Employment and Emploi et Social Development Canada Développement social Canada

OFFICIAL USE ONLY Agreement N°:

Labour Program Federal Contractors Program

Agreement to Implement Employment Equity

Revised Agreement O Legal Name of Organization Silliker Canada Co.	RGANIZATION			
Legal Name of Organization	RGANIZATION			
Legal Name of Organization	RGANIZATION			
		Parent company is	located outsid	a Canada
		Parent company is	ocated outsid	н Салада
		Ø	Yes	□No
Operating Name (if different from Legal Name of Organization)		Procurement Busi	ness Numbe	
	II AND	Total number of em		nada 130
Organization's North American Industry Classification Systom (NAICS)	Code Nº		atcan.gc,ca/su	6 Code Number please bjects-sujets/standard- an02I-eng.htm
Official use only lift information above is incorrect)				
Official use only (if Information above is Incorrect) Procurement Business Number Total numb	the of apparatus en in Anna 4		Promotor	NAME OF A
Tocurement trusmess number 15tal numb	per of employees in Canada		Organization:	NAICS Code No
I	HEAD OFFICE			
Address (building number, street, suite, etc.)	City		Province	Postal Code
90 Gough Road, Unit 4	Markham		ON	1.3R 5V5
	Telephone Number		Fax Number	
	905-479-5255)		
EMPLOYM	ENT EQUITY CONTA	VCT		
Name (print)	Title	***************************************		
Thanuja Peter	HR Generalis	t		
disphone Number	E-mail Address			
305-305-2207	thanuja.pete	r@silliker.c	OM	
C	ERTIFICATION			
he above-named organization: having a combined workforce of 100 or more permanent fur weeks or more in Canada, AND	Il-time, permanent part-ti	lme and temporar	y employees	having worked
 intending to bid on, or being in receipt of, a federal government. Supply Arrangement, valued at \$1,000,000 or more (including). 		contract, standing	offer or conti	act issued under a
Hereby certifies its commitment to implement or maintain emplo natrument, in keeping with the Federal Contractors Program re lease refer to: http://www.esdc.gc.ca/eng/labour/equality/lop/ir	equirements. For more In			
mportant note: If an audit of the Agreement to Implement Em he procurement instrument(s) with the Government of Canada		rs misrepresentat	on on the pa	rt of the organization
	SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR contract on behalf of the organization.	an authorized person in	an executive posi	tion with leg	al authority to sign a
lame (print)	Title			
ames Miller	President			
elephone Number	E-mail Address	Sample State of State		
112-938-5151	jim.miller@s	illiker.com		***************************************
Signature	Ume			
Camu. Man		4-24	22.5	
RETUI	RN INSTRUCTIONS			
MPORTANT				

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
- Short-term and long-term numeric goals on closing gaps that have been identified where underrepresentation 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 underrepresentation 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 emloyed 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 layoff 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				Cens	us 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 0	Canada			158	Total Emplo	yees in Canada	•		158



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

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

Occupational Group		Д	II Employee	s	Ab	original Peo	ples	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	14	7	7				1		1	5	3	2
	Total	14	7	7				1		1	5	3	2
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
.	1	27	6	21							11	3	8
	Total	27	6	21							11	3	8
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	81	25	56	3	1	2	1		1	34	7	27
	Total	81	25	56	3	1	2	2 1		1	34	7	27
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5	2	3				1	1		1	1	
	Total	5	2	3				1	1		1	1	

Canada

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

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

Occupational Group		P	All Employee	s	Ab	original Peo	ples	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR [Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Skilled Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5	4	1				1	1		2	2	
	Total	5	4	1				1	1		2	2	
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	14	3	11				1		1	6	2	2
	Total	14	3	11				1		1	6	2	,
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	7								1	1	
	Total	7	7								1	1	

Canada

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Occupational Group		F	All Employees	3	Ab	original Peop	oles	Perso	ns with Disa	bilities	Membei	s of Visible N	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

Occupational Group		ı	All Employees	6	Ab	original Peop	oles	Perso	ons with Disa	oilities	Member	s of Visible M	linorities
Salary Range Col. 1	QTR	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	1	1							1	1	
	Total	2	1	1							1	1	
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		3	2	1							1	1	

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

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

Occupational Group		A	All Employee	S	Ab	original Peor	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	10	5	5				1		1	3	2	1
	Total	10	5	5				1		1	3	2	1
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
-	1	22	4	18							11	3	8
	Total	22	4	18							11	3	8
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	60	12	48	3	1	2	1		1	31	6	25
	Total	60	12	48	3	1	2	1		1	31	6	25
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
Bottom Nange. Onder \$5,000	1	3	2	1				1	1		1	1	
	Total	3	2	1				1	1		1	1	

Canadä

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

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

Occupational Group		-	All Employee:	S	Ab	original Peo _l	ples	Perso	ns with Disa	bilities	Member	s of Visible N	 ∕linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Skilled Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5	4	1				1	1		2	2	
	Total	5	4	1				1	1		2	2	
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	9	2	7				1		1	5	2	3
	Total	9	2	7				1		1	5	2	3
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	4								1	1	
	Total	4	4								1	1	

Canada

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Occupational Group		,	All Employee:	S	Ab	original Peo	oles	Perso	ns with Disa	bilities	Membei	rs of Visible M	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Other Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

Occupational Group		,	All Employee:	5	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	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	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									
Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		2	1	1									

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

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

Occupational Group		P	All Employee	s	Ab	original Peo	ples	Perso	ons with Disa	bilities	Membei	s of Visible I	Minorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2							1		1
	Total	2		2							1		1
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
•	1	3	1	2									
	Total	3	1	2									
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	7	4	3							3	1	2
	Total	7	4	3							3	1	2
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	1		1									

Canada

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Occupational Group		A	All Employee:	S	Ab	original Peop	oles	Perso	ons with Disa	bilities	Membe	rs of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

Occupational Group		,	All Employee:	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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			All Employee:	3	Ab	original Peo	oles	Perso	ons with Disa	bilities	Member	s of Visible N	 ∕linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	2								1	1	
	Total	2	2								1	1	
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	1	1									
	Total	2	1	1									
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	14	9	5									
	Total	14	9	5									
Supervisors	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2		2									
	Total	2		2									

Canada

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / British Columbia

Occupational Group		P	All Employee:	3	Ab	original Peor	oles	Perso	ons with Disa	bilities	Membei	rs of Visible N	Minorities
Salary Range	QTR [Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Intermediate Sales and Service Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	4	1	3							1		1
	Total	4	1	3							1		1
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	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

		All Employees		Ab	original Peopl	es	Perso	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	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

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



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Ontario

		All Employees		Ab	original Peopl	es	Pers	ons with Disab	ilities	Member	rs of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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

Form 3 B

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Ontario

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

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Québec

		All Employees		Α	boriginal Peop	les	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	14	6	8							4	1	3
Total Number of Employees	14	6	8							4	1	3

Form 3 B

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Québec

		All Employees		Al	boriginal Peopl	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$5,000	1	1								1	1	
Total Number of Employees	1	1								1	1	

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / British Columbia

		All Employees		А	boriginal Peop	les	Pers	ons with Disab	oilities	Member	rs of Visible Mi	norities
Salary Range	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	26	15	11							2	1	1
Total Number of Employees	26	15	11							2	1	1

Silliker Canada Co. o/a Mérieux NutriSciences (130 employees) (certificate # 10000038)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

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

		All Employees		Al	boriginal Peop	les	Pers	sons with Disal	oilities	Membe	ers of Visible Mi	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	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

Development Canada

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / National

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

Silliker Canada Co. o/a Mérieux NutriSciences (130 employees) (certificate # 10000038)

		All Employees	}	А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	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	

Silliker Canada Co. o/a Mérieux NutriSciences (130 employees) (certificate # 10000038)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National

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

			• • • • • • • • • • • • • • • • • • • •	operang i on	Ju 2017-05-10	2010 00 11						
	Employ	ees promoted ((Employees pro	omoted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they have	e been last pro	moted.)
Occupational Crown		All Employees	i	Aboriginal Peoples			Pers	ons with Disab	ilities	Members of Visible Minorities		
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	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

Silliker Canada Co. o/a Mérieux NutriSciences (130 employees) (certificate # 10000038)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

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

	All Employees			Aboriginal Peoples			Pers	ons with Disal	oilities	Membe	inorities	
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	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		
Clerical Personnel	1	1										
Intermediate Sales and Service Personnel	2	1	1									
Total Number of Employees Terminated	15	7	8							2		

Development Canada

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National

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

Silliker Canada Co. o/a Mérieux NutriSciences (130 employees) (certificate # 10000038)

	All Employees			Aboriginal Peoples			Pers	ons with Disab	ilities	Members of Visible Minorities			
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	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	•	sentation		lability	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	Repres	entation	Avai	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
13 : Other Sales and Service Personnel		1	0	0.0 %	55.5 %	1	-1	
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	Repres	entation	Availa	ability	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

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



Workplace Equity Information Management System - Silliker Canada Co. o/a Mérieux NutriSciences (130 employees) **Workforce Analysis - Detailed Report**

Date: 2018-09-14

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		ability	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

	Members of Visible Minorities									
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Ava	ilability	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

Persons with Disabilities								
mployment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
/02 : Managers	National	13	1	7.7 %	4.3 %	1	0	National
: Professionals	National	25	0	0.0 %	3.8 %	1	-1	National
: Semi-Professionals and Technicians	National	69	1	1.4 %	4.6 %	3	-2	National
: Supervisors	National	5	1	20.0 %	13.9 %	1	0	National
: Skilled Sales and Service Personnel	National	1	0	0.0 %	3.5 %	0	0	National
: Clerical Personnel	National	6	1	16.7 %	7.0 %	0	1	National
: Intermediate Sales and Service Personnel	National	15	1	6.7 %	5.6 %	1	0	National
: Semi-Skilled Manual Workers	National	5	0	0.0 %	4.8 %	0	0	National
: Other Sales and Service Personnel	National	1	0	0.0 %	6.3 %	0	0	National
otal		140	5	3.6 %	5.0 %	7	-2	
: Clerical Personnel : Intermediate Sales and Service Personnel : Semi-Skilled Manual Workers : Other Sales and Service Personnel	National National National	15 5 1	1 1 0 0	16.7 % 6.7 % 0.0 %	7.0 % 5.6 % 4.8 %	0 1 0	1 0 0	National National National

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	СМА



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

	Women					
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	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



Workforce Analysis - Summary Report

Date: 2018-09-14

Aboriginal Peoples

Aboriginal Peoples							
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability	Gap	
	#	#	%	%	#	#	
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	



Workforce Analysis - Summary Report

Date: 2018-09-14

Members of Visible Minorities

	Members of Visible Minorities					
Employment Equity Occupational Group	All Employees	Repre	sentation	Avai	ilability	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
			10.00/			40
Total	140	61	43.6 %	30.3 %	43	18



Workforce Analysis - Summary Report

Date: 2018-09-14

Persons with Disabilities

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
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	



Workplace Equity Information Management System - Silliker Canada Co. o/a Mérieux NutriSciences (130 employees) **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



Part 1: Workforce Analysis

Silliker Canada Co.

[Date: 2018-01-18]

Data from First/Previous Workforce Analysis

Data from Sul	bsequent/Curre Analysis	ent Workforce
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١	Data from Fi	rst/Previous Workf	orce Analysis
ı	Duta nom m	SULTENIOUS ITOLK	oree manyono
	YYYY	MM	DD
	2015	08	10

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2018	09	14

		r.	Гable 1: Womer	1
		First/Previous Workforce Analysis		
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Wor	men
Embio	yment Equity Occupational Group (EEOG)		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	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	ol	18.5	
1	ol	55.0	
0	ol	0.0	
158	101	49.0	

* Source:			
2011 Natio	onal Househol	d Survey	

* Source:	
2011 National Household Surve	у

Part 1: Workforce Analysis

Silliker Canada Co.

[Date: 2018-01-18]

Data from First/Previous Workforce Analysis

.l.	Analysis	.l.
Data from S	ubsequent/Curr	ent Workforce

Data from Fi	rst/Previous Workt	force Analysis
YYYY	MM	DD
2015	08	10

2018	09	14
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table	2: Aboriginal Po	eoples
		First/Pr	evious Workforce A	Analysis
F1	overset Family Occupational Cooper (FFOC)	All Employees	Aborigina	l Peoples
Empa	oyment Equity Occupational Group (EEOG)		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	o	0.8
14	Other Manual Workers	0	o	0.0
Total		120	0	1.3

Table 6: Aboriginal Peoples			
Subsequent/Current Workforce Analysis			
All Employees	es 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

* Source:
2011 National Household Survey

Part 1: Workforce Analysis

Silliker Canada Co.

[Date: 2018-01-18]

Data from First/Previous Workforce Analysis

Data from S	ubsequent/Curre Analysis	ent Workforce
1	$\overline{\downarrow}$	\downarrow

Data from Fi	rst/Previous Workt	force Analysis
YYYY	MM	DD
2015	08	10

2018	09	14
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 3: Me	mbers of Visible	e Minorities
		First/Pr	evious Workforce A	Analysis
F1	ourset Faulty Occupational Cusum (FFOC)	All Employees	Members of Vis	ible Minorities
Empi	oyment Equity Occupational Group (EEOG)		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

Table 7: Members of Visible Minorities Subsequent/Current Workforce Analysis				
	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	o	58.2		
0	0	0.0		
158	61	34.7		

* Source:
2011 National Household Survey

* Source:
2011 National Household Survey

Part 1: Workforce Analysis

Silliker Canada Co.

[Date: 2018-01-18]

Data from First/Previous Workforce Analysis

1 1

Data from Su	bsequent/Curre Analysis	ent Workforce
		\

Data from Fi	rst/Previous Workf	force Analysis
YYYY	MM	DD
2015	08	10

2018	09	14
Data from Subse	equent/Current Wo	orkforce Analysis DD

		Table 4:	Persons with Di	sabilities
		First/Pr	evious Workforce A	Analysis
Passala.	rumant Faulty Occupational Court (FFOC)	All Employees	Persons with	Disabilities
Embio	yment Equity Occupational Group (EEOG)		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
Γotal		120	3	5.6

Table 8:	Persons with Dis	abilities		
Subsequent/Current Workforce Analysis				
All Employees	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	÷ C			
50.5 5 0 5 51 100	" Source:			
	2012 0	 		

* Source:
2012 Canadian Survey on Disability

Part 2: Flow Data Analysis

Silliker Canada Co.

[Date: 2018-01-18]

Start	Date of Flov	v Data
YYYY	MM	DD
2015	10	09

End I	Date of Flow	Data
YYYY	MM	DD
2018	09	14

Data from Form 4 - Employees Hired

Hired

2

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

		•	Ψ.	Ψ	Ψ	
		Table 1: Women				
		Full-time /	National	Part-time / National		
	ployment Equity Occupational Group EOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired	
		#	#	#	#	
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	o	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

Table 5: Women Full-time / National Part-time / National				
#	#	#	#	
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	

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

Part 2: Flow Data Analysis

Silliker Canada Co.

[Date: 2018-01-18]

Start	Date of Flov	v Data
YYYY	MM	DD
2015	10	09

1

End I	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

Table 2: Aboriginal Peoples

		B			
Employment Equity Occupational Group (EEOG)		Full-time	/ National	Part-time	/ National
		All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples 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	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
Tot	al	0	2	2	1 ol

Table 6: Aboriginal Peoples			
Full-time / National		Part-time	/ National
All Employees Promoted	Aboriginal All Peoples Employees Promoted Promoted		Aboriginal Peoples 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	0	0	0
6	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
20	0	0	0

+

Tabl	e 10: Abo	riginal Ped	ples
Full-time	/ National	Part-time	/ National
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples 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
6	0	0	0
7	0	0	0
5	0	0	0
0	0	0	0
0	0	0	0
98	0	1	0

Part 2: Flow Data Analysis

Silliker Canada Co.

[Date: 2018-01-18]

2015	10	09
YYYY	MM	DD
Start	Date of Flov	v Data

End I	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

1 **Table 3: Persons with Disabilities**

	Full-time	/ National	Part-time	/ National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
	#	#	#	#	
01 Senior Managers	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 Person	nnel 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
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
6	0	0	0
7	0	0	0
5	0	0	0
0	0	0	0
0	0	0	0
98	0	1	0

Part 2: Flow Data Analysis

Silliker Canada Co.

[Date: 2018-01-18]

2015	10	09
YYYY	MM	DD
Start	Date of Flov	v Data

End I	Date of Flow	Data
YYYY	MM	DD
2018	09	14

Data from Form 4 - Employees Hired

Table 4: Members of Visible Minorities

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓
Table 8: Members of Visible Minorities

Full-time	/ National	Part-time	/ National
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
1	0	0	0
0	0	0	0
5	2	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	2	0	0

20

Data from Form 6 - Employees Terminated

Table 12: Members of Visible Minorities Full-time / National Part-time / National Members of Members of All All Visible Visible Employees Employees Minorities Minorities Terminated Terminated Terminated Terminated # 98

	Table 4:	viembers o	i visible i	amoriues
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	3	1	0	0
03 Professionals	9	0	0	0
04 Semi-Professionals & Technicians	67	15	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	0	0	0
11 Intermediate Sales & Service Personnel	12	4	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	0	21	2	1

									Data	for First/F	Previous (Goals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	1	↓	↓	↓	1	↓	↓	↓	↓	↓	↓	↓	↓	↓
									***	Table 1:									
				40.5					First	Previous St	iort-term G	ioals							
		1		All Er	nployees			T		1		1			omen	1			
	Number	Gro	wth (New Posi	tions)	Turnover (F	eplacement of Employees)	f Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity Occupational	YYYY-MM-DD		T	jected				Anticipated Hires Over 3	YYYY-MM-DE	Terminated Employees)		Required		m - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Pro	1	Actual	Proj	1	Years	YYYY-MM-DE	1	1	Over 3 Years	****	- 1111	Availability	гтекси Сар	Gap	Representation	Years
	2015-08-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-08-10	Annually	Over 3 Years	rears	2015	2018					
	#	%	%	#	%	%	#	#	#	%	Ħ	#	#	%	%	#	#	%	%
01 Senior Managers	C	0.0%	ó	(0.0%		0			0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	11	8.4%		(8.0%	,	0			0.0%	0	-2	()	38.9%	2	2	54.5%	
03 Professionals	14	24.5%	Ó	(63.4%	•	0) 9	0.0%	0	-3	()	42.8%	3	3	64.3%	
04 Semi-Professionals & Tech	63	1,		(87.7%		0		4	0.0%	0	-16	()	49.5%	16	16	74.6%	74.6%
05 Supervisors	11	-23.1%		(12.5%	,	0) 9	0.0%	0	-3	()	53.0%	3	3	81.8%	81.8%
06 Supervisors: Crafts & Trades	0	0.0%	Ď	(0.0%	,	0			0.0%	0	0	()	0.0%	0	0	#DIV/0!	
07 Administrative & Sr Clerical	1	-100.0%		(0.0%	,	0) :	0.0%	0	0	()	80.1%	0	0	100.0%	100.0%
08 Skilled Sales & Service	0	0.0%		(200.0%	,	0			0.0%	0	0	()	0.0%	0	0	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		(0.0%		0			0.0%	0	0	()	0.0%	0	0	#DIV/0!	
10 Clerical Personnel	12	-20.6%		(66.7%		0) 4	0.0%	0	4	()	64.8%	-4	-4	33.3%	33.3%
11 Intermediate Sales & Service	7	26.0%		(66.7%		0			0.0%	0	-2	()	63.9%	2	2	85.7%	85.7%
12 Semi-Skilled Manual	0	0.0%	6	(142.9%		0) (0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!

0.0%

0.0%

71.2%

0.0%

0.0%

9.6%

13 Other Sales & Service

Other Manual Workers

14

Total

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

0.0%

0.0%

55.5%

0.0%

50.7%

* Workforce Analysis) ÷ 2) x 100	0.				
					Table 2: Women
F-1		Wome	n		
Employment Equity Occupational Group (EEOG)	Short-ter	rm Goals	Long-term G	Goals	Comments
	#	%	#	%	
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		

0.0%

#DIV/0!

0.0%

68.3%

#DIV/0!

									Data	for First/F	revious (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		Ţ	Į.	\	↓	↓	1	↓	↓	Ţ	\	↓	1	1	\	1	↓	1	1
										e 3: Abori	•								
									First	Previous St	iort-term G	oals							
				All En	ployees									~	nal Peoples				,
	Number	Gro	wth (New Posit	ions)	Turnover (R		f Terminated		Number	Turnover (R	eplacement of			ar Goals					
Employment Equity Occupational Y			· · · · · · · · · · · · · · · · · · ·	Employees)					Terminated Employees)		Hires Required	From - To YYYY - YYYY		Present		Projected	Present	Projected	
	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected T	Hires Over 3 Years	YYYY-MM-DE			Over 3	YYYY	(- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2015-08-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-08-10	Annually	Over 3 Years	Years	2015	2018					
	Ħ	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	0.0%	6	0	0.0%		0	0	(0.0%	0	0	(O	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	11	8.4%		0	8.0%		0	0	(0.0%	0	0	(D	2.2%		0	0.0%	0.0%
03 Professionals	14	24.5%		0	63.4%		0	0	(0.0%	0	0	(0	1.2%	1	0	0.0%	0.0%
04 Semi-Professionals & Tech	63			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	1 (0.0%	0	0	(O	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	(O	0.8%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		0	200.0%		0	0	1 (0.0%	0	0	(O	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	1 (0.0%	0	0	· ·	O	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%
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	'	D	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	1	0.0%		0	0.0%		0	0	1	0.0%	0	0	'	D	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	(이	0.0%	0	0	#DIV/0!	#DIV/0!

71.2%

120

9.6%

Total

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

0.0%

Workforce Analysis) ÷ 2) x 10	0.				
					Table 4: Aboriginal Peoples
F		Aboriginal	Peoples		
Employment Equity Occupational Group (EEOG)	Short-ter	m Goals	Long-t	erm Goals	Comments
Group (EEOG)	#	%	#	%	
01 Senior Managers	0	0.0		0.0	
02 Middle & Other Managers	0	0.0		0.0	
03 Professionals	0	0.0		0.0	
04 Semi-Professionals & Tech	0	0.0		1 0.0	
05 Supervisors	0	0.0		0.0	
06 Supervisors: Crafts & Trades	0	0.0		0.0	
07 Administrative & Sr Clerical	0	0.0		0.0	
08 Skilled Sales & Service	0	0.0		0.0	
09 Skilled Crafts & Trades	0	0.0		0.0	
10 Clerical Personnel	0	0.0		0.0	
11 Intermediate Sales & Service	0	0.0		0.0	
12 Semi-Skilled Manual	0	0.0		0.0	
13 Other Sales & Service	0	0.0		0.0	
14 Other Manual Workers	0	0.0		0.0	
Total	0	ı		1	

0.0%

0.0%

1.3%

									Data	for First/P	Previous (Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	s	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	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	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
7	<u> </u>	Į.	Ţ	↓	1	1	1	Ţ	Ţ	Į.	1	Ţ	Ţ	Ţ	Ţ	1	Ţ	1	1
										Persons									
									First	Previous Sh	ort-term G	loals							
				All En	ployees			1		1		1			th Disabilitie	S			1
	Number	Grov	wth (New Posi	tions)	Turnover (Re	placement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity Occupational	YYYY-MM-DD				ļ			Anticipated Hires Over 3	YYYY-MM-DD		Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual				Y Y Y Y-NEM-DU		T	Over 3 Years	1111	-1111	Availability Freschi Ga	i resem Gap	Gap	Representation	Years
	2015-08-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-08-10	Annually	Over 3 Years	icais	2015	2018					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	11	4.2%		C	4.0%		0	0	(0.0%	0	0	()	4.3%	0	0	0.0%	0.0%
03 Professionals	14	24.5%		C	63.4%		0	0	(0.0%	0	1	()	3.8%	5 -1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	63	9.6%		C	87.7%		0	0	1	0.0%	0	2	()	4.6%	-2	-2	1.6%	1.6%
05 Supervisors	11	-23.1%		C	12.5%		0	0	(0.0%	0	2	()	13.9%	-2	-2	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	(0.0%	0	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	1	-100.0%		C	0.0%		0	0	(0.0%	0	0	()	3.4%	6 0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		C	200.0%		0	0	(0.0%	0	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	,	C	0.0%		0	0	(0.0%	0	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	12	-20.6%		C	66.7%		0	0	1	0.0%	0	0	()	7.0%	6 0	0	8.3%	8.3%
11 Intermediate Sales & Service	7	26.0%		C	66.7%		0	0	(0.0%	0	0	()	5.6%	6 0	0	0.0%	0.0%
12 Semi-Skilled Manual	0	0.0%		C	142.9%		0	0	(0.0%	0	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	1	0.0%		[C	0.0%		0	0	1	0.0%	0	-1)	6.3%	5 1	1	100.0%	100.0%
14 Other Manual Workers	0	0.0%		C	0.0%		0	0	(0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
Total	120	9.6%		C	71.2%		0	0	3	0.0%	0	4	()	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)¹³ 1) x 100.
- Eaculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

	Workforce Finally sisty × 27 x 10					Table 6: Persons with Disabilities
		P	ersons with I	Disabilities		
	oyment Equity Occupational	Short-ter	rm Goals	Long-te	rm Goals	Comments
Grou	p (EEOG)	#	%	#	%	
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		

										Data 1	or First/I	revious (Goals							
A	В	C	D	E	F	G	Н	I	J	К	L	М	N	0	P	Q	R	S	Т	U
Data s	ources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]		СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
7		<u> </u>	Į.	Ţ	\	1	1	1	↓	1	Į	\	V	V	1	↓	Į.	Į.	↓ ·	V
										Table 7: M				5						
										First/	Previous St	ort-term G	oals							
					All En	nployees								isible Minor	ties		ı			
		Number	Grov	Growth (New Positions)		Turnover (Replacement of Terminated Employees)			Number	Number Turnover (Replacement of			3 Year Goals From - To							
Emple	vment Equity Occupational						,		Anticipated		Terminated		Hires Required			Present		Projected	Present	Projected
Group	(EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
		2015-08-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-08-10	Annually	Over 3 Years	Years	2015	2018					
		Ħ	%	%	Ħ	%	%	#	#	#	%	#	#	Ħ	%	%	#	#	%	%
01	Senior Managers	0	0.0%		C	0.0%	,	0	C	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	11	8.4%		C	8.0%		0	· C	5	0.0%	0	-3	0		15.0%	3	3	45.5%	45.5%
03	Professionals	14			C	63.4%		0	· C	6	0.0%	0	-2	0		25.4%	2	2	42.9%	42.9%
1 1	Semi-Professionals & Tech	63			C	87.7%		0	· C	41	0.0%	0	-26	0		24.6%	26	26	65.1%	65.1%
	Supervisors	11	-23.1%		C	12.5%		0	· C	7	0.0%	0	-2	0		45.8%	2	2	63.6%	63.6%
1 1	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	ď	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	'l "		0.0%	0	0	0		37.3%	0	0	0.0%	0.0%
08	Skilled Sales & Service	0	0.0%			200.0%)	1 0	'l "		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	#DIV/0!	#DIV/0!
10	Clerical Personnel	12	-20.6%			66.7%		1 0		3	0.0%	1 0				43.0%	1 0		41.7%	41.7%
11	Intermediate Sales & Service	1 7	26.0%		1 (66.7%	ı.	1 0	ı C	וי 3	0.0%	1 0	1 0	1 0		48.9%	1 0	1 0	42.9%	42.9%

142.9%

0.0%

0.0%

71.2%

0.0%

0.0%

0.0%

9.6%

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

Workforce Analysis) ÷ 2) x 100

0.0%

0.0%

0.0%

0.0%

12 Semi-Skilled Manual

13 Other Sales & Service

14 Other Manual Workers

Total

	Workforce Analysis) ÷ 2) x 10	0.				
						Table 8: Members of Visible Minorities
г		Mer	nbers of Visi	ble Minori	ties	
	loyment Equity Occupational p p (EEOG)	Short-ter	rm Goals	Long-te	rm Goals	Comments
		#	%	#	%	
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		

#DIV/0!

#DIV/0!

55.8%

0.0%

0.0%

52.7%

0.0%

29.4%

#DIV/0!

#DIV/0!

0.0%

55.8%

									Data for	Subseque	ent/Curre	nt Goals							
AB	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) ÷ (C + F)
-	↓	Ţ	1	↓	\	1	Ţ	Ţ	1	1	\	V	Ţ	Ţ	↓	Ţ	1	Ų	Ų
										Table 9:									
									Subsequ	ent/Current	t Short-terr	n Goals							
				All Er	nployees									W	omen				
	Number	Crn	wth (New Posi	tione)	Turnover (I	Replacement o	f Terminated		Number				3 Yea	r Goals					
Employment Equity Occupational	Number	1 310	Employees)						, vanner	Number Turnover (Replacement of Terminated Employees)			From - To					-	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual	Actual Projected			YYYY-MM-DD		, , , , , ,	Required YYYY		- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
S. O.	2018-09-14	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-09-14	Annually	Over 3 Years	Years	2018	2021					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	0.0%		(0.0%	Ó	0	0		0.0%	1	0	C)	0.0%	1	0	#DIV/0!	1
02 Middle & Other Managers	14	8.4%		(8.0%		0	0	7	7 0.0%	1	-1	C)	39.4%	1	. 1	50.0%	50.0%
03 Professionals	27	24.5%		(63.4%		0	0	21	1	1	-9	C)	44.0%	9	9	77.8%	77.8%
04 Semi-Professionals & Tech	83	9.6%		(87.7%		0	0	57			-15	C)	50.9%	15	15	68.7%	68.7%
05 Supervisors	5	-23.1%		(12.5%		0	' "	3	0.0%		0]	52.2%			60.0%	60.0%
06 Supervisors: Crafts & Trades	0	0.0%		'	0.0%	,	0			0.0%				'[0.0%			#DIV/0!	1
07 Administrative & Sr Clerical 08 Skilled Sales & Service	"	-100.0%			0.0%	,	0			0.0%		0		(0.0% 27.9%		9 1	#DIV/0! 100.0%	1
08 Skilled Sales & Service 09 Skilled Crafts & Trades	1	0.0%		1 7	200.0%		"		,	0.0%		-1		()	0.0%			#DIV/0!	100.0% #DIV/0!
10 Clerical Personnel	"	-20.6%		1 7	66.7%		1 0			0.0%		9		50.0%	65.5%			#DI V/0:	16.7%
11 Intermediate Sales & Service	14	26.0%		1 6	66.7%		1 0] "]	0.0%	1] _2	ن ا	30.076	65.6%	<u> </u>] -3	78.6%	1
12 Semi-Skilled Manual	7	0.0%		1 7	142.9%		1 6			0.0%		1		18.5%	18.5%	1	1 -1	0.0%	0.0%
13 Other Sales & Service	1 1	0.0%		1 6	0.0%		۱ °	ا ا		0.0%		l î	"	50.0%	55.0%	1 -1	_1	0.0%	0.0%
14 Other Manual Workers	0	0.0%]	0.0%		1 0	ا ا		0.0%		أ أ		50.070	0.0%		ه ا	#DIV/0!	#DIV/0!
m 1	150	0.070		1	71.20	,	 			0.070			-		40.00/	1 -	1 3	(2.00/	(2.00/

71.2%

158

9.6%

Total

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

101

0.0%

49.0%

Workforce Analysis) ÷ 2) x 100	U				
			Table 10: Wome	en	
Employment Equity Occupational	Women				
Group (EEOG)	Short-term Goals Lon	g-term Goals		Comments	
	%	%			
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				

63.9%

63.9%

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡		C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	1	↓	↓	↓	↓		1
										11: Abor									
				All Es	nployees				Subsequ	ent/Current	t Short-tern	n Goals		Aborio	nal Peoples				
				AHEH						1		1	3 Van	r Goals	mai reopies				
	Number	Gro	wth (New Posi	tions)	Turnover (R	eplacement o Employees)	l Terminated		Number		eplacement of	Hires		n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Pro	iected	Actual	Pro	jected	Anticipated Hires Over 3	YYYY-MM-DD		l Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	2018-09-14	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	2018-09-14	Annually	Over 3	Over 3 Years	2018	2021	Availability		Gap	Representation	Years
	Ħ	%	%	Years #	%	%	Years #	H	±	%	Years #	44	н	%	%	#	#	%	%
01 Senior Managers	#	0.0%		#	0.0%	76	# 0	#	#	0.0%	# 0	# 0	#	76	0.0%	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	#	% #DIV/0!	
02 Middle & Other Managers	14	8.4%			8.0%			0		0.0%]				2.7%		0	0.0%	0.0%
03 Professionals	27	24.5%		0	63.4%		0	0		0.0%	Ö	o o	0		1.0%	6 0	0	0.0%	0.0%
04 Semi-Professionals & Tech	83	9.6%		C	87.7%	,	0	0	3	0.0%	, 0	-1	0		2.8%	1	1	3.6%	3.6%
05 Supervisors	5	-23.1%	,	C	12.5%	,	0	0		0.0%	0	0	0		1.6%	6 0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	,	C	0.0%	,	0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%)	C	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%		C	200.0%	,	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	#DIV/0!	
10 Clerical Personnel	6	-20.6%			66.7%		0	0		0.0%	0	0	0		0.8%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	14	26.0%			66.7%		0	0		0.0%	9 0	0	0		1.3%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	1 7	0.0%		1 0	142.9%	•	1 0	0	ol c	0.0%	· 0	1 0	1 0		1.4%	oj 0	1 0	0.0%	0.0%

0.0%

0.0%

71.2%

0.0%

0.0%

9.6%

13 Other Sales & Service

14 Other Manual Workers

Total

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

0.0%

0.0%

1.0%

0.0%

Workforce Analysis) ÷ 2) x 100	U		
			Table 12: Aboriginal Peoples
Employment Equity Occupational	Aboriginal		
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
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%		

0.0%

#DIV/0!

0.0%

1.9%

#DIV/0!

									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
		↓	1	↓	↓	↓	1	\	1	\	\	↓	1	Ţ	\	1	↓	↓	1
										: Persons									
									Subsequ	ent/Current	Short-tern	n Goals							
		1		All Er	nployees			<u> </u>		1					th Disabilitie	S			
	Number	Grov	vth (New Posi	tions)		eplacement of Employees)	Terminated		Number	Turnover (Re	eplacement of	Hires		r Goals					
Employment Equity Occupational	YYYY-MM-DD	Actual		iected	Actual	Proj		Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proj	1	Actual	rroj	·	Years	YYYY-MM-DD			Over 3 Years	1111	- 1111	Availability	rresem Gap	Gap	Representation	Years
	2018-09-14	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-09-14	Annually	Over 3 Years	icais	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	14	4.2%		(4.0%		0	0	1	0.0%	0	0	0		5.0%	0	0	7.1%	7.1%
03 Professionals	27	1			63.4%		0	0		0.0%	0	2	0	8.9%	8.9%	-2	-2	0.0%	0.0%
04 Semi-Professionals & Tech	83	1,		(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%		(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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%			0.0%		0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	1	0.0%		(200.0%		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	#DIV/0!	#DIV/0!
10 Clerical Personnel	6	-20.6%			66.7%		0			0.0%	0	0	0	10.00/	9.3%		1 .	16.7%	16.7%
11 Intermediate Sales & Service 12 Semi-Skilled Manual	14	26.0%			66.7%]	0.0%				10.8% 10.3%	10.8%	-1	-!	7.1%	7.1%
12 Semi-Skilled Manual 13 Other Sales & Service	'	0.0%			142.9%		0	"		0.0%				10.5%	10.3% 10.7%	-1	-1	0.0% 0.0%	0.0% 0.0%
14 Other Manual Workers		0.0%			0.0%		0	"		0.0%	"	"	"		0.0%] ,	#DIV/0!	#DIV/0!
17 Other Manual Workers	ļ	0.076		L .	0.078		U 0	· · · ·	1	0.076		<u> </u>	, ·		0.070	<u>'</u>	1 0	#DI V/U:	#DI V/U:

71.2%

9.6%

158

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

0.0%

8.7%

			Table 14: Persons with Disabilities
Familiary of Familia Occupational	Persons with D	Disabilities	
Employment Equity Occupational Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
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		

3.2%

									Data for	Subsagua	nt/Currei	at Coals							
									Data for	Subseque	mi/Currei	iit Goais							
A B	C	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	Ţ	Ţ	1	\	1	1	1	1	1	1	1	1	1	\	1	1	↓	↓
								1	<u> Fable 15: N</u>				S						
									Subsequ	ent/Current	t Short-tern	n Goals				•			
				All En	nployees			1		1					/isible Minori	ties		ı	
	Number	Gro	wth (New Posit	tions)		eplacement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity Occupational					-			Anticipated Hires Over 3		Terminated	Employees)	Required		n - To	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proj	jected T	Actual	Pro	ected	Years	YYYY-MM-DD		T	Over 3	YYYY	- YYYY	Availability	гтезен Сар	Gap	Representation	Years
	2018-09-14	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-09-14	Annually	Over 3 Years	Years	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	0.0%	,	C	0.0%		0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	14	8.4%		C	8.0%		0	0) 5	0.0%	0	-3	0		17.6%	3	3	35.7%	
03 Professionals	27	24.5%	, 	C	63.4%		0	0	11	0.0%	0	-1	0		38.6%	1	1	40.7%	40.7%
04 Semi-Professionals & Tech	83	9.6%	, 	C	87.7%		0	0	35	0.0%	0	-11	0		29.3%	11	11	42.2%	42.2%
05 Supervisors	5	-23.1%		C	12.5%		0	0	1	0.0%	0	2	0	50.8%	50.8%	-2	-2	20.0%	20.0%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		C	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	0] 2	0.0%	0	1	0	52.2%	52.2%	-1	-1	33.3%	33.3%
11 Intermediate Sales & Service	14	26.0%)	C	66.7%		0	0	9 6	0.0%	0	1	0	52.1%	52.1%	-1	-1	42.9%	42.9%
12 Semi-Skilled Manual	7	0.0%		0	142.9%		0	0	ր 1	0.0%	0	3	0	54.9%	54.9%	-3	-3	14.3%	14.3%

0.0%

0.0%

71.2%

0.0%

0.0%

9.6%

13 Other Sales & Service

Other Manual Workers

14

Total

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

0.0%

0.0%

58.2%

58.2%

0.0%

34.7%

Workforce Analysis) ÷ 2) x 100	U		
			Table 16: Members of Visible Minorities
Employment Equity Occupational	Members of Visi	ble Minorities	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
	%	%	
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		

0.0%

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0.0%

38.6%

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											r Cana												007050
										[Date	: 2018-	01-18]											
A B	C	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
		Į	V	V	<u> </u>	Į Į	<u> </u>	.	ļ	<u> </u>	1		J	<u> </u>	1	1	1	<u> </u>	<u> </u>	<u> </u>	Ţ	<u> </u>	<u> </u>
			1	Workf	orce An	alysis									Flow	Data Aı	nalysis						
Employment Equity Occupational Group	Year			W	orkforce					ı	Hires				P	romotio				Tei	rminatio		
(EEOG)		All Employees	Represe	entation	Wo Avail	men ability	Gap	EE Result	All Employees	Act		omen Expected	Difference	All Employee:	s Ac	tual	omen Expected	Difference	All Employees	Acti		omen Expected	Difference
	#	#	#	%	9/4	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01 Senior Managers	2015	0	0		0.0		0	0.0															
Middle & Other	2018 2015	11	0 6	0.0 54.5	0.0 38.9		0	0.0 140.2	0	0	0.0	0	0]	0	0.0	0	0	1	0	0.0		0
02 Middle & Other Managers	2018	14	7	50.0	39.4		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		42.8	<u> </u>	3	150.2															
	2018	27	21 47	77.8	44.0 49.5	<u> </u>		176.8 150.7	9	5	55.6	4	1	5	5 4	80.0	3	1	13	4	30.8	8	-4
04 Semi-Professionals & Technicians	2015 2018	63 83	47 57	74.6 68.7	50.9			134.9	69	41	59.4	35	6	5	5 4	80.0	4	0	64	40	62.5	48	-8
05 Supervisors	2015	11	9		53.0	-		154.4															
	2018	5	3	60.0	52.2		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 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
		,	:	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	·	: 		y	<u>.</u>		,	,										1	
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F ÷ M x 100											
		Ų.	1	↓	1	1	<u> </u>	1	<u> </u>	<u> </u>	Ţ	↓											
		New	Entrai	nts				G	oals														
Employment Equity	Year	F	ow Data				rm Goals	1		Long-teri													
Occupational Group (EEOG)		All Employees	Wor			Percent of	men	Percent of		Worn Percent of		Percent of					(Commen	ts				
			Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
	# 2018	# 0	# 0	0.0	# 0	0.0	%	0.0	# 0	0.0	%	% 0.0											
01 Senior Managers	2021	0	0			0.0	0.0	0.0		0.0	0.0	0.0											
02 Middle & Other	2018	2	2		0	0.0		0.0		0.0	0.0	0.0											
Managers	2021 2018	2	2 5		0	0.0	0.0	0.0		0.0	0.0	0.0											
03 Professionals	2018	1	5		, ·	0.0	0.0	0.0		0.0	0.0	0.0											
04 Semi-Professionals &	2018	10	5	50.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
Technicians Technicians	2021	10	5			0.0	0.0	0.0			0.0	0.0											
05 Supervisors	2018 2021	0	0		0	0.0	0.0	0.0		0.0	0.0	0.0											
06 Supervisors: Crafts &	2018	0	0		0	0.0	0.0	0.0		0.0	0.0	0.0											
Trades	2021	0	0	0.0			0.0	0.0			0.0	0.0											

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										[Date	: 2018-	01-18]											
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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
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				Workf	orce An	alysis									Flow	Data Aı	nalysis						
Employment Equity Occupational Group	Year			W	orkforce						Hires				P	romotio				Te	rminatio		
(EEOG)		All Employees	Represe	entation		men ability	Gap	EE Result	All Employees	Act		omen Expected	Difference	All Employee:	s Ac	tual	omen Expected	Difference	All Employees	Act		omen Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative &	2015	1	1	100.0	80.1	-	0	124.8															
Senior Clerical	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
08 Skilled Sales & Service Personnel	2015 2018	1	0	0.0 100.0	0.0 27.9	į	1	0.0 358.4		0	0.0	0	0		0	0.0	0		1	0	0.0	0	0
Skilled Crafts &	2015	0	0		0.0		0	0.0			0.0	Ů			1 -	0.0		Ů			0.0		
09 Trades Workers	2018	0	0		0.0	0	0	0.0	0	0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2015	12		33.3	64.8		-4	51.4							<u> </u>								
Intermediate Sales &	2018 2015	7	1	16.7 85.7	65.5 63.9		-3	25.4 134.1	6	2	33.3	4	-2	2	2 1	50.0	1	0	6	1	16.7	2	-1
Service Personnel	2013	14	11		65.6	·	2	119.8	12	9	75.0	8	1	6	5 4	66.7	5	-1	7	5	71.4	6	-1
Semi-Skilled Manual	2015	0	0		0.0		0	0.0															
Workers	2018	7	0	0.0	18.5	1	-1	0.0	6	1	16.7	1	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÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F÷M x 100											
		V			↓	<u> </u>	<u> </u>		1	<u> </u>	1												
		New	Entrai	nts				G	oals														
Employment Equity	Year	F	ow Data			Short-te		S		Long-teri													
Occupational Group	1 Can	All Employees	Wor	men		T	men	D		Wom Percent of	en	B					(Commen	ts				
(EEOG)			Act		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Goal Met	Goal	Percent of Goal Met											
Administration 0	#	#	# 0	%	#	%	%	%	#	%	%	%											
07 Administrative & Senior Clerical	2018	0			0	0.0	0.0	0.0		0.0	0.0	0.0											
08 Skilled Sales &	2018	0	-		0	0.0		0.0		0.0	0.0	0.0											
Service Personnel	2021	0	0	0.0			0.0	0.0			0.0	0.0											
O9 Skilled Crafts & Trades Workers	2018	0	0		0	0.0	0.0	0.0		0.0	0.0	0.0											
	2021 2018	2	0 2		2	100.0	0.0	0.0		100.0	0.0	0.0											
10 Clerical Personnel	2021	2	2			100.0	50.0	200.0		100.0	0.5	20000.0											
11 Intermediate Sales &	2018	11		72.7	0	0.0	0.0	0.0		0.0	0.0	0.0											
Service Personnel	2021	11	8			-	0.0	0.0			0.0	0.0											
12 Semi-Skilled Manual Workers	2018 2021	1	0		0	0.0	0.0 18.5	0.0		0.0	0.0	0.0											
			<u> </u>	0.0		1	1 10.0	1 0.0			0.2	1											

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									[Date	: 2018-	01-18]											
A B	C	D	E	F	G H	I	J	K	L	M	N	O	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: D x G Workforce ÷ 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
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			,		orce Analysis								,	Flow D				_				
Employment Equity Occupational Group	Year			W	orkforce				1	Hires				Pr	omotio				Terr	ninatio		
(EEOG)		All Employees	Represe	ntation	Women Availability	Gap	EE Result	All Employees	Ac	tual	omen Expected	Difference	All Employees	Actu		omen Expected	Difference	All Employees	Actua		omen Expected	Difference
	#	#	#	%	% #	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
1 13 1	2015	1	0	0.0	55.5	1 -1	0.0															
Personnel	2018	1	0	0.0	0.0	1 -1	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
14 Other Manual Workers	2015	0	0	0.0	0.0	0 0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	
T-4-1	2015	120	82	68.3		1 21														***		
Total	2018	158	101	63.9	49.0	7 24	130.5	0	60	0.0	0	0	20	14	70.0	14	C	99	52	52.5	68	-16
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷ D x 100	Part 3: E ÷ G x 1	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F÷M x 100											
		↓	Ţ	1	, \ \ \	↓	↓		↓	1												
			Entrar	ıts				oals														
Employment Equity	Year	Flo	ow Data			erm Goal	\$		Long-ter													
Occupational Group (EEOG)		All Employees	Won Acti		Coel Percent		Percent of	Goal	Won Percent of	Goal	Percent of Cond Met											
	#	H	н	%	Goal Me	%	Goal Met	4	Goal Met		Goal Met 9/4 9/5											
Other Sales & Service	2018	0	0	0.0	1 0		0.0	0	0.0	0.0	0.0											
Personnel Personnel	2021	0	0	0.0		50.0				0.5	0.0											
14 Other Manual Workers	2018	0	0	0.0				0	0.0	0.0	0.0											
	2021	0	0 22	0.0		3 0.0		?	1100.0	0.0	0.0											
Total	2021	0	22	0.0		0.0		-	1100.0	0.0	l											

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									Part 5	: Result		_	Peoples										
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A B	С	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	S	Т	U	V	W	X	Y
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		J. Trindrysis		J	↓ 7 thany 515 ↓	<u> </u>		<u> </u>	Ţ				↓	<u> </u>	Į maysis į	Ţ		<u> </u>	<u> </u>		1	<u>.</u>	Į Į
			1	Workfo	orce An	alysis									Flow	Data Aı	nalysis						
Employment Equity	Year			W	orkforce						Hires				P	romotion				Te	rminatio	ns	
Occupational Group (EEOG)		All Employees	Represei	station	Aborigin Avail	al Peoples	Gap	EE Result	All Employees	Act		nal Peoples Expected	Difference	All Employee:	s Act		nal Peoples Expected	Difference	All Employees	Acti		nal Peoples Expected	Difference
,	#	#	#	%	%	#	gap #	%	#	#	w	Expected #	#	#	#	uai %	#	#	#	#	%	#	#
01 Senior Managers	2015	0	0	0.0	0.0	1	0	0.0															
N.C.1.11 0.004	2018 2015	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	2013	14	0	0.0	2.7		0	0.0		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															
Semi-Professionals &	2018 2015	27 63	0	0.0	1.0 1.5	<u> </u>	0	0.0		0	0.0	0	0	5	0	0.0	0	0	13	0	0.0	0	0
04 Technicians	2018	83	3	3.6	2.8	•	1	129.1	69	2	2.9	2	0	5	5 0	0.0	0	0	64	0	0.0	0	0
05 Supervisors	2015	11	0	0.0	1.0	i	0	0.0															
Supervisors: Crafts &	2018 2015	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
06 Trades	2018	0	0	0.0	0.0		0	0.0		0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
						·		, !	·				•										
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data 1 Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
5		1	Ų.	V	V	1	V	1	↓	<u> </u>	Ţ	1											
			Entran	its					oals														
Employment Equity Occupational Group	Year	F	ow Data Aborigina	I Panniae		Short-te	rm Goals at Peoples	3		Long-teri Aboriginal							,	Commen	4				
(EEOG)		All Employees	Acti		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						,ommen	ts.				
	#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01 Senior Managers	2018	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
N. C. I. W. O. C.	2021 2018	0	0	0.0		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											
03 Professionals	2018	1	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
	2021 2018	10	0	20.0	n	0.0	0.0	0.0		200.0	0.0	0.0											
04 Semi-Professionals & Technicians	2018	10	2	20.0	0	0.0	0.0	0.0		200,0	0.0	0.0											
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
Supervisors: Crofts &	2021 2018	0	0	0.0	n	0.0	0.0	0.0		0.0	0.0	0.0											
06 Trades	2018	0	0	0.0	U	0.0	0.0	0.0		0.0	0.0	0.0											

										: Result			Peoples										4
											er Cana	_	•										007054
										[Date	e: 2018-	01-18]											— ŏ -
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
A D				<u> </u>		11	<u> </u>		<u> </u>		 :	11	<u> </u>	<u> </u>	······································	!! !		<u> </u>	U		<u></u>		<u> </u>
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÷Ux 100	U x F ÷ 100	V - X
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Employment Equity					orce An						111					Data Ar			T	Tr.	 		
Occupational Group	Year			·	orkforce Aborigina						Hires Aborigi	nal Peoples				romotion Aborigin	al Peoples			10	erminatio Aborigi	nal Peoples	
(EEOG)		All Employees	Repres	entation	Availa	ability	Gap	EE Result	All Employee	S Ac	tual	Expected	Difference	All Employee	S Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference
A descipio tenstico 8	# 2015	# 1	# 0	0.0	0.8	#	#	0.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
O7 Administrative & Senior Clerical	2013	0	0	•	0.0		0	0.0		0	0.0	0	0	(0	0.0	0	C	0 0	0	0.0	0) (
08 Skilled Sales &	2015	0	0		L		0	0.0															
Service Personnel Skilled Crafts &	2018	1	0		0.0		0	0.0		0	0.0	0	0	(0	0.0	0	C	1	0	0.0	0) (
09 Trades Workers	2018	0	0	-	0.0		0	0.0		0	0.0	0	0	(0	0.0	0	C	0	0	0.0	0) (
10 Clerical Personnel	2015	12	0				0	0.0															
1. Intermediate Sales &	2018 2015	7	0		0.8		0	0.0		0	0.0	0	0	2	2 0	0.0	0	C	6	0	0.0	0) (
11 Service Personnel	2018	14	0	-	1.3	0	0	0.0		2 0	0.0	0	0	(5 0	0.0	0	C	7	0	0.0	0) (
12 Semi-Skilled Manual Workers	2015 2018	0	0		0.0	0	0	0.0			0.0	0	0) 0	0.0	0		5	0	0.0		
I STACES	2018	,		1 0.0	1.4	0		0.0		<u> </u>				1	<u>/ </u>	[0.0]			<u>'I</u> -1	0	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÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
		Ų.	Ţ	<u> </u>	1	Ų.	<u> </u>	<u> </u>	<u> </u>	ļ Į	<u> </u>	↓											
		New	Entra	nts				(Foals														
Employment Equity	Year	FI	ow Data	al Peoples			rm Goals at Peoples	S		Long-ter								,					
Occupational Group (EEOG)		All Employees		tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Aborigina Percent of Goal Met	Goal	Percent of Goal Met					(Commen	ts				
	#	#	#	%	#	%	9/9	%	#	%	%	%											
07 Administrative & Senior Clerical	2018	0	0	-	0	0.0	0.0	0.0		0.0	0.0	0.0											
08 Skilled Sales &	2021	0	0		0	0.0		0.0		0.0		0.0											
Service Personnel	2021	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											
10 Clerical Personnel	2018	2	0			0.0	0.0	0.0		0.0		0.0											
	2021	2	0				0.0	0.0			0.0	0.0											
Intermediate Sales & Service Personnel	2018	11 11	0	ļ	***************************************	0.0	0.0	0.0		0.0	0.0	0.0											
Semi-Skilled Manual	2018	1	0		0	0.0	0.0	0.0		0.0	1	0.0											
Workers Workers	2021	1	0	0.0			0.0	0.0			0.0	0.0	P										

							Feder	ral Contr	actors	Progra	m Achie	vement	Report									
								Part 5	: Result	ts - Abo	riginal I	Peoples										55
									Sillike	er Cana	da Co.											007055
									[Date	e: 2018-	01-18]											
A B	C	D	E	F	G H	I	J	K	L	M	N	O	P	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: D x G Workforce ÷ 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
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					orce Analysis									Flow	Data A	nalysis						
Employment Equity Occupational Group	Year	ı		W	orkforce				1	Hires				P	romotio				Terr	ninatio		
(EEOG)		All Employees	Represe	entation	Aboriginal Peoples Availability	Gap	EE Result	All Employees	Ac	Aborig	Expected	Difference	All Employees	Act		nal Peoples Expected	Difference	All Employees	Actua		Expected	Difference
	#	#	#	%	% #	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Other Sales & Service	2015	1	0	0.0	0.8	0	0.0															
Personnel	2018	1	0	0.0	1.0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
14 Other Manual Workers	2015 2018	0	0	0.0	0.0	0	0.0	0		0.0	0	0	0	0	0.0	0			0	0.0	0	
	2015	120	0	0.0		2 -2			1 -	0.0		- 0			0.0	0			0	0.0	- 0	\vdash
Total	2018	158	3	1.9	2.2	3 0	86.3	0	2	0.0	0	0	20	0	0.0	0	C	99	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: E ÷ G x 10	Part 3: Goals	F÷I x 100	Part 3: Goals		Part 3: Goals	F÷M x 100											
			1	1	,	↓	↓	↓		1												
			Entra	ıts				oals														
Employment Equity	Year	Fl	ow Data			erm Goals	S		Long-ter													
Occupational Group (EEOG)		All Employees	Aborigina Act	•	Coel Percent o		Percent of	Goal	Aborigina Percent of	Goal	Percent of					(Commen	ts				
	#	#	ii	%	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
Other Sales & Service	2018	0	0	0.0	0 0.0		0.0	0	0.0	0.0												
Personnel	2021	0	0	0.0		0.0				0.0	0.0											
14 Other Manual Workers	2018	0	0	0.0	0 0.0	70		0	0.0													
	2021	0	0	0.0	0 0.0	0.0		1	200.0	0.0	0.0											
Total	2018	0	2			0.0		1	200.0	0.0												

										Part 6: R	lesults -	Person	s with E)isabiliti	es									26
											Sillike	r Cana	da Co.											007056
											[Date	: 2018-	01-18]											
A	В	C	D	Е	F	G	Н	I	J	K	L	M	N	О	P	Q	R	S	T	U	V	W	X	Y
			Part 1:	Part 1:		Part 1:					Part 2: Flow					Part 2: Flow				D . O . E1	Part 2: Flow			
Data source	ees:		Workforce Analysis	Workforce Analysis	E ÷ D x 100	Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis		Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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Employ	omant Faults					orce An						***			T		Data Ar			ı				
	yment Equity ational Group	Year				Orkforce Persons wit		i				Hires Persons w	ith Disabilitie	s		Р	romotior Persons wi	th Disabilities			Te	rminatio	ONS ith Disabilitie	es
(EEOG	i)		All Employees	Represe	entation		ability	Gap	EE Result	All Employees	S Ac		Expected	Difference	All Employees	Act		Expected	Difference	All Employees	Act		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01 & Mai	nagers	2015	11	0	0.0			0	0.0															
02		2018	14	1	7.1		1	0	142.9		0	0.0	0	0	1	0	0.0	0	0	2	0	0.0	0)
03 Prof	fessionals	2015 2018	14 27	0			:	-1 -2	0.0	, c	0	0.0	1	-1	5	0	0.0	0	0	13	0	0.0	1)
	ni-Professionals &	2015	63			4.6	3	-2	34.5	ĺ		0.0	1	-1		v	0.0	0		15	Ů	0.0		<u>'</u>
Tec	chnicians	2018	83	1	1.2	1		-5	15.9	69	0	0.0	5	-5	5	0	0.0	0	0	64	0	0.0	1	-
05 Sup	pervisors	2015 2018	11	0	0.0 20.0	I	2	-2 0	0.0 72.7	C	0	0.0	0	0	1	0	0.0	0	0	1	0	0.0	0	
	pervisors: Crafts &	2015	0	0		1		0	0.0															
Tra	ndes	2018	0	0	0.0	0.0	0	0	0.0	С	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
			Part 2: Flow	Part 2: Flow		Part 3:		Part 3:				Part 3:												
Data source	es:		Data Analysis	Data Analysis	E ÷ D x 100	Goals	E÷Gx 100	Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Goals	F ÷ M x 100											
			T .		\	<u> </u>	Ψ.	1	1	Ţ.	1	1	<u> </u>	i										
			New	Entrai	nts				G	oals														
	yment Equity	Year	F	ow Data Person				rm Goals			Long-ter													
Occupa (EEOG	ational Group	ı car	All Employees	Disab				h Disabilities			Persons with	Disabilities						C	ommen	ts				
(LLOG	•)			Act	tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
01		#	#	#	%	#	%	%	%	#	%	%	%											
	nagers	2018	0	0	0.0		0.0	0.0	0.0		0.0	0.00	0.0											
02		2021	0	0	0.0		0.0	0.0				0.00	0.0											
03 Prof	fessionals	2018 2021	1	0			0.0	0.0 8.9			0.0	0.00	0.0											
	ni-Professionals &	2018	10	0	0.0	2	0.0	0.0	0.0	C	0.0	0.00	0.0											
Tec	chnicians	2021 2018	10	0			0.0	7.6 0.0			0.0	0.08	0.0											
05 Sup	pervisors	2018	0	0			0.0	0.0			0.0	0.00	0.0											
06 Sup	pervisors: Crafts &	2018	0	0			0.0	0.0	0.0		0.0	0.00	0.0											
Tra	ndes	2021	0	0	0.0			0.0	0.0			0.00	0.0											

								Fede	ral Conti	actors l	Prograi	n Achie	vement l	Report									
									Part 6: R	esults -	Person	s with D	isabiliti	es									57
										Sillike	r Cana	da Co.											007057
										[Date	: 2018-	01-18]											
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
		Part 1:	Part 1:		Part 1:					Part 2: Flow					Part 2: Flow					Part 2: Flov			
Data sources:		Workforce Analysis	Workforce Analysis	E ÷ D x 100	Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Data	V ÷ U x 100	U x F ÷ 100	V - X
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Familia mant Familia					orce An						***			1			nalysis						
Employment Equity Occupational Group	Year			N	orkforce Persons wit	h Disabilities					Hires Persons w	th Disabilities	4		P	romotio Persons v	ns vith Disabilitie	s		1	erminati Persons v	ONS with Disabilitie	s
(EEOG)		All Employees	Repres	entation	Avail		Gap	EE Result	All Employees	Act		Expected	Difference	All Employees	S Act		Expected	Difference	All Employees	A	ctual	Expected	Difference
	#	#	#	%	6/a	#	#	%	H	#	%	Ħ	#	#	Ħ	%	#	H	#	#	%	#	#
07 Administrative & Senior Clerical	2015	1	0	0.0	3.4 0.0		0	0.0			0.0	0	0			0.0					0,0	1 0	0
oo Skilled Sales &	2015	0	0				0	0.0			0.0	0	0		7	0.0	1		7		1 0.0	+	Ü
98 Service Personnel	2018	1	0	***			0	0.0	C	0	0.0	0	0	0	0	0.0	0	0) 1	. (0.0) 0	0
O9 Skilled Crafts & Trades Workers	2015	0	0	<u> </u>		1	0	0.0			0.0		0			0.0) (0
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07 Administrative & Senior Clerical	2018	0	0			0.0	0.0	0.0		0.0	0.0	0.0											
Skilled Sales &	2021	0	0			0.0	0.0	0.0		0.0	0.0	0.0											
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Trades Workers	2021	0	0			0.0	0.0	0.0		0.0	0.0	0.0											
10 Clerical Personnel	2021	2		50.0		0.0	0.0	0.0		0.0	0.0	0.0											
11 Intermediate Sales &	2018	11		9.1		0.0	0.0			0.0	0.0	0.0											
Service Personnel	2021	11		9.1		0.0	10.8	84.2		0.0	0.1	8417.5											
12 Semi-Skilled Manual Workers	2018	1	0			0.0	0.0			0.0	0.0	0.0											
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Employment Equity	Year			W	orkforce						Hires				P	romotio	ns			Teri	minatio	ns	
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(EEOG)			Represe		Availa		Gap	EE Result		Ac	tual	Expected	Difference		Act		Expected	Difference		Actua		Expected	Difference
Other Sales & Service	2015	# 1	# 0	0.0	% 52.7	# 1	# -1	% 0.0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Personnel	2013	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		,
	2015	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	0.0	0	0	0	0	0.0	0	, (
Total	2015	120	67	55.8	29.4		32																
	2018	158	61	38.6	34.7	55	6	111.3	0	22	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 x 100	Part 3: Goals	E÷ G x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E÷ K x 100	Part 3: Goals	F ÷ M x 100											
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(EEOG)		All Employees	Acti	ıal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	0/6	#	%	%	%	#	%	%	%											
Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0 58.2	0.0	1	0.0	0.0												
	2021	0	0	0.0	n	0.0	0.0		0	0.0	0.0												
14 Other Manual Workers	2021	0	0	0.0	V	3.0	0.0	0.0		3.0	0.0												
Total	2018	0	25	0.0	0	0.0	0.0	0.0	1	2500.0	0.0	0.0											
10(a)	2021	0	25	0.0			0.0	0.0			0.0	0.0											

Federal Contractors Program Achievement Report

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.

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

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

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



Mérieux NutriSciences

Employment Equity (EE) Workforce Analysis, Goals & Timetables As of Sept 14 2018

Date: September 2018

Table of Contents

EXECUTIVE SUMMARY	1
Summary of Findings	1
Recommendations	1
OVERVIEW OF METHOD	2
DETAILED FINDINGS	3
Comparison of Designated Group Representation at Mérieux NutriSciences with the Comparable External Workforce	4
Impact of 2017 – 2018 Hires, Promotions and Terminations on Goal Achievement (Flow Analysis)	6
GOAL SETTING FOR FUTURE PROGRESS (SEPT 15 2018 - SEPT 14 2021)	3
Short Term Numerical Goals and Timetable 2018 - 2021	8
Long-Term Numerical Goals (Beyond June 30 2020)	9
APPENDICES 10)
Appendix A. Detailed Method10	0
Annendix R. Mérieux NutriSciences Johs Titles within FFOGs	2

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: Semiskilled 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

- 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 underrepresented.
- 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 Se 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 Mérieux 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 Mérieux 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#	% UTILIZ- ATION
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#	% UTILIZ- ATION
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#	% UTILIZ- ATION
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 Mérieux 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, Mérieux 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 1	Numerical Goals				
EEOG	Employment Equity Occupational	Gap		Hiring/Promotion Goal	Time Frame	
#	Group (EEOG)	#	%	Tilling/Tromotion Goal	Tille Taille	
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	Numerical Goals				
EEOG#	Employment Equity Occupational Group	Gap		Hiring/Promotion Goal	Time Frame	
	(EEOG)	#	%	Tilling/FToffiction Goal	Time Flame	
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	tional Gap		History/Dramation Coal	Time Frame	
EEUG#	Group (EEOG)	#	%	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 Mérieux 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 Mérieux NutriSciences workforce to Canada's current qualified labour force (working and looking for work);
- Compares the labour force in the geographical regions from which Mérieux 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 Mérieux 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 Mérieux NutriSciences has used the defaults suggested by the FCP.
- All new Mérieux 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:

Representation of a designated group within the employer's workforce EEOG x 100% Representation of a designated group in the external workforce EEOG

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 NutriSchiences 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:

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 WFIMS.

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

	T	
04	1 Semi-Professionals & Technicians	Goal not set

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%)
----	---------------------------------	------------------------------

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 Employment Equity Occupational Group Present		Goals				
		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	# or %	# 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			
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	Description	#	# or %	# 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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

Your cooperation during the course of this compliance assessment was appreciated and we wish 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!