0	142.9%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
13	Other Sales & Service	1	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%			
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
Total		120	9.6%		0	71.2%		0	0	0.0%	0	2	0	1.3%	-2	-2	0.0%	0.0%			

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

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

Table 4: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Silliker Canada Co.

[Date: 2018-01-18]

007044

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees																	First/Previous Short-term Goals				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY		
	2015-08-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-08-10	Annually	Over 3 Years	2015	2018	%	%	%	#	#	%	%			
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%			
01/02 Managers	11	4.2%		0	4.0%		0	0	0	0.0%	0	0	0	4.3%	0	0	0.0%	0.0%				
03 Professionals	14	24.5%		0	63.4%		0	0	0	0.0%	0	1	0	3.8%	-1	-1	0.0%	0.0%				
04 Semi-Professionals & Tech	63	9.6%		0	87.7%		0	0	1	0.0%	0	2	0	4.6%	-2	-2	1.6%	1.6%				
05 Supervisors	11	-23.1%		0	12.5%		0	0	0	0.0%	0	2	0	13.9%	-2	-2	0.0%	0.0%				
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
07 Administrative & Sr Clerical	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	3.4%	0	0	0.0%	0.0%				
08 Skilled Sales & Service	0	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
10 Clerical Personnel	12	-20.6%		0	66.7%		0	0	1	0.0%	0	0	0	7.0%	0	0	8.3%	8.3%				
11 Intermediate Sales & Service	7	26.0%		0	66.7%		0	0	0	0.0%	0	0	0	5.6%	0	0	0.0%	0.0%				
12 Semi-Skilled Manual	0	0.0%		0	142.9%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
13 Other Sales & Service	1	0.0%		0	0.0%		0	0	1	0.0%	0	-1	0	6.3%	1	1	100.0%	100.0%				
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
Total	120	9.6%		0	71.2%		0	0	3	0.0%	0	4	0	5.6%	-4	-4	2.5%	2.5%				

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

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

Table 6: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Silliker Canada Co.

[Date: 2018-01-18]

007045

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees										First/Previous Short-term Goals								
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Over 3 Years	From - To		Present Availability	Present Gap					
	2015-08-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-08-10	Annually	Over 3 Years	2015	2018	%	%	%	%	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%
01 Senior Managers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
02 Middle & Other Managers	11	8.4%		0	8.0%		0	0	5	0.0%	0	-3	0	15.0%	3	3	45.5%	45.5%	
03 Professionals	14	24.5%		0	63.4%		0	0	6	0.0%	0	-2	0	25.4%	2	2	42.9%	42.9%	
04 Semi-Professionals & Tech	63	9.6%		0	87.7%		0	0	41	0.0%	0	-26	0	24.6%	26	26	65.1%	65.1%	
05 Supervisors	11	-23.1%		0	12.5%		0	0	7	0.0%	0	-2	0	45.8%	2	2	63.6%	63.6%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	1	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	37.3%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	12	-20.6%		0	66.7%		0	0	5	0.0%	0	0	0	43.0%	0	0	41.7%	41.7%	
11 Intermediate Sales & Service	7	26.0%		0	66.7%		0	0	3	0.0%	0	0	0	48.9%	0	0	42.9%	42.9%	
12 Semi-Skilled Manual	0	0.0%		0	142.9%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	1	0	52.7%	-1	-1	0.0%	0.0%	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	120	9.6%		0	71.2%		0	0	67	0.0%	0	-32	0	29.4%	32	32	55.8%	55.8%	

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

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

Table 8: Members of Visible Minorities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Silliker Canada Co.

[Date: 2018-01-18]

007046

Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)		All Employees							Subsequent/Current Short-term Goals												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Terminated Employees		From - To								
		2018-09-14	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-09-14	Annually	Over 3 Years	2018		2021						
		#	%	%	#	%	%	#	#	#	%	#	#	%							
01	Senior Managers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
02	Middle & Other Managers	14	8.4%		0	8.0%		0	7	0.0%	0	-1	0	39.4%	1	1	50.0%	50.0%			
03	Professionals	27	24.5%		0	63.4%		0	21	0.0%	0	-9	0	44.0%	9	9	77.8%	77.8%			
04	Semi-Professionals & Tech	83	9.6%		0	87.7%		0	57	0.0%	0	-15	0	50.9%	15	15	68.7%	68.7%			
05	Supervisors	5	-23.1%		0	12.5%		0	3	0.0%	0	0	0	52.2%	0	0	60.0%	60.0%			
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
08	Skilled Sales & Service	1	0.0%		0	200.0%		0	1	0.0%	0	-1	0	27.9%	1	1	100.0%	100.0%			
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
10	Clerical Personnel	6	-20.6%		0	66.7%		0	1	0.0%	0	3	0	50.0%	-3	-3	16.7%	16.7%			
11	Intermediate Sales & Service	14	26.0%		0	66.7%		0	11	0.0%	0	-2	0	65.6%	2	2	78.6%	78.6%			
12	Semi-Skilled Manual	7	0.0%		0	142.9%		0	0	0.0%	0	1	0	18.5%	-1	-1	0.0%	0.0%			
13	Other Sales & Service	1	0.0%		0	0.0%		0	0	0.0%	0	1	0	50.0%	-1	-1	0.0%	0.0%			
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
Total		158	9.6%		0	71.2%		0	101	0.0%	0	-24	0	49.0%	24	24	63.9%	63.9%			

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)		Women		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	0.0		
02	Middle & Other Managers	0.0		
03	Professionals	0.0		
04	Semi-Professionals & Tech	0.0		
05	Supervisors	0.0		
06	Supervisors: Crafts & Trades	0.0		
07	Administrative & Sr Clerical	0.0		
08	Skilled Sales & Service	0.0		
09	Skilled Crafts & Trades	0.0		
10	Clerical Personnel	50.0	50.0%	
11	Intermediate Sales & Service	0.0		
12	Semi-Skilled Manual	18.5	18.5%	
13	Other Sales & Service	50.0	50.0%	
14	Other Manual Workers	0.0		
Total		0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Silliker Canada Co.

[Date: 2018-01-18]

007047

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		All Employees							Subsequent/Current Short-term Goals												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD			YYYY - YYYY								
		2018-09-14	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-09-14	Annually	Over 3 Years	2018		2021						
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
02	Middle & Other Managers	14	8.4%		0	8.0%		0	0	0.0%	0	0	0	0	2.7%	0	0	0.0%	0.0%		
03	Professionals	27	24.5%		0	63.4%		0	0	0.0%	0	0	0	0	1.0%	0	0	0.0%	0.0%		
04	Semi-Professionals & Tech	83	9.6%		0	87.7%		0	3	0.0%	0	-1	0	0	2.8%	1	1	3.6%	3.6%		
05	Supervisors	5	-23.1%		0	12.5%		0	0	0.0%	0	0	0	0	1.6%	0	0	0.0%	0.0%		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
08	Skilled Sales & Service	1	0.0%		0	200.0%		0	0	0.0%	0	0	0	0	1.2%	0	0	0.0%	0.0%		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	6	-20.6%		0	66.7%		0	0	0.0%	0	0	0	0	0.8%	0	0	0.0%	0.0%		
11	Intermediate Sales & Service	14	26.0%		0	66.7%		0	0	0.0%	0	0	0	0	1.3%	0	0	0.0%	0.0%		
12	Semi-Skilled Manual	7	0.0%		0	142.9%		0	0	0.0%	0	0	0	0	1.4%	0	0	0.0%	0.0%		
13	Other Sales & Service	1	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	1.0%	0	0	0.0%	0.0%		
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		158	9.6%		0	71.2%		0	3	0.0%	0	0	0	0	2.2%	0	0	1.9%	1.9%		

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

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

Table 12: Aboriginal Peoples

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

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals								
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	YYYY - YYYY					
	2018-09-14	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-09-14	Annually	Over 3 Years	2018	2021							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	14	4.2%		0	4.0%		0	0	1	0.0%	0	0	0	5.0%	0	0	7.1%	7.1%	
03 Professionals	27	24.5%		0	63.4%		0	0	0	0.0%	0	2	0	8.9%	8.9%	-2	-2	0.0%	0.0%
04 Semi-Professionals & Tech	83	9.6%		0	87.7%		0	0	1	0.0%	0	5	0	7.6%	7.6%	-5	-5	1.2%	1.2%
05 Supervisors	5	-23.1%		0	12.5%		0	0	1	0.0%	0	0	0	27.5%	0	0	20.0%	20.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	1	0.0%		0	200.0%		0	0	0	0.0%	0	0	0	8.0%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	6	-20.6%		0	66.7%		0	0	1	0.0%	0	0	0	9.3%	0	0	16.7%	16.7%	
11 Intermediate Sales & Service	14	26.0%		0	66.7%		0	0	1	0.0%	0	1	0	10.8%	10.8%	-1	-1	7.1%	7.1%
12 Semi-Skilled Manual	7	0.0%		0	142.9%		0	0	0	0.0%	0	1	0	10.3%	10.3%	-1	-1	0.0%	0.0%
13 Other Sales & Service	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	10.7%	0	0	0.0%	0.0%	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	158	9.6%		0	71.2%		0	0	5	0.0%	0	9	0	8.7%	-9	-9	3.2%	3.2%	

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01/02 Managers	0.0		
03 Professionals	8.9	8.9%	
04 Semi-Professionals & Tech	7.6	7.6%	
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	0.0		
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	10.8	10.8%	
12 Semi-Skilled Manual	10.3	10.3%	
13 Other Sales & Service	0.0		
14 Other Manual Workers	0.0		
Total	0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Silliker Canada Co.

[Date: 2018-01-18]

007049

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		All Employees							Subsequent/Current Short-term Goals												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3-Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Terminated Employees		From - To								
		2018-09-14	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-09-14	Annually	Over 3 Years	2018		2021						
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
02	Middle & Other Managers	14	8.4%		0	8.0%		0	5	0.0%	0	-3	0	17.6%	3	3	35.7%	35.7%			
03	Professionals	27	24.5%		0	63.4%		0	11	0.0%	0	-1	0	38.6%	1	1	40.7%	40.7%			
04	Semi-Professionals & Tech	83	9.6%		0	87.7%		0	35	0.0%	0	-11	0	29.3%	11	11	42.2%	42.2%			
05	Supervisors	5	-23.1%		0	12.5%		0	1	0.0%	0	2	0	50.8%	-2	-2	20.0%	20.0%			
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
08	Skilled Sales & Service	1	0.0%		0	200.0%		0	0	0.0%	0	0	0	22.8%	0	0	0.0%	0.0%			
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
10	Clerical Personnel	6	-20.6%		0	66.7%		0	2	0.0%	0	1	0	52.2%	-1	-1	33.3%	33.3%			
11	Intermediate Sales & Service	14	26.0%		0	66.7%		0	6	0.0%	0	1	0	52.1%	-1	-1	42.9%	42.9%			
12	Semi-Skilled Manual	7	0.0%		0	142.9%		0	1	0.0%	0	3	0	54.9%	-3	-3	14.3%	14.3%			
13	Other Sales & Service	1	0.0%		0	0.0%		0	0	0.0%	0	1	0	58.2%	-1	-1	0.0%	0.0%			
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
Total		158	9.6%		0	71.2%		0	61	0.0%	0	-6	0	34.7%	6	6	38.6%	38.6%			

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	0.0		
02	Middle & Other Managers	0.0		
03	Professionals	0.0		
04	Semi-Professionals & Tech	0.0		
05	Supervisors	50.8	50.8%	
06	Supervisors: Crafts & Trades	0.0		
07	Administrative & Sr Clerical	0.0		
08	Skilled Sales & Service	0.0		
09	Skilled Crafts & Trades	0.0		
10	Clerical Personnel	52.2	52.2%	
11	Intermediate Sales & Service	52.1	52.1%	
12	Semi-Skilled Manual	54.9	54.9%	
13	Other Sales & Service	58.2	58.2%	
14	Other Manual Workers	0.0		
Total		0.0		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Silliker Canada Co.

[Date: 2018-01-18]

007050

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	1	0	0.0	0	0
02 Middle & Other Managers	2015	11	6	54.5	38.9	4	2	140.2																
	2018	14	7	50.0	39.4	6	1	126.9	3	2	66.7	1	1	0	0	0.0	0	0	1	0	0.0	1	-1	
03 Professionals	2015	14	9	64.3	42.8	6	3	150.2																
	2018	27	21	77.8	44.0	12	9	176.8	9	5	55.6	4	1	5	4	80.0	3	1	13	4	30.8	8	-4	
04 Semi-Professionals & Technicians	2015	63	47	74.6	49.5	31	16	150.7																
	2018	83	57	68.7	50.9	42	15	134.9	69	41	59.4	35	6	5	4	80.0	4	0	64	40	62.5	48	-8	
05 Supervisors	2015	11	9	81.8	53.0	6	3	154.4																
	2018	5	3	60.0	52.2	3	0	114.9	0	0	0.0	0	0	1	1	100.0	1	0	1	1	100.0	1	0	
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women		Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	#	%		
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	0	0	0.0			0.0	0.0				0.0	0.0
02 Middle & Other Managers	2018	2	2	100.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	2	2	100.0			0.0	0.0				0.0	0.0
03 Professionals	2018	1	5	500.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	1	5	500.0			0.0	0.0				0.0	0.0
04 Semi-Professionals & Technicians	2018	10	5	50.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	10	5	50.0			0.0	0.0				0.0	0.0
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	0	0	0.0			0.0	0.0				0.0	0.0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	0	0	0.0			0.0	0.0				0.0	0.0

Federal Contractors Program Achievement Report

Part 4: Results - Women

Silliker Canada Co.

[Date: 2018-01-18]

007051

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2015	1	1	100.0	80.1	1	0	124.8																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	1	1	100.0	27.9	0	1	358.4	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2015	12	4	33.3	64.8	8	-4	51.4																
	2018	6	1	16.7	65.5	4	-3	25.4	6	2	33.3	4	-2	2	1	50.0	1	0	6	1	16.7	2	-1	
11 Intermediate Sales & Service Personnel	2015	7	6	85.7	63.9	4	2	134.1																
	2018	14	11	78.6	65.6	9	2	119.8	12	9	75.0	8	1	6	4	66.7	5	-1	7	5	71.4	6	-1	
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	7	0	0.0	18.5	1	-1	0.0	6	1	16.7	1	0	0	0	0.0	0	0	5	1	20.0	0	1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments	
		Flow Data			Short-term Goals				Long-term Goals					
		All Employees	Women		Women				Women					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%				
07 Administrative & Senior Clerical	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
10 Clerical Personnel	2018	2	2	100.0	2	100.0	0.0	0.0	0.0	2	100.0	0.0	0.0	
	2021	2	2	100.0			50.0	200.0				0.5	20000.0	
11 Intermediate Sales & Service Personnel	2018	11	8	72.7	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	11	8	72.7			0.0	0.0				0.0	0.0	
12 Semi-Skilled Manual Workers	2018	1	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	1	0	0.0			18.5	0.0				0.2	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Silliker Canada Co.

[Date: 2018-01-18]

007052

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2015	1	0	0.0	55.5	1	-1	0.0																	
	2018	1	0	0.0	55.0	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
Total	2015	120	82	68.3	50.7	61	21	134.8																	
	2018	158	101	63.9	49.0	77	24	130.5	0	60	0.0	0	0	0	20	14	70.0	14	0	99	52	52.5	68	-16	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D × 100	Part 3: Goals	E ÷ G × 100	Part 3: Goals	F ÷ I × 100	Part 3: Goals	E ÷ K × 100	Part 3: Goals	F ÷ M × 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			50.0	0.0			0.5	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	0	22	0.0	3	733.3	0.0	0.0	2	1100.0	0.0	0.0		
	2021	0	22	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Silliker Canada Co.

[Date: 2018-01-18]

007053

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	1	0	0.0	0	0
02 Middle & Other Managers	2015	11	0	0.0	2.2	0	0	0.0																
	2018	14	0	0.0	2.7	0	0	0.0	3	0	0.0	0	0	0	0	0	0.0	0	0	1	0	0.0	0	0
03 Professionals	2015	14	0	0.0	1.2	0	0	0.0																
	2018	27	0	0.0	1.0	0	0	0.0	9	0	0.0	0	0	0	5	0	0.0	0	0	13	0	0.0	0	0
04 Semi-Professionals & Technicians	2015	63	0	0.0	1.5	1	-1	0.0																
	2018	83	3	3.6	2.8	2	1	129.1	69	2	2.9	2	0	5	0	0.0	0	0	64	0	0.0	0	0	0
05 Supervisors	2015	11	0	0.0	1.0	0	0	0.0																
	2018	5	0	0.0	1.6	0	0	0.0	0	0	0.0	0	0	1	0	0.0	0	0	1	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	#	%		
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	0	0	0.0			0.0	0.0				0.0	0.0
02 Middle & Other Managers	2018	2	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	2	0	0.0			0.0	0.0				0.0	0.0
03 Professionals	2018	1	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	1	0	0.0			0.0	0.0				0.0	0.0
04 Semi-Professionals & Technicians	2018	10	2	20.0	0	0.0	0.0	0.0	0.0	1	200.0	0.0	0.0
	2021	10	2	20.0			0.0	0.0				0.0	0.0
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	0	0	0.0			0.0	0.0				0.0	0.0
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2021	0	0	0.0			0.0	0.0				0.0	0.0

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Silliker Canada Co.

[Date: 2018-01-18]

007054

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2015	1	0	0.0	0.8	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	1	0	0.0	1.2	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0.0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
10 Clerical Personnel	2015	12	0	0.0	0.7	0	0	0.0																	
	2018	6	0	0.0	0.8	0	0	0.0	6	0	0.0	0	0	0	2	0	0.0	0	0	6	0	0.0	0	0	0.0
11 Intermediate Sales & Service Personnel	2015	7	0	0.0	0.6	0	0	0.0																	
	2018	14	0	0.0	1.3	0	0	0.0	12	0	0.0	0	0	0	6	0	0.0	0	0	7	0	0.0	0	0	0.0
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	7	0	0.0	1.4	0	0	0.0	6	0	0.0	0	0	0	0	0.0	0	0	0	5	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments		
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%				
07 Administrative & Senior Clerical	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
10 Clerical Personnel	2018	2	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	2	0	0.0			0.0	0.0				0.0	0.0	
11 Intermediate Sales & Service Personnel	2018	11	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	11	0	0.0			0.0	0.0				0.0	0.0	
12 Semi-Skilled Manual Workers	2018	1	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	1	0	0.0			0.0	0.0				0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Silliker Canada Co.

[Date: 2018-01-18]

007055

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	1	0	0.0	0.8	0	0	0.0																
	2018	1	0	0.0	1.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	120	0	0.0	1.3	2	-2	0.0																
	2018	158	3	1.9	2.2	3	0	86.3	0	2	0.0	0	0	0	20	0	0.0	0	0	99	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	0	2	0.0	0	0.0	0.0	0.0	1	200.0	0.0	0.0		
	2021	0	2	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Silliker Canada Co.

[Date: 2018-01-18]

007056

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
01 & 02 Managers	2015	11	0	0.0	4.3	0	0	0.0																	
	2018	14	1	7.1	5.0	1	0	142.9	0	0	0.0	0	0	0	1	0	0.0	0	0	0	2	0	0.0	0	0
03 Professionals	2015	14	0	0.0	3.8	1	-1	0.0																	
	2018	27	0	0.0	8.9	2	-2	0.0	9	0	0.0	1	-1	5	0	0.0	0	0	0	0	13	0	0.0	0	0
04 Semi-Professionals & Technicians	2015	63	1	1.6	4.6	3	-2	34.5																	
	2018	83	1	1.2	7.6	6	-5	15.9	69	0	0.0	5	-5	5	0	0.0	0	0	0	64	0	0.0	1	-1	
05 Supervisors	2015	11	0	0.0	13.9	2	-2	0.0																	
	2018	5	1	20.0	27.5	1	0	72.7	0	0	0.0	0	0	1	0	0.0	0	0	0	1	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2021	0	0	0.0			0.0	0.0			0.00	0.0		
03 Professionals	2018	1	0	0.0	1	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2021	1	0	0.0			8.9	0.0			0.09	0.0		
04 Semi-Professionals & Technicians	2018	10	0	0.0	2	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2021	10	0	0.0			7.6	0.0			0.08	0.0		
05 Supervisors	2018	0	0	0.0	2	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2021	0	0	0.0			0.0	0.0			0.00	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2021	0	0	0.0			0.0	0.0			0.00	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Silliker Canada Co.

[Date: 2018-01-18]

007057

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	%	#	#	%	#	#			
07 Administrative & Senior Clerical	2015	1	0	0.0	3.4	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2018	1	0	0.0	8.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2015	12	1	8.3	7.0	1	0	119.0																
	2018	6	1	16.7	9.3	1	0	179.2	6	0	0.0	1	-1	2	1	50.0	0	1	6	0	0.0	1	-1	
11 Intermediate Sales & Service Personnel	2015	7	0	0.0	5.6	0	0	0.0																
	2018	14	1	7.1	10.8	2	-1	66.1	12	0	0.0	1	-1	6	1	16.7	0	1	7	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	7	0	0.0	10.3	1	-1	0.0	6	0	0.0	1	-1	0	0	0.0	0	0	5	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments
		Flow Data			Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%		
07 Administrative & Senior Clerical	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	
10 Clerical Personnel	2018	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	2	1	50.0			0.0	0.0			0.0	0.0	
11 Intermediate Sales & Service Personnel	2018	11	1	9.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	11	1	9.1			10.8	84.2			0.1	8417.5	
12 Semi-Skilled Manual Workers	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	1	0	0.0			10.3	0.0			0.1	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Silliker Canada Co.

[Date: 2018-01-18]

007058

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	1	1	100.0	6.3	0	1	1,587.3																
	2018	1	0	0.0	10.7	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2015	120	3	2.5	5.6	7	-4	44.6																
	2018	158	5	3.2	8.7	14	-9	36.4	0	0	0.0	0	0	0	20	2	10.0	1	2	99	0	0.0	2	-2

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	0	2	0.0	5	40.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	2	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Silliker Canada Co.

[Date: 2018-01-18]

007059

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
01 Senior Managers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	1	0	0.0	0	0	1	0	0.0	0	0	0
02 Middle & Other Managers	2015	11	5	45.5	15.0	2	3	303.0																	
	2018	14	5	35.7	17.6	2	3	202.9	3	1	33.3	1	0	0	0	0.0	0	0	1	0	0.0	0	0	0	0
03 Professionals	2015	14	6	42.9	25.4	4	2	168.7																	
	2018	27	11	40.7	38.6	10	1	105.5	9	0	0.0	3	-3	5	2	40.0	2	0	13	0	0.0	6	-6		
04 Semi-Professionals & Technicians	2015	63	41	65.1	24.6	15	26	264.6																	
	2018	83	35	42.2	29.3	24	11	143.9	69	16	23.2	20	-4	5	0	0.0	3	-3	64	2	3.1	42	-40		
05 Supervisors	2015	11	7	63.6	45.8	5	2	138.9																	
	2018	5	1	20.0	50.8	3	-2	39.4	0	0	0.0	0	0	1	0	0.0	1	-1	1	0	0.0	1	-1		
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	#	%	%	#	%			
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2018	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	2	1	50.0			0.0	0.0			0.0	0.0		
03 Professionals	2018	1	2	200.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	1	2	200.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	2018	10	14	140.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	10	14	140.0			0.0	0.0			0.0	0.0		
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			50.8	0.0			0.5	0.0		
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Silliker Canada Co.

[Date: 2018-01-18]

00706

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#					
07 Administrative & Senior Clerical	2015	1	0	0.0	37.3	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
08 Skilled Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	1	0	0.0	22.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2015	12	5	41.7	43.0	5	0	96.9																	
	2018	6	2	33.3	52.2	3	-1	63.9	6	0	0.0	3	-3	2	1	50.0	1	0	6	0	0.0	3	-3		
11 Intermediate Sales & Service Personnel	2015	7	3	42.9	48.9	3	0	87.6																	
	2018	14	6	42.9	52.1	7	-1	82.3	12	4	33.3	6	-2	6	2	33.3	3	-1	7	0	0.0	3	-3		
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	7	1	14.3	54.9	4	-3	26.0	6	1	16.7	3	-2	0	0	0.0	0	0	5	0	0.0	0	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Goals								Comments	
		Flow Data			Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%				
07 Administrative & Senior Clerical	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0				0.0	0.0	
10 Clerical Personnel	2018	2	1	50.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	2	1	50.0			52.2	95.8				0.5	9578.5	
11 Intermediate Sales & Service Personnel	2018	11	6	54.5	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	11	6	54.5			52.1	104.7				0.5	10469.4	
12 Semi-Skilled Manual Workers	2018	1	1	100.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	1	1	100.0			54.9	182.1				0.5	18214.9	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Silliker Canada Co.

[Date: 2018-01-18]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2015	1	0	0.0	52.7	1	-1	0.0																	
	2018	1	0	0.0	58.2	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
Total	2015	120	67	55.8	29.4	35	32	189.9																	
	2018	158	61	38.6	34.7	55	6	111.3	0	22	0.0	0	0	0	20	5	25.0	11	-6	99	2	2.0	55	-53	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2021	0	0	0.0			58.2	0.0			0.6	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	0	25	0.0	0	0.0	0.0	0.0	1	2500.0	0.0	0.0		
	2021	0	25	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Silliker Canada Co.
[Date: 2018-01-18]

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Mérieux NutriSciences

Employment Equity (EE)

Workforce Analysis, Goals & Timetables

As of Sept 14 2018

Date: September 2018

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Executive Summary

The Workforce Analysis (WFA) based on Mérieux NutriSciences's September 14 2018 workforce survey statistics is a part of Mérieux NutriSciences's Employment Equity (EE) planning process. The WFA highlights areas of numerical under-representations of the designated groups¹ (“gaps”) – a key criterion in the Federal Contractors Program (FCP).

The presence of gaps indicates job areas where Mérieux NutriSciences's employment systems may be less than optimal in attracting or retaining the best employees or fully utilising the skills and competencies of all employees.

As required, numerical goals and timetables have been established in this report based on the September 14 2018 Mérieux NutriSciences workforce.

Yearly WFA reports will allow Mérieux NutriSciences to monitor the success of Mérieux NutriSciences's EE efforts to address potential areas of under-representation and plan additional actions if necessary to ensure that the company make optimal use of the full spectrum of the available workforce.

Summary of Findings

Mérieux NutriSciences has nine small gaps for three of the four designated groups:

- Gaps for Women in two Employment Equity Occupational Groups (EEOGs)²: Semi-skilled Manual and Other Sales & Services.
- Gaps for members of Visible Minorities in five EEOGs: Supervisors, Clerical, Intermediate Sales & Services, Semi-skilled Manual and Other Sales & Services
- Gaps for Persons with Disabilities in two EEOGs: Professionals and Semi-skilled Professionals & Technicians

Recommendations

1. Continue with efforts to recruit, hire, promote and retain women, members of visible minorities and persons with disabilities in the jobs areas where they are currently under-represented.
2. Conduct a yearly workforce analysis and consider other internal measures to determine the success of the individual Mérieux NutriSciences' EE initiatives in order to make best use of Mérieux NutriSciences's resources.

¹ Under the Employment Equity Act, the designated groups are Aboriginal people, persons with disabilities, visible minorities and women. Census Canada data indicates that each of these groups is disadvantaged in employment in Canada.

² See Appendix B for a list of Mérieux NutriSciences jobs that correspond to each EEOG.

Overview of Method

What is a WFA?

The WFA is a numerical comparison of the representation of each designated group in the Mériex NutriSciences Canada workforce with statistics for the comparable Canadian workplace.

Appendix A contains detailed information on the methodology as prescribed by the FCP, as well as some relevant definitions.

The EE survey data as of September 14 2018 were submitted to the FCP computerized analysis system (WEIMS) and the results are summarized in this report.

Function of the WFA

The WFA provides Mériex NutriSciences with a numerical tool by which the company can assess the effectiveness of its EE interventions and actions and, where necessary, adjust the allocation of resources to optimize EE outcomes.

Details of the Method can be found in Appendix A.

Detailed Findings³

Overview

Mérieux NutriSciences has a workforce of 140 full- and part-time permanent employees and 13 temporary employees. For the EE survey, we achieved

- 89.3% (125) return rate and response rate.

The WEIMS analysis includes full- and part-time employees only.

Mérieux NutriSciences has employees in 9 of the 14 Employment Equity Occupational Groups (EEOGs)⁴.

Appendix B contains list of Mérieux NutriSciences jobs that correspond to each EEOG.

³ Unless otherwise noted, all findings are as of September 14 2018.

⁴ Mérieux NutriSciences has employees in the following EEOGs: Middle & Other Managers, Professionals, Semi-Professionals & Technicians, Supervisors, Skilled Sales & Services, Clerical, Intermediate Sales & Services, Semi-Skilled Manual and Other Sales & Services. All Senior Manager positions are in the USA.

Comparison of Designated Group Representation at Mérieux NutriSciences with the Comparable External Workforce

This section provides a summary of Mérieux NutriSciences's numerical gaps on September 14 2018; that is, areas where there is under-representation of designated groups at Mérieux NutriSciences compared to the availability of qualified members of that group in the environment from which Mérieux NutriSciences recruits those employees.

Complete WEIMS Summary Tables are available as a separate document.

Women

Women make up 69% of the Mérieux NutriSciences workforce, well above their availability of 48%

Women are under-represented in 3 of the 10 job groups at Mérieux NutriSciences.

However, the Federal EE guidelines indicate that, since women are over-represented in clerical jobs across Canada, employers are not required to address under-representation of Women in the Clerical EEOG.

EEOG #	EEOG	GAP #	% UTILIZATION
10	Clerical	- 3	25
12	Semi-skilled Manual	-1	0
13	Other Sales & Service	- 1	0

Aboriginal Peoples

Aboriginal Peoples make up 2.1% of the Mérieux NutriSciences workforce, well above availability of 1.4%.

Aboriginal Peoples are not under-represented in any EEOG at Mérieux NutriSciences,

Members of Visible Minorities

Members of Visible Minorities make up 43.6% of the Mérieux NutriSciences workforce, well above availability of 30.3%.

Members of Visible Minorities are under-represented in 5 EEOG's.

EEOG #	EEOG	GAP #	% UTILIZATION
05	Supervisors	- 1	50
10	Clerical	- 1	66
11	Intermediate Sales & Service	- 1	85
12	Semi-Skilled Manual	- 2	33
13	Other Sales & Service	- 1	0

Persons with Disabilities

Persons with disabilities make up 3.6 % of the Mérieux NutriSciences workforce, below availability of 5.0%.

Persons with disabilities are under-represented in 2 job groups at Mérieux NutriSciences.

EEOG #	EEOG	GAP #	% UTILIZATION
03	Professionals	- 1	0
04	Semi-professionals & Technicians	- 2	33

Impact of 2017 – 2018 Hires, Promotions and Terminations on Goal Achievement (Flow Analysis)

Hirings, promotions and terminations are shown in detail in WEIMS Forms 4, 5 and 6 and on the Achievement Table.

FCP Achievement Table Conclusions

The FCP Achievement Table shows the net results of hirings, promotions and terminations on the designated groups. It indicates that Mérieux NutriSciences has made some progress on 2 goals:

- Members of Visible Minorities in 2 EEOG's (Intermediate Sales & Services and Semi-Skilled Manual).

Hires and Promotions

The following Table shows the representation of designated groups among those hired and promoted in the past year.

The Table shows that Mérieux NutriSciences made some progress in hiring Visible Minorities in 2 EEOGs and some progress in promoting Visible Minorities in 1 EEOG.

Summary of Hires and Promotions (Sept 15 2017 - Sept 14 2018)			
	Share of Hires	Share of Promotions	% Availability
Women			
Semi-skilled Manual	0.0	No promo's	65.2
Other Sales & Services	No hires	No promo's	21.3
Aboriginal Peoples			
Visible Minorities			
Supervisors	No hires	No promo's	44.8
Clerical	No hires	No promo's	48.1
Intermediate Sales & Services	50	100	46.7
Semi-skilled Manual	50	No promo's	50.5
Other Sales & Services	No hires	No promo's	52.7

Persons with disabilities			
Professionals	No hires	0.0	3.8
Semi-professionals & Technicians	0.0	0.0	4.6

Terminations

It is important to ensure that terminations of designated groups are not undermining Mériex NutriSciences's hiring initiatives.

Terminations were analyzed through the WEIMS database for all jobs.

The following Tables shows jobs where there were gaps in Sept 2018.

All terminations of designated groups were below their representation in the workforce, which is positive. Thus, once hired, Mériex NutriSciences appears to be mainly successful at retaining designated group employees.

Summary of Terminations (Sept 15 2017 - Sept 14 2018)		
	% of Terminations	% of Employees
Women		
Semi-skilled Manual	No term's	21.3
Other Sales & Services	No term's	55.5
Aboriginal Peoples		
Visible Minorities		
Supervisors	No term's	20.0
Clerical	0.0	33.3
Intermediate Sales & Services	0.0	40.0
Semi-skilled Manual	No term's	20.0
Other Sales & Services	No term's	0
Persons with disabilities		
Professionals	0.0	0.0
Semi-professionals & Technicians	0.0	1.4

Goal Setting for Future Progress (Sept 15 2018 – Sept 14 2021)

Short Term Numerical Goals and Timetable 2018 - 2021

New EE goals are introduced here for the next 3-year cycle (Sept 15 2018 – Sept 14 2021) for those designated groups and EEOGs where gaps were found in September 2018. Note that no numerical goals are required for Aboriginal Peoples.

Short-Term (3 Year) Numerical Goals for Women

Workforce Analysis (Sept 14 2018)				Numerical Goals	
EEOG #	Employment Equity Occupational Group (EEOG)	Gap		Hiring/Promotion Goal	Time Frame
		#	%		
12	Semi-skilled Manual	-1	0	21.3%	Yearly from 2018 – 2021*
13	Other Sales & Service	- 1	0	55.5%	Yearly from 2018 – 2021*

* Gap not completely closed by Sept 2021

Short-Term (3 Year) Numerical Goals for Members of Visible Minorities

Workforce Analysis (Sept 14 2018)				Numerical Goals	
EEOG #	Employment Equity Occupational Group (EEOG)	Gap		Hiring/Promotion Goal	Time Frame
		#	%		
05	Supervisors	- 1	50	44.8%	Yearly from 2018 – 2021*
10	Clerical	- 1	66	48.1%	Yearly from 2018 – 2021

11	Intermediate Sales & Service	- 1	85	46.7%	Yearly from 2018 – 2021*
12	Semi-Skilled Manual	- 2	33	50.5%	Yearly from 2018 – 2021*
13	Other Sales & Service	- 1	0	52.7%	Yearly from 2018 – 2021*

* Gap not completely closed by Sept 2021

Short-Term (3 Year) Numerical Goals for Persons with Disabilities

Workforce Analysis (Sept 14 2018)				Numerical Goals	
EEOG #	Employment Equity Occupational Group (EEOG)	Gap		Hiring/Promotion Goal	Time Frame
		#	%		
03	Professionals	- 1	0	3.8%	Yearly from 2018 – 2021*
04	Semi-professionals & Technicians	- 2	33	4.6%	Yearly from 2018 – 2021*

* Gap not completely closed by Sept 2021

Long-Term Numerical Goals (Beyond)

In Sept 2021, one of the gaps identified in 2018 will be closed. However, due to the small number of incumbents in some EEOGs and the low turnover, 8 of the other gaps will still remain.

Mérieux NutriSciences' Long-Term Numerical Goals will remain the same as the Short Term Goals (i.e., hiring at the rate of availability) until each gap is closed.

Appendices

Appendix A. Detailed Method

What is a WFA?

The WFA is a numerical comparison of the representation of each designated group in the Mériex NutriSciences workforce with statistics for the comparable Canadian workplaces.

The analysis attempts as far as possible to “compare apples to apples;” thus the analysis:

- Compares the Mériex NutriSciences workforce to Canada’s current qualified labour force (working and looking for work);
- Compares the labour force in the geographical regions from which Mériex NutriSciences recruits for a particular type of job (countrywide, province or local area; appropriately weighting local availability in the various sites.)
- Compares jobs within general job categories⁵ or Employment Equity Occupational Groups (EEOGs). For example, the Professional staff at Mériex NutriSciences is compared with available Professionals with qualifications for the same types of jobs.
- In selected cases, compares jobs within National Occupational Categories (NOCs) as well as the more general EEOGs.
- In all cases Mériex NutriSciences has used the defaults suggested by the FCP.
- All new Mériex NutriSciences employees are surveyed at in-take to keep the Employee Identification Survey up to date.

Assumptions

1. Geographical

For each EEOG, the following geographical region for comparison has been used:

- National comparisons for Middle and Other Managers and Professionals,
- Provincial comparison for Semi-professionals & Technicians, and Skilled Sales & Service Personnel,
- Census Metropolitan Areas (CMA, local recruitment area) for all other EEOGs.

2. Definitions

Employees: Number of full time permanent and part time permanent employees.

Return rate: % of total employees who returned an EE survey

⁵ The general job categories, Employment Equity Occupational Groups or EEOGs defaults are as recommended by the FCP.

Response rate: % of employees who sent in and completed at least one question of the EE survey.

Gap: Under-representation of a designated group in a particular EEOG in the employer's workforce compared to the availability of that group in the comparable external workforce (working or looking for work in that EEOG).

% Utilization:

$$\frac{\text{Representation of a designated group within the employer's workforce EEOG}}{\text{Representation of a designated group in the external workforce EEOG}} \times 100\%$$

This measure indicates the extent to which the employer is making use of the available external workforce. E.g., 20% utilization suggests that the employer is making use of only 20% of the comparable external workforce for that designated group and EEOG. A utilization figure of 90% suggests that the employer is making use of almost all available workforce.

3. External Availability Data

The external availability data provided within the WEIMS system is based on the following:

- For women, visible minorities and Aboriginal people, unpublished data from the 2011 National Household Survey prepared by Policy, Reporting and Data Development, Labour Standards and Workplace Equity, Operations Directorate, Labour Program, Human Resources and Skills Development
- For persons with disabilities, 2012 Canadian Survey on Disability prepared by Policy, Reporting and Data Development, Labour Standards and Workplace Equity, Operations Directorate, Labour Program, Human Resources and Skills Development.

Appendix B. Mérieux NutriSciences Jobs Titles within EEOGs

EEOG	Sample Job Titles
Senior Managers	CFO
Middle & Other Managers	Managers, Directors
Professionals	Chemist, Microbiologist, Regulatory Affairs Specialist
Semi-Professionals & Technicians	Laboratory Assistant, Chemistry Analyst, Microbiology Technician, Quality Assurance Analyst, LIMS Administrator, Client Service Rep
Supervisors	Supervisors
Skilled Sales & Service Personnel	Technical Sales Coordinator
Clerical Personnel	Dispatcher, Courier, Sample Receiving Technician, Client Service Technician
Intermediate Sales & Service Personnel	Customer Care Rep, Client Service Tech
Other Sales & Service Personnel	Maintenance Coordinator

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Silliker Canada Co (Merieux NutriSciences Canada)

Primary Location: Markham, Ontario

Number of Employees: 158

Ontario	117
British Columbia	26
Québec	15

Organization Overview:

NAICS # 5419 (Other Professional, Scientific, and Technical Services)

Silliker Canada Co. provides health care services. The company provides clinical laboratory testing services. They also provide consulting, testing, auditing, research, sensory and training services to companies throughout the supply chain.

Key Dates – First Year Assessment

Initiated: 2015-12-01
 Received: 2016-01-04
 Closed: 2016-01-13
 Workforce: 2015-10-08
 Analysis:

Key Dates – Subsequent Assessment

Initiated: 2018-09-16; extension granted – 2019-01-25
 Received: 2019-03-27
 Workforce: 2019-09-14
 Analysis:

DATA VERIFICATION

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

Yes No

Comments:

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

Yes No

Comments:

The period reported on the Achievement report is 2015-10-09 to 2018-09-14. 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 existed in different EEOG's in all the four designated groups. In the previous assessment, the organization set short-term and long-term goals in percentage format only. Also in the previous assessment some the gaps were not addressed. .

Women

10	Clerical Personnel	Goal not set
13	Other Sales & Service Personnel	Goal not met (achieved 0.0%)

Assessment/Observations

- EEOG 10 - Out of eight new entrants in this EEOG, three were from this designated group. The market availability is 64.8%. Not able to evaluate any efforts since the company had not set a goal.
- EEOG 13 – There was no new entrants in this EEOG from this designated group. The market availability is 55.5%. Not able to evaluate any efforts since the company had not set a goal.

Aboriginal Peoples

04	Semi-Professionals & Technicians	Goal not set
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Assessment/Observations

- EEOG 04 - Out of seventy-four new entrants in this EEOG, two were from this designated group. The market availability is 1.5%. Not able to evaluate any efforts since the company had not set a goal.

Persons with Disabilities

03	Professionals	Goal not met (achieved 0.0%)
04	Semi-Professionals & Technicians	Goal not met (achieved 0.0%)
05	Supervisors	Goal not set

Assessment/Observations

- EEOG 03 - Out of fourteen new entrants in this EEOG, none were from this designated group. The market availability is 3.8%. The company had set a goal of 3.8%. By hiring / promoting none new entrant from this designated group, they achieved 0.0% of the goal set.
- EEOG 04 - Out of seventy-four new entrants in this EEOG, none were from this designated group. The market availability is 4.6%. The company had set a goal of 4.6%. By hiring / promoting none new entrant from this designated group, they achieved 0.0% of the goal set.
- EEOG 05 – There was only one new entrant in this EEOG and that was not from this designated group. The market availability is 13.9%. Not able to evaluate any efforts since the company had not set a goal.

Members of Visible Minorities

13	Other Sales & Service Personnel	Goal not met (achieved 0.0%)
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Assessment/Observations

- EEOG 13 – There was no new entrants in this EEOG from this designated group. The market availability is 52.7%. The company had set a goal of 50.0%. By hiring / promoting none new entrant from this designated group, they achieved 0.0% 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 the data from 2015-08-10 to 2018-09-14.
 - During their initial assessment, the organization set 4 short-term goals and none were achieved above 80% of the goal set. In addition, three goals were not set and thus was not able to measure any effort.
 - The company did some re-organization and moved Customer care, CFO, Human Resources, and Sales re-organization functions now report to Chicago corporate. VPs and the mentioned positions were moved to the Corporate office located in Chicago.

ASSESSMENT OF GOALS

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

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
10	Clerical Personnel	-3	50.0	50.0	16.7	65.5
12	Semi-Skilled Manual Workers	-1	21.3	21.3	0.0	18.5
13	Other Sales & Service Personnel	-1	50.0	50.0	0.0	55.5

Observations:

- Although availability is higher in EEOG 10 and EEOG 13, short and long term goals were appropriately set at 50% so as not to encourage the occupational clustering of women in this occupation, and to ensure that they are inclusive of all genders.
- The short and long-term goal is set as per the market availability for EEOG 12.

Aboriginal Peoples

Observations: Goals not required to be set since no gaps existed.

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
03	Professionals	-2	8.9	8.9	0.0	8.9
04	Semi-Professionals & Technicians	-5	7.6	7.6	1.2	7.6
11	Inter. Sales & Service Personnel	-1	10.8	10.8	7.1	10.8
12	Semi-Skilled Manual Workers	-1	10.3	10.3	0.0	10.3

Observations:

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

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
05	Supervisors	-2	50.8	50.8	20.0	50.8
10	Clerical Personnel	-1	52.2	52.2	33.3	52.2
11	Inter. Sales & Service Personnel	-1	52.1	52.1	42.9	52.1
12	Semi-Skilled Manual Workers	-3	54.9	54.9	14.3	54.9
13	Other Sales & Service Personnel	-1	58.2	58.2	0.0	58.2

Observations:

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

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Silliker Canada has a number of minor gaps in women, persons with disabilities and members of visible minorities. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students, interns or professionals that are part of these designated groups when vacancies arise.

Name of Analyst: Neena Sharan

Date: April 10, 2019

Nyirasafari, Ange AN [NC]

From: Sharan, Neena N [NC] on behalf of EE-EME
Sent: April 11, 2019 9:40 AM
To: 'jim.miller@silliker.com'; 'jocelyn.alfieri@mxns.com'; 'sandy.murphy@mxns.com'; 'Jessie Trierweiler'
Subject: Government of Canada Agreement Number: 10000038 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear James Miller:

I am writing to inform you that the subsequent compliance assessment initiated on September 16, 2018 has been completed. As a result of the assessment, Silliker Canada Co. has been found to be in compliance with the requirements of the [Federal Contractors Program](#) (FCP) under the [Employment Equity Act](#).

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

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

- Silliker Canada has a number of minor gaps in women, persons with disabilities and members of visible minorities. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students, interns or professionals that are part of these designated groups when vacancies arise.

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 September 16, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

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

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

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

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

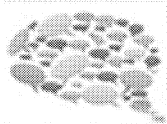
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

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

Sincerely,

Workplace Equity Team

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



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