



Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Tervita Corporation	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 562910	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 3371 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian021-eng.html

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 500, 140 - 10 Avenue SE	City Calgary	Province AB	Postal Code T2G 0R1
	Telephone Number 403-233-7565	Fax Number 403-261-5612	

EMPLOYMENT EQUITY CONTACT	
Name (print) Meagan Little	Title HR Coordinator
Telephone Number 403-233-7565	E-mail Address mlittle@tervita.com

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Mike Williams	Title Executive Vice President, Corporate Services
Telephone Number 40 [REDACTED]	E-mail Address mwilliams@tervita.com
Signature [REDACTED]	Date December 17, 2013

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



Federal Contractors Program (FCP)

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

Contractors are required to conduct, develop and maintain:

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

Contractors are required to submit to HRSDC-Labour:

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

HRSDC-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.hrsdc.gc.ca/eng/labour/equality/fcp/index.shtml>

Questions and Answers

Subsidiary vs. Division/Branch

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

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

Division: A division is part of the primary business, not separate, and the primary business is legally responsible for the obligations and debts of the division.

Branch: A branch is an office that is not located at/with the company's corporate headquarters but is part of the organization.

Subsidiary: A subsidiary is owned or controlled by another entity (a parent company), but it is a separate legal entity.

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

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

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

Q3 When should a new Agreement be completed and signed?

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

Employment Status

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

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

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

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

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

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

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

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

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

Q4 How are students counted under the FCP?

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

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

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

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

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

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

Reporting Period 2016-04-01 to 2018-06-30

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	35	0	0	35	Calgary	261	3	0	264
Nova Scotia	1	0	0	1	Edmonton	62	0	0	62
Manitoba	63	0	0	63	Vancouver	78	0	0	78
British Columbia	167	5	0	172	Winnipeg	63	0	0	63
Saskatchewan	73	1	0	74	Hamilton	35	0	0	35
Alberta	718	10	0	728	Saskatoon	10	0	0	10
Total Employees in Canada				1073	Victoria	5	0	0	5
					Alta. less CMAs	395	7	0	402
					B.C. less CMAs	84	5	0	89
					N.S. less CMA	1	0	0	1
					Sask. less CMA	63	1	0	64
					Total Employees in Canada				1073

Tervita Corporation (certificate # 090199)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	1	1										
	3	2	2										
	2	4	2	2									
	1	16	16										
	Total	23	21	2									
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 75,000 - \$79,999	4	3	2	1									
	3	23	22	1							1		1
	2	84	75	9	2	2		1	1		2	1	1
	1	40	36	4	1	1		1	1		7	7	
	Total	150	135	15	3	3		2	2		10	8	2
Professionals Top Range: \$100,000 and over Bottom Range: \$ 50,000 - \$54,999	4	9	8	1									
	3	8	4	4				1		1	1		1
	2	38	19	19	1	1		2		2	5	2	3
	1	50	26	24	1	1					8	5	3
	Total	105	57	48	2	2		3		3	14	7	7
Semi-Professionals and Technicians Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999	4	3	3								1	1	
	3	11	8	3							2	1	1
	2	16	8	8							2		2
	1	33	28	5							6	5	1
	Total	63	47	16							11	7	4

Tervita Corporation (certificate # 090199)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999	4	3	1	2							1	1	
	3	1	1										
	2	4	4		1	1							
	1	6	2	4							1		1
	Total		14	8	6	1	1				2	1	1
Supervisors: Crafts and Trades Top Range: \$100,000 and over Bottom Range: \$ 45,000 - \$49,999	4	1	1		1	1							
	3	2	2										
	2	26	26		2	2					1	1	
	1	8	7	1							1	1	
	Total		37	36	1	3	3				2	2	
Administrative and Senior Clerical Personnel Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999	4	2	2								2	2	
	3	3	1	2									
	2	28	5	23							2		2
	1	62	2	60	2		2	2		2	1		1
	Total		95	10	85	2		2	2		2	5	2
Skilled Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 90,000 - \$94,999	4	2	2										
	3												
	2	3	2	1									
	1	1	1										
	Total		6	5	1								

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Crafts and Trades Workers Top Range: \$100,000 and over Bottom Range: \$ 50,000 - \$54,999	4	36	36		4	4							
	3	91	88	3	6	5	1				1	1	
	2	90	83	7	7	6	1	1	1		5	5	
	1	3	3										
	Total		220	210	10	17	15	2	1	1		6	6
Clerical Personnel Top Range: \$ 75,000 - \$79,999 Bottom Range: \$ 35,000 - \$39,999	4	7		7									
	3	7	1	6							3	1	2
	2	10	3	7							6	3	3
	1	6	1	5									
	Total		30	5	25							9	4
Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 50,000 - \$54,999	4	7	7										
	3	10	7	3							1		1
	2	10	7	3									
	1	8	3	5									
	Total		35	24	11							1	
Semi-Skilled Manual Workers Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 35,000 - \$39,999	4	12	12		2	2							
	3	57	52	5	3	2	1	1	1		3	3	
	2	68	67	1	4	4		1	1		3	3	
	1	4	4										
	Total		141	135	6	9	8	1	2	2		6	6



Tervita Corporation (certificate # 090199)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Other Manual Workers Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 35,000 - \$39,999	4	33	32	1	5	5		1	1		2	2	
	3	28	27	1	4	4					2	2	
	2	27	26	1	5	5							
	1	50	47	3	3	2	1	1	1		4	4	
	Total		138	132	6	17	16	1	2	2		8	8
Total Number of Employees		1057	825	232	54	48	6	12	7	5	74	51	23

Tervita Corporation (certificate # 090199)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	1		1									
	3	2	1	1									
	2												
	1	1	1										
	Total	4	2	2									
Professionals Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1								1	1	
	Total	1	1								1	1	
Administrative and Senior Clerical Personnel Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 25,000 - \$29,999	4	1		1									
	3	1		1									
	2	2		2									
	1	1		1									
	Total	5		5									
Clerical Personnel Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 25,000 - \$29,999	4	1		1									
	3												
	2												
	1	5	3	2									
	Total	6	3	3									

Tervita Corporation (certificate # 090199)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		16	6	10							1	1	

Tervita Corporation (certificate # 090199)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 35,000 - \$37,499	10	8	2									
\$ 37,500 - \$39,999	12	12		1	1					2	2	
\$ 40,000 - \$44,999	27	21	6	1		1				4	3	1
\$ 45,000 - \$49,999	43	29	14	3	3		1	1		4	3	1
\$ 50,000 - \$59,999	140	80	60	7	5	2	2	1	1	10	6	4
\$ 60,000 - \$69,999	140	99	41	8	7	1	1		1	9	7	2
\$ 70,000 - \$84,999	296	240	56	20	18	2	4	4		23	15	8
\$ 85,000 - \$99,999	153	142	11	10	10		1		1	6	6	
\$100,000 and over	236	194	42	4	4		3	1	2	16	9	7
Total Number of Employees	1057	825	232	54	48	6	12	7	5	74	51	23



Tervita Corporation (certificate # 090199)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 25,000 - \$29,999	5	3	2									
\$ 30,000 - \$34,999	1		1									
\$ 35,000 - \$39,999	1		1									
\$ 40,000 - \$49,999	2		2									
\$ 50,000 and over	7	3	4							1	1	
Total Number of Employees	16	6	10							1	1	

Tervita Corporation (certificate # 090199)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	8	7	1							1	1	
Middle and Other Managers	40	36	4	1	1		1	1		3	2	1
Professionals	48	29	19	2	2		1		1	4	1	3
Semi-Professionals and Technicians	39	28	11							7	5	2
Supervisors	2	2										
Supervisors: Crafts and Trades	11	11										
Administrative and Senior Clerical Personnel	48	5	43				1		1	1		1
Skilled Sales and Service Personnel	4	4										
Skilled Crafts and Trades Workers	85	80	5	6	5	1				5	5	
Clerical Personnel	12	4	8							1	1	
Intermediate Sales and Service Personnel	19	13	6				1	1		1		1
Semi-Skilled Manual Workers	216	213	3	10	8	2				5	5	
Other Manual Workers	107	100	7	10	9	1				6	6	
Total Number of Employees Hired	639	532	107	29	25	4	4	2	2	34	26	8

Tervita Corporation (certificate # 090199)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Part-Time / National
Reporting Period 2016-04-01 to 2018-06-30

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

Tervita Corporation (certificate # 090199)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	11	9	2							1	1	
Middle and Other Managers	39	34	5	1	1		1	1		4	4	
Professionals	10	5	5							3	1	2
Semi-Professionals and Technicians	6	5	1							1	1	
Supervisors	2	2										
Supervisors: Crafts and Trades	10	9	1	1	1							
Administrative and Senior Clerical Personnel	1		1									
Skilled Sales and Service Personnel	1	1										
Skilled Crafts and Trades Workers	65	64	1	3	2	1				3	3	
Clerical Personnel	1		1							1		1
Intermediate Sales and Service Personnel	1		1									
Semi-Skilled Manual Workers	17	16	1				1	1				
Other Manual Workers	22	20	2	5	4	1				3	3	
Total Number of Employees Promoted	186	165	21	10	8	2	2	2		16	13	3
Total Number of Promotions	196	174	22	10	8	2	2	2		16	13	3

Tervita Corporation (certificate # 090199)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	22	18	4							2	2	
Middle and Other Managers	94	77	17	1	1		2	2		7	7	
Professionals	112	62	50	1	1		1		1	26	16	10
Semi-Professionals and Technicians	80	54	26	8	6	2				3	3	
Supervisors	4	3	1									
Supervisors: Crafts and Trades	77	77		5	5		1	1		2	2	
Administrative and Senior Clerical Personnel	78	11	67	1		1	1	1		8	4	4
Skilled Sales and Service Personnel	10	9	1	1	1							
Skilled Crafts and Trades Workers	93	91	2	5	4	1				2	2	
Clerical Personnel	35	12	23	1		1				7	3	4
Intermediate Sales and Service Personnel	17	12	5				1	1				
Semi-Skilled Manual Workers	421	418	3	20	18	2	5	5		9	9	
Other Manual Workers	107	99	8	7	6	1	2	2		4	4	
Total Number of Employees Terminated	1150	943	207	50	42	8	13	12	1	70	52	18

Tervita Corporation (certificate # 090199)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Part-Time / National
Reporting Period 2016-04-01 to 2018-06-30

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1		1									
Professionals	1	1										
Administrative and Senior Clerical Personnel	5		5									
Clerical Personnel	5	1	4	1		1						
Other Manual Workers	2	2										
Total Number of Employees Terminated	14	4	10	1		1						



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	23	2	8.7 %	27.4 %	6	-4	National
02 : Middle and Other Managers	National	154	17	11.0 %	38.9 %	60	-43	National
03 : Professionals		106	48	45.3 %	45.2 %	48	0	
1111 : Financial auditors and accountants	National	42	21	50.0 %	55.1 %	23	-2	National
1112 : Financial and investment analysts	National	7	2	28.6 %	50.1 %	4	-2	National
1121 : Human resources professionals	National	10	7	70.0 %	71.1 %	7	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	3	37.5 %	66.4 %	5	-2	National
2113 : Geoscientists and oceanographers	National	5	1	20.0 %	22.4 %	1	0	National
2145 : Petroleum engineers	National	10	4	40.0 %	14.9 %	1	3	National
2154 : Land surveyors	National	3	0	0.0 %	6.5 %	0	0	National
2171 : Information systems analysts and consultants	National	13	4	30.8 %	28.3 %	4	0	National
2174 : Computer programmers and interactive media developers	National	5	4	80.0 %	17.9 %	1	3	National
4112 : Lawyers and Quebec notaries	National	1	1	100.0 %	42.5 %	0	1	National
4163 : Business development officers and marketing researchers and consultants	National	2	1	50.0 %	50.7 %	1	0	National
04 : Semi-Professionals and Technicians		63	16	25.4 %	22.9 %	14	2	
2231 : Civil engineering technologists and technicians	Alberta	18	6	33.3 %	21.2 %	4	2	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	17	0	0.0 %	13.3 %	2	-2	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	3	0	0.0 %	12.3 %	0	0	Manitoba
2234 : Construction estimators	Alberta	1	1	100.0 %	17.5 %	0	1	Alberta
2262 : Engineering inspectors and regulatory officers	Alberta	8	4	50.0 %	27.7 %	2	2	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	8	4	50.0 %	31.9 %	3	1	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	1	0	0.0 %	37.8 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	35.1 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	1	0	0.0 %	36.1 %	0	0	Saskatchewan



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Alberta	4	0	0.0 %	26.7 %	1	-1	Alberta
4211 : Paralegal and related occupations	Alberta	1	1	100.0 %	89.2 %	1	0	Alberta
05 : Supervisors		14	6	42.9 %	59.5 %	8	-2	
Employment Equity Occupational Group	Alta. less CMAs	5	2	40.0 %	64.7 %	3	-1	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	1	100.0 %	64.7 %	1	0	B.C. less CMAs
Employment Equity Occupational Group	Edmonton	6	3	50.0 %	56.2 %	3	0	Edmonton
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	56.5 %	1	-1	Hamilton
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	51.4 %	1	-1	Vancouver
06 : Supervisors: Crafts and Trades		37	1	2.7 %	3.8 %	1	0	
7302 : Contractors and supervisors, heavy equipment operator crews	Alberta	28	0	0.0 %	3.3 %	1	-1	Alberta
7302 : Contractors and supervisors, heavy equipment operator crews	British Columbia	7	1	14.3 %	5.6 %	0	1	British Columbia
7302 : Contractors and supervisors, heavy equipment operator crews	Saskatchewan	2	0	0.0 %	4.0 %	0	0	Saskatchewan
07 : Administrative and Senior Clerical Personnel		100	90	90.0 %	85.6 %	86	4	
Employment Equity Occupational Group	Alta. less CMAs	42	39	92.9 %	89.0 %	37	2	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	10	10	100.0 %	87.5 %	9	1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	25	20	80.0 %	80.5 %	20	0	Calgary
Employment Equity Occupational Group	Edmonton	8	8	100.0 %	84.6 %	7	1	Edmonton
Employment Equity Occupational Group	Sask. less CMA	9	8	88.9 %	86.3 %	8	0	Sask. less CMA
Employment Equity Occupational Group	Vancouver	4	3	75.0 %	79.0 %	3	0	Vancouver
Employment Equity Occupational Group	Winnipeg	2	2	100.0 %	81.1 %	2	0	Winnipeg
08 : Skilled Sales and Service Personnel		6	1	16.7 %	20.5 %	1	0	
6221 : Technical sales specialists - wholesale trade	Alberta	6	1	16.7 %	20.5 %	1	0	Alberta
09 : Skilled Crafts and Trades Workers		220	10	4.5 %	6.8 %	15	-5	
7237 : Welders and related machine operators	Alberta	3	0	0.0 %	3.7 %	0	0	Alberta



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7312 : Heavy-duty equipment mechanics	Alberta	4	0	0.0 %	0.8 %	0	0	Alberta
7312 : Heavy-duty equipment mechanics	British Columbia	2	0	0.0 %	0.8 %	0	0	British Columbia
7312 : Heavy-duty equipment mechanics	Manitoba	4	0	0.0 %	0.6 %	0	0	Manitoba
9232 : Petroleum, gas and chemical process operators	Alberta	150	5	3.3 %	6.6 %	10	-5	Alberta
9232 : Petroleum, gas and chemical process operators	British Columbia	25	2	8.0 %	11.1 %	3	-1	British Columbia
9232 : Petroleum, gas and chemical process operators	Saskatchewan	32	3	9.4 %	6.4 %	2	1	Saskatchewan
10 : Clerical Personnel		36	28	77.8 %	72.4 %	26	2	
Employment Equity Occupational Group	Alta. less CMAs	2	2	100.0 %	76.3 %	2	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	8	4	50.0 %	77.5 %	6	-2	B.C. less CMAs
Employment Equity Occupational Group	Calgary	25	21	84.0 %	70.2 %	18	3	Calgary
Employment Equity Occupational Group	Sask. less CMA	1	1	100.0 %	76.6 %	1	0	Sask. less CMA
11 : Intermediate Sales and Service Personnel		35	11	31.4 %	70.2 %	25	-14	
Employment Equity Occupational Group	Alta. less CMAs	13	2	15.4 %	74.2 %	10	-8	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	3	1	33.3 %	72.4 %	2	-1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	8	4	50.0 %	66.1 %	5	-1	Calgary
Employment Equity Occupational Group	Edmonton	4	2	50.0 %	67.0 %	3	-1	Edmonton
Employment Equity Occupational Group	Hamilton	2	1	50.0 %	67.1 %	1	0	Hamilton
Employment Equity Occupational Group	Sask. less CMA	2	0	0.0 %	75.2 %	2	-2	Sask. less CMA
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	64.2 %	1	0	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	65.5 %	1	-1	Winnipeg
12 : Semi-Skilled Manual Workers		141	6	4.3 %	15.7 %	22	-16	
Employment Equity Occupational Group	Alta. less CMAs	42	4	9.5 %	16.3 %	7	-3	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	10	0	0.0 %	14.0 %	1	-1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	21	1	4.8 %	14.5 %	3	-2	Calgary



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Edmonton	13	0	0.0 %	16.0 %	2	-2	Edmonton
Employment Equity Occupational Group	Hamilton	8	0	0.0 %	18.6 %	1	-1	Hamilton
Employment Equity Occupational Group	Sask. less CMA	5	0	0.0 %	17.4 %	1	-1	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	5	0	0.0 %	15.7 %	1	-1	Saskatoon
Employment Equity Occupational Group	Vancouver	9	0	0.0 %	17.1 %	2	-2	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	13.2 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	27	1	3.7 %	14.5 %	4	-3	Winnipeg
14 : Other Manual Workers		138	6	4.3 %	19.7 %	27	-21	
Employment Equity Occupational Group	Alta. less CMAs	63	2	3.2 %	18.9 %	12	-10	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	17	0	0.0 %	18.8 %	3	-3	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	0	0.0 %	16.4 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	8	0	0.0 %	16.1 %	1	-1	Edmonton
Employment Equity Occupational Group	Hamilton	16	1	6.3 %	19.0 %	3	-2	Hamilton
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	23.4 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Sask. less CMA	7	0	0.0 %	17.3 %	1	-1	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	17.8 %	0	1	Saskatoon
Employment Equity Occupational Group	Vancouver	8	1	12.5 %	30.1 %	2	-1	Vancouver
Employment Equity Occupational Group	Winnipeg	16	1	6.3 %	22.1 %	4	-3	Winnipeg
Total		1073	242	22.5 %	31.7 %	339	-97	

Total may not equal sum of components due to rounding.

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



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area	
			Representation #	%	Availability %	Gap #		
01 : Senior Managers	National	23	0	0.0 %	2.9 %	1	-1	National
02 : Middle and Other Managers	National	154	3	1.9 %	2.2 %	3	0	National
03 : Professionals		106	2	1.9 %	1.5 %	2	0	
1111 : Financial auditors and accountants	National	42	0	0.0 %	1.3 %	1	-1	National
1112 : Financial and investment analysts	National	7	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	10	1	10.0 %	2.7 %	0	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	0	0.0 %	2.1 %	0	0	National
2113 : Geoscientists and oceanographers	National	5	0	0.0 %	1.4 %	0	0	National
2145 : Petroleum engineers	National	10	0	0.0 %	1.0 %	0	0	National
2154 : Land surveyors	National	3	1	33.3 %	4.1 %	0	1	National
2171 : Information systems analysts and consultants	National	13	0	0.0 %	1.1 %	0	0	National
2174 : Computer programmers and interactive media developers	National	5	0	0.0 %	1.0 %	0	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	1.6 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	2	0	0.0 %	2.0 %	0	0	National
04 : Semi-Professionals and Technicians		63	0	0.0 %	4.3 %	3	-3	
2231 : Civil engineering technologists and technicians	Alberta	18	0	0.0 %	4.1 %	1	-1	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	17	0	0.0 %	3.5 %	1	-1	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	3	0	0.0 %	9.0 %	0	0	Manitoba
2234 : Construction estimators	Alberta	1	0	0.0 %	4.5 %	0	0	Alberta
2262 : Engineering inspectors and regulatory officers	Alberta	8	0	0.0 %	4.6 %	0	0	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	8	0	0.0 %	4.2 %	0	0	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	1	0	0.0 %	4.4 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	2.1 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	1	0	0.0 %	8.4 %	0	0	Saskatchewan



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Alberta	4	0	0.0 %	3.8 %	0	0	Alberta
4211 : Paralegal and related occupations	Alberta	1	0	0.0 %	2.7 %	0	0	Alberta
05 : Supervisors		14	1	7.1 %	5.2 %	1	0	
Employment Equity Occupational Group	Alta. less CMAs	5	0	0.0 %	6.5 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	8.4 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Edmonton	6	1	16.7 %	4.6 %	0	1	Edmonton
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	1.8 %	0	0	Hamilton
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.6 %	0	0	Vancouver
06 : Supervisors: Crafts and Trades		37	3	8.1 %	6.9 %	3	0	
7302 : Contractors and supervisors, heavy equipment operator crews	Alberta	28	2	7.1 %	7.3 %	2	0	Alberta
7302 : Contractors and supervisors, heavy equipment operator crews	British Columbia	7	0	0.0 %	4.8 %	0	0	British Columbia
7302 : Contractors and supervisors, heavy equipment operator crews	Saskatchewan	2	1	50.0 %	8.2 %	0	1	Saskatchewan
07 : Administrative and Senior Clerical Personnel		100	2	2.0 %	5.5 %	6	-4	
Employment Equity Occupational Group	Alta. less CMAs	42	1	2.4 %	6.0 %	3	-2	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	10	1	10.0 %	7.7 %	1	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	25	0	0.0 %	2.6 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	8	0	0.0 %	3.6 %	0	0	Edmonton
Employment Equity Occupational Group	Sask. less CMA	9	0	0.0 %	10.8 %	1	-1	Sask. less CMA
Employment Equity Occupational Group	Vancouver	4	0	0.0 %	2.1 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	8.5 %	0	0	Winnipeg
08 : Skilled Sales and Service Personnel		6	0	0.0 %	2.0 %	0	0	
6221 : Technical sales specialists - wholesale trade	Alberta	6	0	0.0 %	2.0 %	0	0	Alberta
09 : Skilled Crafts and Trades Workers		220	17	7.7 %	5.8 %	13	4	
7237 : Welders and related machine operators	Alberta	3	0	0.0 %	6.3 %	0	0	Alberta



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7312 : Heavy-duty equipment mechanics	Alberta	4	0	0.0 %	5.2 %	0	0	Alberta
7312 : Heavy-duty equipment mechanics	British Columbia	2	0	0.0 %	7.1 %	0	0	British Columbia
7312 : Heavy-duty equipment mechanics	Manitoba	4	0	0.0 %	8.2 %	0	0	Manitoba
9232 : Petroleum, gas and chemical process operators	Alberta	150	15	10.0 %	6.0 %	9	6	Alberta
9232 : Petroleum, gas and chemical process operators	British Columbia	25	0	0.0 %	5.7 %	1	-1	British Columbia
9232 : Petroleum, gas and chemical process operators	Saskatchewan	32	2	6.3 %	4.5 %	1	1	Saskatchewan
10 : Clerical Personnel		36	0	0.0 %	4.9 %	2	-2	
Employment Equity Occupational Group	Alta. less CMAs	2	0	0.0 %	8.1 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	8	0	0.0 %	9.1 %	1	-1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	25	0	0.0 %	3.0 %	1	-1	Calgary
Employment Equity Occupational Group	Sask. less CMA	1	0	0.0 %	12.4 %	0	0	Sask. less CMA
11 : Intermediate Sales and Service Personnel		35	0	0.0 %	6.3 %	2	-2	
Employment Equity Occupational Group	Alta. less CMAs	13	0	0.0 %	7.7 %	1	-1	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	3	0	0.0 %	9.6 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	8	0	0.0 %	2.5 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	4	0	0.0 %	4.8 %	0	0	Edmonton
Employment Equity Occupational Group	Hamilton	2	0	0.0 %	1.6 %	0	0	Hamilton
Employment Equity Occupational Group	Sask. less CMA	2	0	0.0 %	17.5 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.3 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	9.8 %	0	0	Winnipeg
12 : Semi-Skilled Manual Workers		141	9	6.4 %	7.2 %	10	-1	
Employment Equity Occupational Group	Alta. less CMAs	42	2	4.8 %	8.5 %	4	-2	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	10	0	0.0 %	11.0 %	1	-1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	21	0	0.0 %	3.5 %	1	-1	Calgary



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Edmonton	13	1	7.7 %	5.6 %	1	0	Edmonton
Employment Equity Occupational Group	Hamilton	8	0	0.0 %	1.9 %	0	0	Hamilton
Employment Equity Occupational Group	Sask. less CMA	5	0	0.0 %	11.4 %	1	-1	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	5	0	0.0 %	6.5 %	0	0	Saskatoon
Employment Equity Occupational Group	Vancouver	9	0	0.0 %	2.2 %	0	0	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	5.2 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	27	6	22.2 %	10.0 %	3	3	Winnipeg
14 : Other Manual Workers		138	17	12.3 %	12.1 %	17	0	
Employment Equity Occupational Group	Alta. less CMAs	63	6	9.5 %	12.8 %	8	-2	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	17	2	11.8 %	17.2 %	3	-1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	0	0.0 %	4.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	8	0	0.0 %	8.2 %	1	-1	Edmonton
Employment Equity Occupational Group	Hamilton	16	0	0.0 %	1.9 %	0	0	Hamilton
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	5.0 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Sask. less CMA	7	2	28.6 %	22.1 %	2	0	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	11.1 %	0	0	Saskatoon
Employment Equity Occupational Group	Vancouver	8	0	0.0 %	3.2 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	16	7	43.8 %	16.8 %	3	4	Winnipeg
Total		1073	54	5.0 %	5.7 %	63	-9	

Total may not equal sum of components due to rounding.

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



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	23	0	0.0 %	10.1 %	2	-2	National
02 : Middle and Other Managers	National	154	10	6.5 %	15.0 %	23	-13	National
03 : Professionals		106	15	14.2 %	25.2 %	27	-12	
1111 : Financial auditors and accountants	National	42	5	11.9 %	27.5 %	12	-7	National
1112 : Financial and investment analysts	National	7	3	42.9 %	35.4 %	2	1	National
1121 : Human resources professionals	National	10	1	10.0 %	14.1 %	1	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	1	12.5 %	16.9 %	1	0	National
2113 : Geoscientists and oceanographers	National	5	1	20.0 %	13.2 %	1	0	National
2145 : Petroleum engineers	National	10	0	0.0 %	27.8 %	3	-3	National
2154 : Land surveyors	National	3	0	0.0 %	8.6 %	0	0	National
2171 : Information systems analysts and consultants	National	13	3	23.1 %	31.4 %	4	-1	National
2174 : Computer programmers and interactive media developers	National	5	0	0.0 %	31.5 %	2	-2	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	12.5 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	2	1	50.0 %	21.9 %	0	1	National
04 : Semi-Professionals and Technicians		63	11	17.5 %	20.6 %	13	-2	
2231 : Civil engineering technologists and technicians	Alberta	18	5	27.8 %	23.0 %	4	1	Alberta
2231 : Civil engineering technologists and technicians	British Columbia	17	2	11.8 %	26.5 %	5	-3	British Columbia
2231 : Civil engineering technologists and technicians	Manitoba	3	0	0.0 %	14.8 %	0	0	Manitoba
2234 : Construction estimators	Alberta	1	0	0.0 %	17.7 %	0	0	Alberta
2262 : Engineering inspectors and regulatory officers	Alberta	8	2	25.0 %	19.1 %	2	0	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	8	0	0.0 %	7.1 %	1	-1	Alberta
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	1	0	0.0 %	15.9 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	16.6 %	0	0	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Saskatchewan	1	0	0.0 %	2.8 %	0	0	Saskatchewan



Workplace Equity Information Management System - Tervita Corporation

Workforce Analysis - Detailed Report

Date: 2018-06-30

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Alberta	4	1	25.0 %	28.2 %	1	0	Alberta
4211 : Paralegal and related occupations	Alberta	1	1	100.0 %	12.2 %	0	1	Alberta
05 : Supervisors		14	2	14.3 %	17.9 %	3	-1	
Employment Equity Occupational Group	Alta. less CMAs	5	0	0.0 %	11.9 %	1	-1	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	1	0	0.0 %	5.2 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Edmonton	6	2	33.3 %	21.6 %	1	1	Edmonton
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	13.0 %	0	0	Hamilton
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	43.4 %	0	0	Vancouver
06 : Supervisors: Crafts and Trades		37	2	5.4 %	5.7 %	2	0	
7302 : Contractors and supervisors, heavy equipment operator crews	Alberta	28	2	7.1 %	5.3 %	1	1	Alberta
7302 : Contractors and supervisors, heavy equipment operator crews	British Columbia	7	0	0.0 %	8.7 %	1	-1	British Columbia
7302 : Contractors and supervisors, heavy equipment operator crews	Saskatchewan	2	0	0.0 %	1.9 %	0	0	Saskatchewan
07 : Administrative and Senior Clerical Personnel		100	5	5.0 %	8.8 %	9	-4	
Employment Equity Occupational Group	Alta. less CMAs	42	1	2.4 %	3.4 %	1	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	10	0	0.0 %	3.4 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	25	4	16.0 %	16.5 %	4	0	Calgary
Employment Equity Occupational Group	Edmonton	8	0	0.0 %	13.4 %	1	-1	Edmonton
Employment Equity Occupational Group	Sask. less CMA	9	0	0.0 %	1.9 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Vancouver	4	0	0.0 %	35.3 %	1	-1	Vancouver
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	11.1 %	0	0	Winnipeg
08 : Skilled Sales and Service Personnel		6	0	0.0 %	11.3 %	1	-1	
6221 : Technical sales specialists - wholesale trade	Alberta	6	0	0.0 %	11.3 %	1	-1	Alberta
09 : Skilled Crafts and Trades Workers		220	6	2.7 %	6.5 %	14	-8	
7237 : Welders and related machine operators	Alberta	3	0	0.0 %	12.8 %	0	0	Alberta



Workplace Equity Information Management System - Tervita Corporation

Workforce Analysis - Detailed Report

Date: 2018-06-30

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
7312 : Heavy-duty equipment mechanics	Alberta	4	0	0.0 %	5.5 %	0	0	Alberta
7312 : Heavy-duty equipment mechanics	British Columbia	2	0	0.0 %	7.5 %	0	0	British Columbia
7312 : Heavy-duty equipment mechanics	Manitoba	4	0	0.0 %	5.2 %	0	0	Manitoba
9232 : Petroleum, gas and chemical process operators	Alberta	150	4	2.7 %	6.5 %	10	-6	Alberta
9232 : Petroleum, gas and chemical process operators	British Columbia	25	1	4.0 %	12.8 %	3	-2	British Columbia
9232 : Petroleum, gas and chemical process operators	Saskatchewan	32	1	3.1 %	1.2 %	0	1	Saskatchewan
10 : Clerical Personnel		36	9	25.0 %	17.8 %	6	3	
Employment Equity Occupational Group	Alta. less CMAs	2	0	0.0 %	4.2 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	8	0	0.0 %	2.9 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	25	9	36.0 %	24.3 %	6	3	Calgary
Employment Equity Occupational Group	Sask. less CMA	1	0	0.0 %	2.0 %	0	0	Sask. less CMA
11 : Intermediate Sales and Service Personnel		35	1	2.9 %	17.0 %	6	-5	
Employment Equity Occupational Group	Alta. less CMAs	13	0	0.0 %	6.7 %	1	-1	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	3	0	0.0 %	5.3 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	8	1	12.5 %	29.7 %	2	-1	Calgary
Employment Equity Occupational Group	Edmonton	4	0	0.0 %	24.8 %	1	-1	Edmonton
Employment Equity Occupational Group	Hamilton	2	0	0.0 %	15.8 %	0	0	Hamilton
Employment Equity Occupational Group	Sask. less CMA	2	0	0.0 %	2.7 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	47.5 %	1	-1	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	23.2 %	0	0	Winnipeg
12 : Semi-Skilled Manual Workers		141	6	4.3 %	18.5 %	26	-20	
Employment Equity Occupational Group	Alta. less CMAs	42	3	7.1 %	4.3 %	2	1	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	10	0	0.0 %	3.5 %	0	0	B.C. less CMAs
Employment Equity Occupational Group	Calgary	21	1	4.8 %	33.1 %	7	-6	Calgary



Workplace Equity Information Management System - Tervita Corporation

Workforce Analysis - Detailed Report

Date: 2018-06-30

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Edmonton	13	0	0.0 %	22.3 %	3	-3	Edmonton
Employment Equity Occupational Group	Hamilton	8	0	0.0 %	16.4 %	1	-1	Hamilton
Employment Equity Occupational Group	Sask. less CMA	5	0	0.0 %	2.1 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	5	0	0.0 %	10.8 %	1	-1	Saskatoon
Employment Equity Occupational Group	Vancouver	9	1	11.1 %	48.9 %	4	-3	Vancouver
Employment Equity Occupational Group	Victoria	1	0	0.0 %	9.1 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	27	1	3.7 %	27.9 %	8	-7	Winnipeg
14 : Other Manual Workers		138	8	5.8 %	11.9 %	16	-8	
Employment Equity Occupational Group	Alta. less CMAs	63	7	11.1 %	5.9 %	4	3	Alta. less CMAs
Employment Equity Occupational Group	B.C. less CMAs	17	0	0.0 %	4.1 %	1	-1	B.C. less CMAs
Employment Equity Occupational Group	Calgary	1	0	0.0 %	26.7 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	8	0	0.0 %	19.8 %	2	-2	Edmonton
Employment Equity Occupational Group	Hamilton	16	1	6.3 %	14.6 %	2	-1	Hamilton
Employment Equity Occupational Group	N.S. less CMA	1	0	0.0 %	2.4 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Sask. less CMA	7	0	0.0 %	1.5 %	0	0	Sask. less CMA
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	13.9 %	0	0	Saskatoon
Employment Equity Occupational Group	Vancouver	8	0	0.0 %	47.6 %	4	-4	Vancouver
Employment Equity Occupational Group	Winnipeg	16	0	0.0 %	23.4 %	4	-4	Winnipeg
Total		1073	75	7.0 %	13.8 %	148	-73	

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 - Tervita Corporation

Workforce Analysis - Detailed Report

Date: 2018-06-30

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Recruitment Area	
			Representation #	%	Availability %	Gap #		
01/02 : Managers	National	177	2	1.1 %	4.3 %	8	-6	National
03 : Professionals	National	106	3	2.8 %	3.8 %	4	-1	National
04 : Semi-Professionals and Technicians	National	63	0	0.0 %	4.6 %	3	-3	National
05 : Supervisors	National	14	0	0.0 %	13.9 %	2	-2	National
06 : Supervisors: Crafts and Trades	National	37	0	0.0 %	7.8 %	3	-3	National
07 : Administrative and Senior Clerical Personnel	National	100	2	2.0 %	3.4 %	3	-1	National
08 : Skilled Sales and Service Personnel	National	6	0	0.0 %	3.5 %	0	0	National
09 : Skilled Crafts and Trades Workers	National	220	1	0.5 %	3.8 %	8	-7	National
10 : Clerical Personnel	National	36	0	0.0 %	7.0 %	3	-3	National
11 : Intermediate Sales and Service Personnel	National	35	0	0.0 %	5.6 %	2	-2	National
12 : Semi-Skilled Manual Workers	National	141	2	1.4 %	4.8 %	7	-5	National
14 : Other Manual Workers	National	138	2	1.4 %	5.3 %	7	-5	National
Total		1073	12	1.1 %	4.7 %	50	-38	

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: 2018-06-30

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
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2018-06-30

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
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
14 : Other Manual Workers	EEOG	National



Workplace Equity Information Management System - Tervita Corporation

Workforce Analysis - Summary Report

Date: 2018-06-30

Women

Employment Equity Occupational Group	Women					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	23	2	8.7 %	27.4 %	6	-4
02 : Middle and Other Managers	154	17	11.0 %	38.9 %	60	-43
03 : Professionals	106	48	45.3 %	45.2 %	48	0
04 : Semi-Professionals and Technicians	63	16	25.4 %	22.9 %	14	2
05 : Supervisors	14	6	42.9 %	59.5 %	8	-2
06 : Supervisors: Crafts and Trades	37	1	2.7 %	3.8 %	1	0
07 : Administrative and Senior Clerical Personnel	100	90	90.0 %	85.6 %	86	4
08 : Skilled Sales and Service Personnel	6	1	16.7 %	20.5 %	1	0
09 : Skilled Crafts and Trades Workers	220	10	4.5 %	6.8 %	15	-5
10 : Clerical Personnel	36	28	77.8 %	72.4 %	26	2
11 : Intermediate Sales and Service Personnel	35	11	31.4 %	70.2 %	25	-14
12 : Semi-Skilled Manual Workers	141	6	4.3 %	15.7 %	22	-16
14 : Other Manual Workers	138	6	4.3 %	19.7 %	27	-21
Total	1073	242	22.5 %	31.7 %	339	-97

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Tervita Corporation

Workforce Analysis - Summary Report

Date: 2018-06-30

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	23	0	0.0 %	2.9 %	1	-1
02 : Middle and Other Managers	154	3	1.9 %	2.2 %	3	0
03 : Professionals	106	2	1.9 %	1.5 %	2	0
04 : Semi-Professionals and Technicians	63	0	0.0 %	4.3 %	3	-3
05 : Supervisors	14	1	7.1 %	5.2 %	1	0
06 : Supervisors: Crafts and Trades	37	3	8.1 %	6.9 %	3	0
07 : Administrative and Senior Clerical Personnel	100	2	2.0 %	5.5 %	6	-4
08 : Skilled Sales and Service Personnel	6	0	0.0 %	2.0 %	0	0
09 : Skilled Crafts and Trades Workers	220	17	7.7 %	5.8 %	13	4
10 : Clerical Personnel	36	0	0.0 %	4.9 %	2	-2
11 : Intermediate Sales and Service Personnel	35	0	0.0 %	6.3 %	2	-2
12 : Semi-Skilled Manual Workers	141	9	6.4 %	7.2 %	10	-1
14 : Other Manual Workers	138	17	12.3 %	12.1 %	17	0
Total	1073	54	5.0 %	5.7 %	63	-9

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Tervita Corporation

Workforce Analysis - Summary Report

Date: 2018-06-30

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	23	0	0.0 %	10.1 %	2	-2
02 : Middle and Other Managers	154	10	6.5 %	15.0 %	23	-13
03 : Professionals	106	15	14.2 %	25.2 %	27	-12
04 : Semi-Professionals and Technicians	63	11	17.5 %	20.6 %	13	-2
05 : Supervisors	14	2	14.3 %	17.9 %	3	-1
06 : Supervisors: Crafts and Trades	37	2	5.4 %	5.7 %	2	0
07 : Administrative and Senior Clerical Personnel	100	5	5.0 %	8.8 %	9	-4
08 : Skilled Sales and Service Personnel	6	0	0.0 %	11.3 %	1	-1
09 : Skilled Crafts and Trades Workers	220	6	2.7 %	6.5 %	14	-8
10 : Clerical Personnel	36	9	25.0 %	17.8 %	6	3
11 : Intermediate Sales and Service Personnel	35	1	2.9 %	17.0 %	6	-5
12 : Semi-Skilled Manual Workers	141	6	4.3 %	18.5 %	26	-20
14 : Other Manual Workers	138	8	5.8 %	11.9 %	16	-8
Total	1073	75	7.0 %	13.8 %	148	-73

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Tervita Corporation

Workforce Analysis - Summary Report

Date: 2018-06-30

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	177	2	1.1 %	4.3 %	8	-6
03 : Professionals	106	3	2.8 %	3.8 %	4	-1
04 : Semi-Professionals and Technicians	63	0	0.0 %	4.6 %	3	-3
05 : Supervisors	14	0	0.0 %	13.9 %	2	-2
06 : Supervisors: Crafts and Trades	37	0	0.0 %	7.8 %	3	-3
07 : Administrative and Senior Clerical Personnel	100	2	2.0 %	3.4 %	3	-1
08 : Skilled Sales and Service Personnel	6	0	0.0 %	3.5 %	0	0
09 : Skilled Crafts and Trades Workers	220	1	0.5 %	3.8 %	8	-7
10 : Clerical Personnel	36	0	0.0 %	7.0 %	3	-3
11 : Intermediate Sales and Service Personnel	35	0	0.0 %	5.6 %	2	-2
12 : Semi-Skilled Manual Workers	141	2	1.4 %	4.8 %	7	-5
14 : Other Manual Workers	138	2	1.4 %	5.3 %	7	-5
Total	1073	12	1.1 %	4.7 %	50	-38

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-06-30

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
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2018-06-30

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
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
14 : Other Manual Workers	EEOG	National

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Tervita Corporation

[Date: 2018-06-30]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	03	18

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	06	30

Table 1: Women

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	59	3	27.40
02	Middle & Other Managers	275	47	38.90
03	Professionals	248	109	46.10
04	Semi-Professionals & Technicians	163	48	23.50
05	Supervisors	23	8	58.70
06	Supervisors: Crafts & Trades	158	0	5.10
07	Administrative & Senior Clerical Personnel	207	186	85.10
08	Skilled Sales & Service Personnel	21	3	22.20
09	Skilled Crafts & Trades Workers	348	13	6.20
10	Clerical Personnel	100	74	71.50
11	Intermediate Sales & Service Personnel	50	13	70.30
12	Semi-Skilled Manual Workers	580	6	16.10
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	259	10	19.50
Total		2,491	520	30.1

Table 5: Women

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		23	2	27.40
		154	17	38.90
		106	48	45.20
		63	16	22.90
		14	6	59.50
		37	1	3.80
		100	90	85.60
		6	1	20.50
		220	10	6.80
		36	28	72.40
		35	11	70.20
		141	6	15.70
		0	0	0.00
		138	6	19.70
Total		1,073	242	31.7

*** Source:**

*** Source:**

2006 Census of Canada

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Tervita Corporation

[Date: 2018-06-30]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	03	18

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	06	30

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	59	0	2.90
02	Middle & Other Managers	275	2	2.20
03	Professionals	248	2	1.40
04	Semi-Professionals & Technicians	163	9	4.20
05	Supervisors	23	2	5.50
06	Supervisors: Crafts & Trades	158	7	5.70
07	Administrative & Senior Clerical Personnel	207	8	5.00
08	Skilled Sales & Service Personnel	21	1	2.80
09	Skilled Crafts & Trades Workers	348	16	5.80
10	Clerical Personnel	100	3	4.60
11	Intermediate Sales & Service Personnel	50	0	5.80
12	Semi-Skilled Manual Workers	580	31	7.40
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	259	16	10.10
Total		2,491	97	5.5

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		23	0	2.9
		154	3	2.2
		106	2	1.5
		63	0	4.3
		14	1	5.2
		37	3	6.9
		100	2	5.5
		6	0	2.0
		220	17	5.8
		36	0	4.9
		35	0	6.3
		141	9	7.2
		0	0	0.0
		138	17	12.1
Total		1,073	54	5.7

* Source:

0

* Source:

2006 Census of Canada

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Tervita Corporation

[Date: 2018-06-30]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	03	18

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	06	30

Table 3: Members of Visible Minorities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
			#	#
01	Senior Managers	59	1	10.10
02	Middle & Other Managers	275	14	15.00
03	Professionals	248	49	26.50
04	Semi-Professionals & Technicians	163	13	19.60
05	Supervisors	23	2	17.90
06	Supervisors: Crafts & Trades	158	4	5.60
07	Administrative & Senior Clerical Personnel	207	11	9.50
08	Skilled Sales & Service Personnel	21	1	11.40
09	Skilled Crafts & Trades Workers	348	5	6.70
10	Clerical Personnel	100	21	20.00
11	Intermediate Sales & Service Personnel	50	2	16.50
12	Semi-Skilled Manual Workers	580	13	12.10
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	259	10	14.70
Total		2,491	146	13.6

Table 7: Members of Visible Minorities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
			#	#
		23	0	10.1
		154	10	15.0
		106	15	25.2
		63	11	20.6
		14	2	17.9
		37	2	5.7
		100	5	8.8
		6	0	11.3
		220	6	6.5
		36	9	17.8
		35	1	17.0
		141	6	18.5
		0	0	0.0
		138	8	11.9
Total		1,073	75	13.8

*** Source:**
0

*** Source:**
2006 Census of Canada

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Tervita Corporation

[Date: 2018-06-30]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	03	18

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	06	30

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
		#	Representation	Availability*
			#	%
01/02	Managers	334	2	4.30
03	Professionals	248	5	3.80
04	Semi-Professionals & Technicians	163	0	4.60
05	Supervisors	23	1	13.90
06	Supervisors: Crafts & Trades	158	0	7.80
07	Administrative & Senior Clerical Personnel	207	3	3.40
08	Skilled Sales & Service Personnel	21	0	3.50
09	Skilled Crafts & Trades Workers	348	1	3.80
10	Clerical Personnel	100	0	7.00
11	Intermediate Sales & Service Personnel	50	0	5.60
12	Semi-Skilled Manual Workers	580	7	4.80
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	259	5	5.30
Total		2,491	24	4.8

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
		#	Representation	Availability*
			#	%
		177	2	4.3
		106	3	3.8
		63	0	4.6
		14	0	13.9
		37	0	7.8
		100	2	3.4
		6	0	3.5
		220	1	3.8
		36	0	7.0
		35	0	5.6
		141	2	4.8
		0	0	0.0
		138	2	5.3
Total		1,073	12	4.7

* Source:

* Source:
2006 Census of Canada

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Tervita Corporation

[Date: 2018-06-30]

Start Date of Flow Data		
YYYY	MM	DD
2016	03	19

End Date of Flow Data		
YYYY	MM	DD
2018	06	30

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Employment Equity Occupational Group (EEOG)	Table 1: Women			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	8	1	0	0
02 Middle & Other Managers	40	4	0	0
03 Professionals	48	19	0	0
04 Semi-Professionals & Technicians	39	11	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	11	0	0	0
07 Administrative & Senior Clerical Personnel	48	43	2	2
08 Skilled Sales & Service Personnel	4	0	0	0
09 Skilled Crafts & Trades Workers	85	5	0	0
10 Clerical Personnel	12	8	4	3
11 Intermediate Sales & Service Personnel	19	6	0	0
12 Semi-Skilled Manual Workers	216	3	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	107	7	0	0
Total	639	107	6	5

	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	11	2	0	0
	39	5	0	0
	10	5	0	0
	6	1	0	0
	2	0	0	0
	10	1	0	0
	1	1	0	0
	1	0	0	0
	65	1	0	0
	1	1	0	0
	1	1	0	0
	17	1	0	0
	0	0	0	0
	22	2	0	0
Total	186	21	0	0

	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	22	4	0	0
	94	17	1	1
	112	50	1	0
	80	26	0	0
	4	1	0	0
	77	0	0	0
	78	67	5	5
	10	1	0	0
	93	2	0	0
	35	23	5	4
	17	5	0	0
	421	3	0	0
	0	0	0	0
	107	8	2	0
Total	1,150	207	14	10

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Tervita Corporation

[Date: 2018-06-30]

Start Date of Flow Data		
YYYY	MM	DD
2016	03	19

End Date of Flow Data		
YYYY	MM	DD
2018	06	30

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Table 2: Aboriginal Peoples

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	8	0	0	0
02 Middle & Other Managers	40	1	0	0
03 Professionals	48	2	0	0
04 Semi-Professionals & Technicians	39	0	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	11	0	0	0
07 Administrative & Senior Clerical Personnel	48	0	2	0
08 Skilled Sales & Service Personnel	4	0	0	0
09 Skilled Crafts & Trades Workers	85	6	0	0
10 Clerical Personnel	12	0	4	0
11 Intermediate Sales & Service Personnel	19	0	0	0
12 Semi-Skilled Manual Workers	216	10	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	107	10	0	0
Total	639	29	6	0

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 6: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
	#	#	#	#

01 Senior Managers	11	0	0	0
02 Middle & Other Managers	39	1	0	0
03 Professionals	10	0	0	0
04 Semi-Professionals & Technicians	6	0	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	10	1	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	1	0	0	0
09 Skilled Crafts & Trades Workers	65	3	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	17	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	22	5	0	0
Total	186	10	0	0

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#

01 Senior Managers	22	0	0	0
02 Middle & Other Managers	94	1	1	0
03 Professionals	112	1	1	0
04 Semi-Professionals & Technicians	80	8	0	0
05 Supervisors	4	0	0	0
06 Supervisors: Crafts & Trades	77	5	0	0
07 Administrative & Senior Clerical Personnel	78	1	5	0
08 Skilled Sales & Service Personnel	10	1	0	0
09 Skilled Crafts & Trades Workers	93	5	0	0
10 Clerical Personnel	35	1	5	1
11 Intermediate Sales & Service Personnel	17	0	0	0
12 Semi-Skilled Manual Workers	421	20	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	107	7	2	0
Total	1,150	50	14	1

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Tervita Corporation

[Date: 2018-06-30]

Start Date of Flow Data		
YYYY	MM	DD
2016	03	19

End Date of Flow Data		
YYYY	MM	DD
2018	06	30

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Table 3: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#

01 Senior Managers	8	0	0	0
02 Middle & Other Managers	40	1	0	0
03 Professionals	48	1	0	0
04 Semi-Professionals & Technicians	39	0	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	11	0	0	0
07 Administrative & Senior Clerical Personnel	48	1	2	0
08 Skilled Sales & Service Personnel	4	0	0	0
09 Skilled Crafts & Trades Workers	85	0	0	0
10 Clerical Personnel	12	0	4	0
11 Intermediate Sales & Service Personnel	19	1	0	0
12 Semi-Skilled Manual Workers	216	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	107	0	0	0
Total	639	4	6	0

Data from Form 5 - Employees Promoted

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Table 7: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#

01 Senior Managers	11	0	0	0
02 Middle & Other Managers	39	1	0	0
03 Professionals	10	0	0	0
04 Semi-Professionals & Technicians	6	0	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	10	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	1	0	0	0
09 Skilled Crafts & Trades Workers	65	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	17	1	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	22	0	0	0
Total	186	2	0	0

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#

01 Senior Managers	22	0	0	0
02 Middle & Other Managers	94	2	1	0
03 Professionals	112	1	1	0
04 Semi-Professionals & Technicians	80	0	0	0
05 Supervisors	4	0	0	0
06 Supervisors: Crafts & Trades	77	1	0	0
07 Administrative & Senior Clerical Personnel	78	1	5	0
08 Skilled Sales & Service Personnel	10	0	0	0
09 Skilled Crafts & Trades Workers	93	0	0	0
10 Clerical Personnel	35	0	5	0
11 Intermediate Sales & Service Personnel	17	1	0	0
12 Semi-Skilled Manual Workers	421	5	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	107	2	2	0
Total	1,150	13	14	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Tervita Corporation

[Date: 2018-06-30]

Start Date of Flow Data		
YYYY	MM	DD
2016	03	19

End Date of Flow Data		
YYYY	MM	DD
2018	06	30

Data from Form 4 - Employees Hired

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Table 4: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#

01 Senior Managers	8	1	0	0
02 Middle & Other Managers	40	3	0	0
03 Professionals	48	4	0	0
04 Semi-Professionals & Technicians	39	7	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	11	0	0	0
07 Administrative & Senior Clerical Personnel	48	1	2	0
08 Skilled Sales & Service Personnel	4	0	0	0
09 Skilled Crafts & Trades Workers	85	5	0	0
10 Clerical Personnel	12	1	4	0
11 Intermediate Sales & Service Personnel	19	1	0	0
12 Semi-Skilled Manual Workers	216	5	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	107	6	0	0
Total	639	34	6	0

Data from Form 5 - Employees Promoted

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Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
	#	#	#	#

01 Senior Managers	11	1	0	0
02 Middle & Other Managers	39	4	0	0
03 Professionals	10	3	0	0
04 Semi-Professionals & Technicians	6	1	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	10	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	1	0	0	0
09 Skilled Crafts & Trades Workers	65	3	0	0
10 Clerical Personnel	1	1	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	17	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	22	3	0	0
Total	186	16	0	0

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#

01 Senior Managers	22	2	0	0
02 Middle & Other Managers	94	7	1	0
03 Professionals	112	26	1	0
04 Semi-Professionals & Technicians	80	3	0	0
05 Supervisors	4	0	0	0
06 Supervisors: Crafts & Trades	77	2	0	0
07 Administrative & Senior Clerical Personnel	78	8	5	0
08 Skilled Sales & Service Personnel	10	0	0	0
09 Skilled Crafts & Trades Workers	93	2	0	0
10 Clerical Personnel	35	7	5	0
11 Intermediate Sales & Service Personnel	17	0	0	0
12 Semi-Skilled Manual Workers	421	9	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	107	4	2	0
Total	1,150	70	14	0

Federal Contractors Program Achievement Report

Part 3: Goals

Tervita Corporation

[Date: 2018-06-30]

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)	All Employees										Women									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	From - To		YYYY - YYYY							
	2016-03-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-03-18	Annually	Over 3 Years	Years	2016	2019	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	59	-26.9%		0	53.7%		0	0	3	0.0%	0	13	0		27.4%	-13	-13	5.1%	5.1%	
02 Middle & Other Managers	275	-17.6%		0	44.3%		0	0	47	0.0%	0	60	0		38.9%	-60	-60	17.1%	17.1%	
03 Professionals	248	-24.7%		0	63.8%		0	0	109	0.0%	0	5	0		46.1%	-5	-5	44.0%	44.0%	
04 Semi-Professionals & Tech	163	-27.2%		0	70.8%		0	0	48	0.0%	0	-10	0		23.5%	10	10	29.4%	29.4%	
05 Supervisors	23	-15.3%		0	21.6%		0	0	8	0.0%	0	6	0		58.7%	-6	-6	34.8%	34.8%	
06 Supervisors: Crafts & Trades	158	-38.4%		0	79.0%		0	0	0	0.0%	0	8	0		5.1%	-8	-8	0.0%	0.0%	
07 Administrative & Sr Clerical	207	-21.5%		0	54.1%		0	0	186	0.0%	0	-10	0		85.1%	10	10	89.9%	89.9%	
08 Skilled Sales & Service	21	-34.1%		0	74.1%		0	0	3	0.0%	0	2	0		22.2%	-2	-2	14.3%	14.3%	
09 Skilled Crafts & Trades	348	-14.2%		0	32.7%		0	0	13	0.0%	0	9	0		6.2%	-9	-9	3.7%	3.7%	
10 Clerical Personnel	100	-28.9%		0	58.8%		0	0	74	0.0%	0	-3	0		71.5%	3	3	74.0%	74.0%	
11 Intermediate Sales & Service	50	-11.2%		0	40.0%		0	0	13	0.0%	0	22	0		70.3%	-22	-22	26.0%	26.0%	
12 Semi-Skilled Manual	580	-37.6%		0	116.8%		0	0	6	0.0%	0	87	0		16.1%	-87	-87	1.0%	1.0%	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	259	-18.9%		0	54.9%		0	0	10	0.0%	0	41	0		19.5%	-41	-41	3.9%	3.9%	
Total	2,491	-24.5%		0	65.3%		0	0	520	0.0%	0	230	0		30.1%	-230	-230	20.9%	20.9%	

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

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	8	0.0	2	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Tervita Corporation

[Date: 2018-06-30]

14	Other Manual Workers	10	0.0	10	0.0
Total		18	0.0	12	0.0

Federal Contractors Program Achievement Report

Part 3: Goals

Tervita Corporation

[Date: 2018-06-30]

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	From - To			YYYY - YYYY						
	2016-03-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-03-18	Annually	Over 3 Years	Years	2016	2019	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	#	%	#	#	%	%	#	#	%	%	
01 Senior Managers	59	-26.9%		0	53.7%		0	0	0	0.0%	0	2	0		2.9%	-2	-2	0.0%	0.0%	
02 Middle & Other Managers	275	-17.6%		0	44.3%		0	0	2	0.0%	0	4	0		2.2%	-4	-4	0.7%	0.7%	
03 Professionals	248	-24.7%		0	63.8%		0	0	2	0.0%	0	1	0		1.4%	-1	-1	0.8%	0.8%	
04 Semi-Professionals & Tech	163	-27.2%		0	70.8%		0	0	9	0.0%	0	-2	0		4.2%	2	2	5.5%	5.5%	
05 Supervisors	23	-15.3%		0	21.6%		0	0	2	0.0%	0	-1	0		5.5%	1	1	8.7%	8.7%	
06 Supervisors: Crafts & Trades	158	-38.4%		0	79.0%		0	0	7	0.0%	0	2	0		5.7%	-2	-2	4.4%	4.4%	
07 Administrative & Sr Clerical	207	-21.5%		0	54.1%		0	0	8	0.0%	0	2	0		5.0%	-2	-2	3.9%	3.9%	
08 Skilled Sales & Service	21	-34.1%		0	74.1%		0	0	1	0.0%	0	0	0		2.8%	0	0	4.8%	4.8%	
09 Skilled Crafts & Trades	348	-14.2%		0	32.7%		0	0	16	0.0%	0	4	0		5.8%	-4	-4	4.6%	4.6%	
10 Clerical Personnel	100	-28.9%		0	58.8%		0	0	3	0.0%	0	2	0		4.6%	-2	-2	3.0%	3.0%	
11 Intermediate Sales & Service	50	-11.2%		0	40.0%		0	0	0	0.0%	0	3	0		5.8%	-3	-3	0.0%	0.0%	
12 Semi-Skilled Manual	580	-37.6%		0	116.8%		0	0	31	0.0%	0	12	0		7.4%	-12	-12	5.3%	5.3%	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	259	-18.9%		0	54.9%		0	0	16	0.0%	0	10	0		10.1%	-10	-10	6.2%	6.2%	
Total	2,491	-24.5%		0	65.3%		0	0	97	0.0%	0	40	0		5.5%	-40	-40	3.9%	3.9%	

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	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	22	0.0	22	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	30	0.0	30	0.0
Total		52	0.0	52	0.0

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[Date: 2018-06-30]

Data for First/Previous Goals

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

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		All Employees										Persons with Disabilities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To	2016					
		2016-03-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-03-18	Annually	Over 3 Years	Annually	Over 3 Years	2016	2019	%	#	#	%	%		
		#	%	%	#	%	%	#	#	%	#	%	#	%	#	%	%	#	#	%	%	
01/02	Managers	334	-22.3%		0	49.0%		0	0	2	0.0%	0	11	0		3.8%	-11	-11	0.6%	0.6%		
03	Professionals	248	-24.7%		0	63.8%		0	0	5	0.0%	0	6	0		4.6%	-6	-6	2.0%	2.0%		
04	Semi-Professionals & Tech	163	-27.2%		0	70.8%		0	0	0	0.0%	0	23	0		13.9%	-23	-23	0.0%	0.0%		
05	Supervisors	23	-15.3%		0	21.6%		0	0	1	0.0%	0	1	0		7.8%	-1	-1	4.3%	4.3%		
06	Supervisors: Crafts & Trades	158	-38.4%		0	79.0%		0	0	0	0.0%	0	5	0		3.4%	-5	-5	0.0%	0.0%		
07	Administrative & Sr Clerical	207	-21.5%		0	54.1%		0	0	3	0.0%	0	4	0		3.5%	-4	-4	1.4%	1.4%		
08	Skilled Sales & Service	21	-34.1%		0	74.1%		0	0	0	0.0%	0	1	0		3.8%	-1	-1	0.0%	0.0%		
09	Skilled Crafts & Trades	348	-14.2%		0	32.7%		0	0	1	0.0%	0	23	0		7.0%	-23	-23	0.3%	0.3%		
10	Clerical Personnel	100	-28.9%		0	58.8%		0	0	0	0.0%	0	6	0		5.6%	-6	-6	0.0%	0.0%		
11	Intermediate Sales & Service	50	-11.2%		0	40.0%		0	0	0	0.0%	0	2	0		4.8%	-2	-2	0.0%	0.0%		
12	Semi-Skilled Manual	580	-37.6%		0	116.8%		0	0	7	0.0%	0	-7	0		0.0%	7	7	1.2%	1.2%		
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		5.3%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	259	-18.9%		0	54.9%		0	0	5	0.0%	0	7	0		4.8%	-7	-7	1.9%	1.9%		
Total		2,491	-24.5%		0	65.3%		0	0	24	0.0%	0	#REF!	0		#REF!	#REF!	#REF!	1.0%	1.0%		

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	0	0.0	0	0.0	
03	Professionals	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	5	0.0	5	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	2	0.0	2	0.0	
Total		7	0.0	7	0.0	

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[Date: 2018-06-30]

Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees																	Members of Visible Minorities				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						YYYY - YYYY		
	2016-03-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-03-18	Annually	Over 3 Years	Years	2016	2019									
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	#	%	%				
01 Senior Managers	59	-26.9%		0	53.7%		0	0	1	0.0%	0	5	0	10.1%	-5	-5	1.7%	1.7%				
02 Middle & Other Managers	275	-17.6%		0	44.3%		0	0	14	0.0%	0	27	0	15.0%	-27	-27	5.1%	5.1%				
03 Professionals	248	-24.7%		0	63.8%		0	0	49	0.0%	0	17	0	26.5%	-17	-17	19.8%	19.8%				
04 Semi-Professionals & Tech	163	-27.2%		0	70.8%		0	0	13	0.0%	0	19	0	19.6%	-19	-19	8.0%	8.0%				
05 Supervisors	23	-15.3%		0	21.6%		0	0	2	0.0%	0	2	0	17.9%	-2	-2	8.7%	8.7%				
06 Supervisors: Crafts & Trades	158	-38.4%		0	79.0%		0	0	4	0.0%	0	5	0	5.6%	-5	-5	2.5%	2.5%				
07 Administrative & Sr Clerical	207	-21.5%		0	54.1%		0	0	11	0.0%	0	9	0	9.5%	-9	-9	5.3%	5.3%				
08 Skilled Sales & Service	21	-34.1%		0	74.1%		0	0	1	0.0%	0	1	0	11.4%	-1	-1	4.8%	4.8%				
09 Skilled Crafts & Trades	348	-14.2%		0	32.7%		0	0	5	0.0%	0	18	0	6.7%	-18	-18	1.4%	1.4%				
10 Clerical Personnel	100	-28.9%		0	58.8%		0	0	21	0.0%	0	-1	0	20.0%	1	1	21.0%	21.0%				
11 Intermediate Sales & Service	50	-11.2%		0	40.0%		0	0	2	0.0%	0	6	0	16.5%	-6	-6	4.0%	4.0%				
12 Semi-Skilled Manual	580	-37.6%		0	116.8%		0	0	13	0.0%	0	57	0	12.1%	-57	-57	2.2%	2.2%				
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
14 Other Manual Workers	259	-18.9%		0	54.9%		0	0	10	0.0%	0	28	0	14.7%	-28	-28	3.9%	3.9%				
Total	2,491	-24.5%		0	65.3%		0	0	146	0.0%	0	193	0	13.6%	-193	-193	5.9%	5.9%				

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

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

Table 8: Members of Visible Minorities

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

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14	Other Manual Workers	30	0.0	40	0.0
Total		30	0.0	40	0.0

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[Date: 2018-06-30]

Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2018
	2018-06-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-30	Annually	Over 3 Years	2018	2021	%	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	23	-26.9%	0.0%	0	53.7%	13.0%	9	9	2	13.0%	1	5	2	27.4%	27.4%	-4	-3	8.7%	13.0%	
02 Middle & Other Managers	154	-17.6%	0.0%	0	44.3%	22.7%	105	105	17	22.7%	12	55	41	38.9%	38.9%	-43	-14	11.0%	29.9%	
03 Professionals	106	-24.7%	0.0%	0	63.8%	15.1%	48	48	48	15.1%	22	22	0	0.0%	45.2%	0	-22	45.3%	24.5%	
04 Semi-Professionals & Tech	63	-27.2%	0.0%	0	70.8%	54.0%	102	102	16	54.0%	26	24	0	0.0%	22.9%	2	-24	25.4%	-15.9%	
05 Supervisors	14	-15.3%	0.0%	0	21.6%	5.1%	2	2	6	5.1%	1	3	1	50.0%	59.5%	-2	-2	42.9%	42.9%	
06 Supervisors: Crafts & Trades	37	-38.4%	0.0%	0	79.0%	6.2%	7	7	1	6.2%	0	0	0	0.0%	3.8%	0	0	2.7%	2.7%	
07 Administrative & Sr Clerical	100	-21.5%	0.0%	0	54.1%	59.0%	177	177	90	59.0%	159	155	0	0.0%	85.6%	4	-155	90.0%	-69.0%	
08 Skilled Sales & Service	6	-34.1%	0.0%	0	74.1%	4.5%	1	1	1	4.5%	0	0	0	0.0%	20.5%	0	0	16.7%	16.7%	
09 Skilled Crafts & Trades	220	-14.2%	0.0%	0	32.7%	33.1%	218	218	10	33.1%	10	15	15	6.8%	6.8%	-5	0	4.5%	6.8%	
10 Clerical Personnel	36	-28.9%	0.0%	0	58.8%	5.6%	6	6	28	5.6%	5	3	0	0.0%	72.4%	2	-3	77.8%	63.9%	
11 Intermediate Sales & Service	35	-11.2%	0.0%	0	40.0%	5.3%	6	6	11	5.3%	2	16	3	50.0%	70.2%	-14	-13	31.4%	34.3%	
12 Semi-Skilled Manual	141	-37.6%	0.0%	0	116.8%	51.1%	216	216	6	51.1%	9	25	34	15.7%	15.7%	-16	9	4.3%	22.0%	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	138	-18.9%	0.0%	0	54.9%	34.0%	141	141	6	34.0%	6	27	28	19.7%	19.7%	-21	1	4.3%	20.3%	
Total	1,073	-24.5%		0	65.3%		0	0	242	0.0%		98	0	31.7%		-98	-98	22.6%	22.6%	

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women			Comments
	Short-term Goals	Long-term Goals		
	%	%	%	
01 Senior Managers	27.4%		27.4	The annual projected turnover is lower than the actual turnover due to the number of events that occurred with our headcount during 2016 to 2018, shut down US operations and the oil and gas down turn resulted in a number of layoffs/terminations.
02 Middle & Other Managers	38.9%		38.9	
03 Professionals	0.0%		0.0	
04 Semi-Professionals & Tech	0.0%		0.0	
05 Supervisors	50.0%		50.0	Communicate promotion opportunities to all employees through managers, supervisors, HRIS, Intranet and communicate to the field on a regular basis i.e. send out job postings to post on bulletin boards.
06 Supervisors: Crafts & Trades	0.0%		0.0	
07 Administrative & Sr Clerical	0.0%		0.0	
08 Skilled Sales & Service	0.0%		0.0	
09 Skilled Crafts & Trades	6.8%		6.8	
10 Clerical Personnel	0.0%		0.0	
11 Intermediate Sales & Service	50.0%		50.0	

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12	Semi-Skilled Manual		15.7%		15.7
13	Other Sales & Service		0.0%		0.0
14	Other Manual Workers		19.7%		19.7
Total			0.0		0.0

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[Date: 2018-06-30]

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2018
	2018-06-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	%	%	%	%	%	%	%	%		
	#	%	%	#	%	%	#	#	#	%	%	#	%	%	%	#	#	%	%	
01 Senior Managers	23	-26.9%	0.0%	0	53.7%	13.0%	9	9	0	13.0%	0	1	0	2.9%	2.9%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	154	-17.6%	0.0%	0	44.3%	22.7%	105	105	3	22.7%	2	2	0	0.0%	2.2%	0	-2	1.9%	0.6%	
03 Professionals	106	-24.7%	0.0%	0	63.8%	15.1%	48	48	2	15.1%	1	1	0	0.0%	1.5%	0	-1	1.9%	0.9%	
04 Semi-Professionals & Tech	63	-27.2%	0.0%	0	70.8%	54.0%	102	102	2	54.0%	0	3	4	4.3%	4.3%	-3	1	0.0%	6.3%	
05 Supervisors	14	-15.3%	0.0%	0	21.6%	5.1%	2	2	1	5.1%	0	0	0	0.0%	5.2%	0	0	7.1%	7.1%	
06 Supervisors: Crafts & Trades	37	-38.4%	0.0%	0	79.0%	6.2%	7	7	3	6.2%	1	1	0	0.0%	6.9%	0	-1	8.1%	5.4%	
07 Administrative & Sr Clerical	100	-21.5%	0.0%	0	54.1%	59.0%	177	177	2	59.0%	4	8	10	5.5%	5.5%	-4	3	2.0%	8.0%	
08 Skilled Sales & Service	6	-34.1%	0.0%	0	74.1%	4.5%	1	1	0	4.5%	0	0	0	0.0%	2.0%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	220	-14.2%	0.0%	0	32.7%	33.1%	218	218	17	33.1%	17	13	0	0.0%	5.8%	4	-13	7.7%	0.0%	
10 Clerical Personnel	36	-28.9%	0.0%	0	58.8%	5.6%	6	6	0	5.6%	0	2	0	4.9%	4.9%	-2	-2	0.0%	0.0%	
11 Intermediate Sales & Service	35	-11.2%	0.0%	0	40.0%	5.3%	6	6	0	5.3%	0	2	0	6.3%	6.3%	-2	-2	0.0%	0.0%	
12 Semi-Skilled Manual	141	-37.6%	0.0%	0	116.8%	51.1%	216	216	9	51.1%	14	15	16	7.2%	7.2%	-1	1	6.4%	7.8%	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	138	-18.9%	0.0%	0	54.9%	34.0%	141	141	17	34.0%	17	17	0	0.0%	12.1%	0	-17	12.3%	0.0%	
Total	1,073	-24.5%		0	65.3%		0	0	54	0.0%	0	7	0		5.7%	-7	-7	5.0%	5.0%	

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		2.9%		2.9	Posting of new opportunities at First Nations locations throughout the country.
02 Middle & Other Managers		0.0%		0.0	
03 Professionals		0.0%		0.0	Continuous communication with Tervita's Aboriginal Relations representative, they will be our primary contact responsible for advertising postings and connectin Tervita with the Indigenous communities.
04 Semi-Professionals & Tech		4.3%		4.3	
05 Supervisors		0.0%		0.0	
06 Supervisors: Crafts & Trades		0.0%		0.0	
07 Administrative & Sr Clerical		5.5%		5.5	Allow candidates to interview for a position at a site closer to their home or conduct interviews over the phone.
08 Skilled Sales & Service		0.0%		0.0	
09 Skilled Crafts & Trades		0.0%		0.0	
10 Clerical Personnel		4.9%		4.9	Inform managers about all upcoming opportunities to attend Cultural Diversity or Aboriginal Awareness training.
11 Intermediate Sales & Service		6.3%		6.3	
12 Semi-Skilled Manual		7.2%		7.2	Increase transparency between Aboriginal relations representative and the business. Increase Tervita's exposure into the various communities in the areas that we conduct business.
13 Other Sales & Service		0.0%		0.0	Continue to post job postings with reference to employment equity.
14 Other Manual Workers		0.0%		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Tervita Corporation

[Date: 2018-06-30]

Total		0.0	0.0
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Federal Contractors Program Achievement Report

Part 3: Goals

Tervita Corporation

[Date: 2018-06-30]

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities																							
		Number			Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number			Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	YYYY-MM-DD	Annually		Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	From - To		2018	2021					
		2018-06-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-30	Annually		Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	2018		2021	2018					
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	%	%	#	#	%	%			
01/02	Managers	177	-22.3%	0.0%	0	49.0%	13.0%	69	69	2	13.0%	1	7	3	4.3%	4.3%	-6	-4	1.1%	2.3%					
03	Professionals	106	-24.7%	0.0%	0	63.8%	22.7%	72	72	3	22.7%	2	3	3	3.8%	3.8%	-1	0	2.8%	3.8%					
04	Semi-Professionals & Tech	63	-27.2%	0.0%	0	70.8%	15.1%	29	29	0	15.1%	0	3	1	4.6%	4.6%	-3	-2	0.0%	1.6%					
05	Supervisors	14	-15.3%	0.0%	0	21.6%	54.0%	23	23	0	54.0%	0	2	3	13.9%	13.9%	-2	1	0.0%	21.4%					
06	Supervisors: Crafts & Trades	37	-38.4%	0.0%	0	79.0%	5.1%	6	6	0	5.1%	0	3	0	7.8%	7.8%	-3	-3	0.0%	0.0%					
07	Administrative & Sr Clerical	100	-21.5%	0.0%	0	54.1%	6.2%	19	19	2	6.2%	0	1	1	3.4%	3.4%	-1	0	2.0%	3.0%					
08	Skilled Sales & Service	6	-34.1%	0.0%	0	74.1%	59.0%	11	11	0	59.0%	0	0	0	0.0%	3.5%	0	0	0.0%	0.0%					
09	Skilled Crafts & Trades	220	-14.2%	0.0%	0	32.7%	4.5%	30	30	1	4.5%	0	7	1	3.8%	3.8%	-7	-6	0.5%	0.9%					
10	Clerical Personnel	36	-28.9%	0.0%	0	58.8%	33.1%	36	36	0	33.1%	0	3	3	7.0%	7.0%	-3	0	0.0%	8.3%					
11	Intermediate Sales & Service	35	-11.2%	0.0%	0	40.0%	5.6%	6	6	0	5.6%	0	2	0	5.6%	5.6%	-2	-2	0.0%	0.0%					
12	Semi-Skilled Manual	141	-37.6%	0.0%	0	116.8%	5.3%	22	22	2	5.3%	0	5	1	4.8%	4.8%	-5	-4	1.4%	2.1%					
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	51.1%	0	0	0	51.1%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!					
14	Other Manual Workers	138	-18.9%	0.0%	0	54.9%	0.0%	0	0	2	0.0%	0	5	0	5.3%	5.3%	-5	-5	1.4%	1.4%					
Total		1,073	-24.5%	0.0%	0	65.3%	34.0%	1,094	1,094	12	34.0%	12	50	0		4.7%	-38	-50	1.1%	0.0%					

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01/02	Managers	4.3%	4.3%	4.3	Create and communicate a policy which allows for leniency based on special requirements to allow for accommodation (i.e. AODA). Complete and communicate Tervita's standardized hiring practices for all managers/employees. Including providing opportunities to attend interview and performance management training to familiarize on our duty to accommodate. Provide a hard copy and other alternate forms of communication methods to employees and candidates.
03	Professionals	3.8%	3.8		
04	Semi-Professionals & Tech	4.6%	4.6		
05	Supervisors	13.9%	13.9		
06	Supervisors: Crafts & Trades	7.8%	7.8		
07	Administrative & Sr Clerical	3.4%	3.4		
08	Skilled Sales & Service	0.0%	0.0		
09	Skilled Crafts & Trades	3.8%	3.8		
10	Clerical Personnel	7.0%	7.0		
11	Intermediate Sales & Service	5.6%	5.6		
12	Semi-Skilled Manual	4.8%	4.8		
13	Other Sales & Service	0.0%	0.0		
14	Other Manual Workers	5.3%	5.3		
Total		0.0	0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Tervita Corporation

[Date: 2018-06-30]

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						2018
	2018-06-30	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-06-30	Annually	Over 3 Years	2018	2021	%	%	%	%	%	%		
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	23	-26.9%	0.0%	0	53.7%	13.0%	9	9	0	13.0%	0	2	1	10.1%	10.1%	-2	-1	0.0%	4.3%	
02 Middle & Other Managers	154	-17.6%	0.0%	0	44.3%	22.7%	105	105	10	22.7%	7	20	16	15.0%	15.0%	-13	-4	6.5%	12.3%	
03 Professionals	106	-24.7%	0.0%	0	63.8%	15.1%	48	48	15	15.1%	7	19	12	25.2%	25.2%	-12	-7	14.2%	18.9%	
04 Semi-Professionals & Tech	63	-27.2%	0.0%	0	70.8%	54.0%	102	102	11	54.0%	18	20	21	20.6%	20.6%	-2	1	17.5%	22.2%	
05 Supervisors	14	-15.3%	0.0%	0	21.6%	5.1%	2	2	2	5.1%	0	1	0	17.9%	17.9%	-1	-1	14.3%	14.3%	
06 Supervisors: Crafts & Trades	37	-38.4%	0.0%	0	79.0%	6.2%	7	7	2	6.2%	0	0	0	0.0%	5.7%	0	0	5.4%	5.4%	
07 Administrative & Sr Clerical	100	-21.5%	0.0%	0	54.1%	59.0%	177	177	5	59.0%	9	13	16	8.8%	8.8%	-4	3	5.0%	12.0%	
08 Skilled Sales & Service	6	-34.1%	0.0%	0	74.1%	4.5%	1	1	0	4.5%	0	1	0	11.3%	11.3%	-1	-1	0.0%	0.0%	
09 Skilled Crafts & Trades	220	-14.2%	0.0%	0	32.7%	33.1%	218	218	6	33.1%	6	14	14	6.5%	6.5%	-8	0	2.7%	6.4%	
10 Clerical Personnel	36	-28.9%	0.0%	0	58.8%	5.6%	6	6	9	5.6%	2	-1	0	0.0%	17.8%	3	1	25.0%	19.4%	
11 Intermediate Sales & Service	35	-11.2%	0.0%	0	40.0%	5.3%	6	6	1	5.3%	0	5	1	17.0%	17.0%	-5	-4	2.9%	5.7%	
12 Semi-Skilled Manual	141	-37.6%	0.0%	0	116.8%	51.1%	216	216	6	51.1%	9	29	40	18.5%	18.5%	-20	11	4.3%	26.2%	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	138	-18.9%	0.0%	0	54.9%	34.0%	141	141	8	34.0%	8	16	17	11.9%	11.9%	-8	1	5.8%	12.3%	
Total	1,073	-24.5%		0	65.3%		0	0	75	0.0%	0	73	0		13.8%	-73	-73	7.0%	7.0%	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%	%	%	
01 Senior Managers		10.1%		10.1%	Reach out to visible minorities groups in the community in order to create awareness of our business and our mission and vision.
02 Middle & Other Managers		15.0%		15.0%	
03 Professionals		25.2%		25.2%	Identify cultural barriers throughout the business and how it affects integration throughout our business.
04 Semi-Professionals & Tech		20.6%		20.6%	
05 Supervisors		17.9%		17.9%	Create awareness of cultural beliefs across the organization
06 Supervisors: Crafts & Trades		0.0%		0.0%	
07 Administrative & Sr Clerical		8.8%		8.8%	
08 Skilled Sales & Service		11.3%		11.3%	
09 Skilled Crafts & Trades		6.5%		6.5%	
10 Clerical Personnel		0.0%		0.0%	
11 Intermediate Sales & Service		17.0%		17.0%	
12 Semi-Skilled Manual		18.5%		18.5%	
13 Other Sales & Service		0.0%		0.0%	
14 Other Manual Workers		11.9%		11.9%	

Federal Contractors Program Achievement Report

Part 3: Goals

Tervita Corporation

[Date: 2018-06-30]

Total		0.0	0.0
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Federal Contractors Program Achievement Report

Part 4: Results - Women

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#				
01 Senior Managers	2016	59	3	5.1	27.4	16	-13	18.6																
	2018	23	2	8.7	27.4	6	-4	31.7	8	1	12.5	2	-1	11	2	18.2	1	1	22	4	18.2	1	3	
02 Middle & Other Managers	2016	275	47	17.1	38.9	107	-60	43.9																
	2018	154	17	11.0	38.9	60	-43	28.4	40	4	10.0	16	-12	39	5	12.8	7	-2	95	18	18.9	16	2	
03 Professionals	2016	248	109	44.0	46.1	114	-5	95.3																
	2018	106	48	45.3	45.2	48	0	100.2	48	19	39.6	22	-3	10	5	50.0	4	1	113	50	44.2	50	0	
04 Semi-Professionals & Technicians	2016	163	48	29.4	23.5	38	10	125.3																
	2018	63	16	25.4	22.9	14	2	110.9	39	11	28.2	9	2	6	1	16.7	2	-1	80	26	32.5	24	2	
05 Supervisors	2016	23	8	34.8	58.7	14	-6	59.3																
	2018	14	6	42.9	59.5	8	-2	72.0	2	0	0.0	1	-1	2	0	0.0	1	-1	4	1	25.0	1	0	
06 Supervisors: Crafts & Trades	2016	158	0	0.0	5.1	8	-8	0.0																
	2018	37	1	2.7	3.8	1	0	71.1	11	0	0.0	0	0	10	1	10.0	0	1	77	0	0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	2018	-3	-1	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-3	-1	33.3	0.3	12165.5	27.4	121.7						
02 Middle & Other Managers	2018	-16	-9	56.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-16	-9	56.3	0.4	14460.2	38.9	144.6						
03 Professionals	2018	-55	-26	47.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-55	-26	47.3	0.0	0.0	0.0	0.0						
04 Semi-Professionals & Technicians	2018	-35	-14	40.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-35	-14	40.0	0.0	0.0	0.0	0.0						
05 Supervisors	2018	0	-1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	-1	0.0	0.5	50.0	50.0	50.0						
06 Supervisors: Crafts & Trades	2018	-56	1	-1.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-56	1	-1.8	0.0	0.0	0.0	0.0						

Federal Contractors Program Achievement Report

Part 4: Results - Women

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women										
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	207	186	89.9	85.1	176	10	105.6																		
	2018	100	90	90.0	85.6	86	4	105.1	50	45	90.0	43	2	1	100.0	1	0	83	72	86.7	75	-3				
08 Skilled Sales & Service Personnel	2016	21	3	14.3	22.2	5	-2	64.4																		
	2018	6	1	16.7	20.5	1	0	81.3	4	0	0.0	1	-1	1	0	0.0	0	10	1	10.0	1	0				
09 Skilled Crafts & Trades Workers	2016	348	13	3.7	6.2	22	-9	60.3																		
	2018	220	10	4.5	6.8	15	-5	66.8	85	5	5.9	6	-1	65	1	1.5	2	93	2	2.2	3	-1				
10 Clerical Personnel	2016	100	74	74.0	71.5	72	3	103.5																		
	2018	36	28	77.8	72.4	26	2	107.4	16	11	68.8	12	-1	1	1	100.0	1	40	27	67.5	30	-3				
11 Intermediate Sales & Service Personnel	2016	50	13	26.0	70.3	35	-22	37.0																		
	2018	35	11	31.4	70.2	25	-14	44.8	19	6	31.6	13	-7	1	1	100.0	0	17	5	29.4	4	1				
12 Semi-Skilled Manual Workers	2016	580	6	1.0	16.1	93	-87	6.4																		
	2018	141	6	4.3	15.7	22	-16	27.1	216	3	1.4	34	-31	17	1	5.9	0	421	3	0.7	4	-1				

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	-32	-26	81.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-32	-26	81.3			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2018	-5	-1	20.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-5	-1	20.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	57	4	7.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	57	4	7.0			0.1	10319.9			6.8	103.2		
10 Clerical Personnel	2018	-23	-15	65.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-23	-15	65.2			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	3	2	66.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	3	2	66.7			0.5	13333.3			50.0	133.3		
12 Semi-Skilled Manual Workers	2018	-188	1	-0.5	8	12.5	0.0	0.0	2	50.0	0.0	0.0		
	2021	-188	1	-0.5			0.2	-338.8			15.7	-3.4		

Federal Contractors Program Achievement Report

Part 4: Results - Women

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			EE Result	All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
14 Other Manual Workers	2016	259	10	3.9	19.5	51	-41	19.8																	
	2018	138	6	4.3	19.7	27	-21	22.1	107	7	6.5	21	-14	22	2	9.1	1	1	109	8	7.3	4	4		
Total	2016	2,491	520	20.9	30.1	750	-230	69.4																	
	2018	1,073	242	22.6	31.7	340	-98	71.1	645	112	17.4	204	-92	186	21	11.3	39	-18	1,164	217	18.6	243	-26		

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	20	1	5.0	10	10.0	0.0	0.0	10	10.0	0.0	0.0		
	2021	20	1	5.0			0.2	2538.1			19.7	25.4		
Total	2018	-333	-84	25.2	18	-466.7	0.0	0.0	12	-700.0	0.0	0.0		
	2021	-333	-84	25.2			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	#	%	%	#	#	%	#	%	#	#	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2016	59	0	0.0	2.9	2	-2	0.0																	
	2018	23	0	0.0	2.9	1	-1	0.0	8	0	0.0	0	0	0	11	0	0.0	0	0	0	22	0	0.0	0	0
02 Middle & Other Managers	2016	275	2	0.7	2.2	6	-4	33.1																	
	2018	154	3	1.9	2.2	3	0	88.5	40	1	2.5	1	0	39	1	2.6	0	1	95	1	1.1	1	0		
03 Professionals	2016	248	2	0.8	1.4	3	-1	57.6																	
	2018	106	2	1.9	1.5	2	0	125.8	48	2	4.2	1	1	10	0	0.0	0	0	113	1	0.9	1	0		
04 Semi-Professionals & Technicians	2016	163	9	5.5	4.2	7	2	131.5																	
	2018	63	0	0.0	4.3	3	-3	0.0	39	0	0.0	2	-2	6	0	0.0	0	0	80	8	10.0	4	4		
05 Supervisors	2016	23	2	8.7	5.5	1	1	158.1																	
	2018	14	1	7.1	5.2	1	0	137.4	2	0	0.0	0	0	2	0	0.0	0	0	4	0	0.0	0	0		
06 Supervisors: Crafts & Trades	2016	158	7	4.4	5.7	9	-2	77.7																	
	2018	37	3	8.1	6.9	3	0	117.5	11	0	0.0	1	-1	10	1	10.0	0	1	77	5	6.5	3	2		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	-3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-3	0	0.0										
02 Middle & Other Managers	2018	-16	1	-6.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-16	1	-6.3										
03 Professionals	2018	-55	1	-1.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-55	1	-1.8										
04 Semi-Professionals & Technicians	2018	-35	-8	22.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-35	-8	22.9					53156.1			4.3	531.6	
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
06 Supervisors: Crafts & Trades	2018	-56	-4	7.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-56	-4	7.1										

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	207	8	3.9	5.0	10	-2	77.3																
	2018	100	2	2.0	5.5	6	-4	36.4	50	0	0.0	3	-3	1	0	0.0	0	0	83	1	1.2	3	-2	
08 Skilled Sales & Service Personnel	2016	21	1	4.8	2.8	1	0	170.1																
	2018	6	0	0.0	2.0	0	0	0.0	4	0	0.0	0	0	1	0	0.0	0	0	10	1	10.0	0	1	
09 Skilled Crafts & Trades Workers	2016	348	16	4.6	5.8	20	-4	79.3																
	2018	220	17	7.7	5.8	13	4	133.2	85	6	7.1	5	1	65	3	4.6	3	0	93	5	5.4	4	1	
10 Clerical Personnel	2016	100	3	3.0	4.6	5	-2	65.2																
	2018	36	0	0.0	4.9	2	-2	0.0	16	0	0.0	1	-1	1	0	0.0	0	0	40	2	5.0	1	1	
11 Intermediate Sales & Service Personnel	2016	50	0	0.0	5.8	3	-3	0.0																
	2018	35	0	0.0	6.3	2	-2	0.0	19	0	0.0	1	-1	1	0	0.0	0	0	17	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	580	31	5.3	7.4	43	-12	72.2																
	2018	141	9	6.4	7.2	10	-1	88.7	216	10	4.6	16	-6	17	0	0.0	1	-1	421	20	4.8	23	-3	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	-32	-1	3.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-32	-1	3.1	0	0.0	0.1	5681.8	0	0.0	5.5	56.8		
08 Skilled Sales & Service Personnel	2018	-5	-1	20.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-5	-1	20.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	57	4	7.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	57	4	7.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
10 Clerical Personnel	2018	-23	-2	8.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-23	-2	8.7	0	0.0	0.0	17746.2	0	0.0	4.9	177.5		
11 Intermediate Sales & Service Personnel	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	3	0	0.0	0	0.0	0.1	0.0	0	0.0	6.3	0.0		
12 Semi-Skilled Manual Workers	2018	-188	-10	5.3	22	-45.5	0.0	0.0	22	-45.5	0.0	0.0		
	2021	-188	-10	5.3	0.1	7387.7	0.1	7387.7	0.1	7387.7	7.2	73.9		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0																	
14 Other Manual Workers	2016	259	16	6.2	10.1	26	-10	61.2																	
	2018	138	17	12.3	12.1	17	0	101.8	107	10	9.3	13	-3	22	5	22.7	1	4	109	7	6.4	7	0		
Total	2016	2,491	97	3.9	5.5	137	-40	70.8																	
	2018	1,073	54	5.0	5.7	61	-7	88.3	645	29	4.5	37	-8	186	10	5.4	7	3	1,164	51	4.4	45			

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	20	8	40.0	30	26.7	0.0	0.0	30	26.7	0.0	0.0		
	2021	20	8	40.0			0.0	0.0			0.0	0.0		
Total	2018	-333	-12	3.6	52	-23.1	0.0	0.0	52	-23.1	0.0	0.0		
	2021	-333	-12	3.6			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
01 & 02 Managers	2016	334	2	0.6	3.8	13	-11	15.8																	
	2018	177	2	1.1	4.3	8	-6	26.3	48	1	2.1	2	-1	50	1	2.0	0	1	117	2	1.7	1	1		
03 Professionals	2016	248	5	2.0	4.6	11	-6	43.8																	
	2018	106	3	2.8	3.8	4	-1	74.5	48	1	2.1	2	-1	10	0	0.0	0	0	113	1	0.9	2	-1		
04 Semi-Professionals & Technicians	2016	163	0	0.0	13.9	23	-23	0.0																	
	2018	63	0	0.0	4.6	3	-3	0.0	39	0	0.0	2	-2	6	0	0.0	0	0	80	0	0.0	0	0		
05 Supervisors	2016	23	1	4.3	7.8	2	-1	55.7																	
	2018	14	0	0.0	13.9	2	-2	0.0	2	0	0.0	0	0	2	0	0.0	0	0	4	0	0.0	0	0		
06 Supervisors: Crafts & Trades	2016	158	0	0.0	3.4	5	-5	0.0																	
	2018	37	0	0.0	7.8	3	-3	0.0	11	0	0.0	1	-1	10	0	0.0	0	0	77	1	1.3	0	1		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2018	-19	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-19	0	0.0			0.0	0.0			4.3	0.0		
03 Professionals	2018	-55	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-55	0	0.0			0.0	0.0			3.8	0.0		
04 Semi-Professionals & Technicians	2018	-35	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-35	0	0.0			0.0	0.0			4.6	0.0		
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.1	0.0			13.9	0.0		
06 Supervisors: Crafts & Trades	2018	-56	-1	1.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-56	-1	1.8			0.1	2289.4			7.8	22.9		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	207	3	1.4	3.5	7	-4	41.4																
	2018	100	2	2.0	3.4	3	-1	58.8	50	1	2.0	2	-1	1	0	0.0	0	0	83	1	1.2	1	0	
08 Skilled Sales & Service Personnel	2016	21	0	0.0	3.8	1	-1	0.0																
	2018	6	0	0.0	3.5	0	0	0.0	4	0	0.0	0	0	1	0	0.0	0	0	10	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	348	1	0.3	7.0	24	-23	4.1																
	2018	220	1	0.5	3.8	8	-7	12.0	85	0	0.0	3	-3	65	0	0.0	0	0	93	0	0.0	0	0	
10 Clerical Personnel	2016	100	0	0.0	5.6	6	-6	0.0																
	2018	36	0	0.0	7.0	3	-3	0.0	16	0	0.0	1	-1	1	0	0.0	0	0	40	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2016	50	0	0.0	4.8	2	-2	0.0																
	2018	35	0	0.0	5.6	2	-2	0.0	19	1	5.3	1	0	1	0	0.0	0	0	17	1	5.9	0	1	
12 Semi-Skilled Manual Workers	2016	580	7	1.2	0.0	0	7	0.0																
	2018	141	2	1.4	4.8	7	-5	29.6	216	0	0.0	10	-10	17	1	5.9	0	1	421	5	1.2	5	0	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities		Persons with Disabilities				Persons with Disabilities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	-32	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-32	0	0.0			0.0	0.0			3.4	0.0		
08 Skilled Sales & Service Personnel	2018	-5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-5	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	57	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	57	0	0.0			0.0	0.0			3.8	0.0		
10 Clerical Personnel	2018	-23	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-23	0	0.0			0.1	0.0			7.0	0.0		
11 Intermediate Sales & Service Personnel	2018	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	3	0	0.0			0.1	0.0			5.6	0.0		
12 Semi-Skilled Manual Workers	2018	-188	-4	2.1	5	-80.0	0.0	0.0	5	-80.0	0.0	0.0		
	2021	-188	-4	2.1			0.0	4432.6			4.8	44.3		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	5.3	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	259	5	1.9	4.8	12	-7	40.2																
	2018	138	2	1.4	5.3	7	-5	27.3	107	0	0.0	6	-6	22	0	0.0	0	0	0	109	2	1.8	2	0
Total	2016	2,491	24	1.0	#REF!	#REF!	#REF!	0.0																
	2018	1,073	12	1.1	4.7	50	-38	23.8	645	4	0.6	30	-26	186	2	1.1	2	0	1,164	13	1.1	11	2	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	20	-2	-10.0	2	-100.0	0.0	0.0	2	-100.0	0.0	0.0		
	2021	20	-2	-10.0			0.1	-18867.9			5.3	-188.7		
Total	2018	-333	-7	2.1	7	-100.0	0.0	0.0	7	-100.0	0.0	0.0		
	2021	-333	-7	2.1			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 Senior Managers	2016	59	1	1.7	10.1	6	-5	16.8																
	2018	23	0	0.0	10.1	2	-2	0.0	8	1	12.5	1	0	11	1	9.1	0	1	22	2	9.1	0	2	
02 Middle & Other Managers	2016	275	14	5.1	15.0	41	-27	33.9																
	2018	154	10	6.5	15.0	23	-13	43.3	40	3	7.5	6	-3	39	4	10.3	2	2	95	7	7.4	5	2	
03 Professionals	2016	248	49	19.8	26.5	66	-17	74.6																
	2018	106	15	14.2	25.2	27	-12	56.2	48	4	8.3	12	-8	10	3	30.0	2	1	113	26	23.0	22	4	
04 Semi-Professionals & Technicians	2016	163	13	8.0	19.6	32	-19	40.7																
	2018	63	11	17.5	20.6	13	-2	84.8	39	7	17.9	8	-1	6	1	16.7	0	1	80	3	3.8	6	-3	
05 Supervisors	2016	23	2	8.7	17.9	4	-2	48.6																
	2018	14	2	14.3	17.9	3	-1	79.8	2	0	0.0	0	0	2	0	0.0	0	0	4	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	158	4	2.5	5.6	9	-5	45.2																
	2018	37	2	5.4	5.7	2	0	94.8	11	0	0.0	1	-1	10	0	0.0	0	0	77	2	2.6	2	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	2018	-3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-3	0	0.0			0.1	0.0			10.1	0.0		
02 Middle & Other Managers	2018	-16	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-16	0	0.0			0.2	0.0			15.0	0.0		
03 Professionals	2018	-55	-19	34.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-55	-19	34.5			0.3	13708.5			25.2	137.1		
04 Semi-Professionals & Technicians	2018	-35	5	-14.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-35	5	-14.3			0.2	-6934.8			20.6	-69.3		
05 Supervisors	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.2	0.0			17.9	0.0		
06 Supervisors: Crafts & Trades	2018	-56	-2	3.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-56	-2	3.6			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
07 Administrative & Senior Clerical	2016	207	11	5.3	9.5	20	-9	55.9																
	2018	100	5	5.0	8.8	9	-4	56.8	50	1	2.0	4	-3	1	0	0.0	0	0	83	8	9.6	4	4	
08 Skilled Sales & Service Personnel	2016	21	1	4.8	11.4	2	-1	41.8																
	2018	6	0	0.0	11.3	1	-1	0.0	4	0	0.0	0	0	1	0	0.0	0	0	10	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	348	5	1.4	6.7	23	-18	21.4																
	2018	220	6	2.7	6.5	14	-8	42.0	85	5	5.9	6	-1	65	3	4.6	1	2	93	2	2.2	1	1	
10 Clerical Personnel	2016	100	21	21.0	20.0	20	1	105.0																
	2018	36	9	25.0	17.8	6	3	140.4	16	1	6.3	3	-2	1	1	100.0	0	1	40	7	17.5	8	-1	
11 Intermediate Sales & Service Personnel	2016	50	2	4.0	16.5	8	-6	24.2																
	2018	35	1	2.9	17.0	6	-5	16.8	19	1	5.3	3	-2	1	0	0.0	0	0	17	0	0.0	1	-1	
12 Semi-Skilled Manual Workers	2016	580	13	2.2	12.1	70	-57	18.5																
	2018	141	6	4.3	18.5	26	-20	23.0	216	5	2.3	40	-35	17	0	0.0	0	0	421	9	2.1	9	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%				
07 Administrative & Senior Clerical	2018	-32	-7	21.9	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	-32	-7	21.9			0.1	24858.0			8.8	248.6		
08 Skilled Sales & Service Personnel	2018	-5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-5	0	0.0			0.1	0.0		11.3	0.0			
09 Skilled Crafts & Trades Workers	2018	57	6	10.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	57	6	10.5			0.1	16194.3		6.5	161.9			
10 Clerical Personnel	2018	-23	-5	21.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-23	-5	21.7			0.0	0.0		0.0	0.0			
11 Intermediate Sales & Service Personnel	2018	3	1	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	3	1	33.3			0.2	19607.8		17.0	196.1			
12 Semi-Skilled Manual Workers	2018	-188	-4	2.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	-188	-4	2.1			0.2	1150.1		18.5	11.5			

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Part 7: Results - Members of Visible Minorities

Tervita Corporation

[Date: 2018-06-30]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	259	10	3.9	14.7	38	-28	26.3																
	2018	138	8	5.8	11.9	16	-8	48.7	107	6	5.6	13	-7	22	3	13.6	1	2	109	4	3.7	4	0	0
Total	2016	2,491	146	5.9	13.6	339	-193	43.1																
	2018	1,073	75	7.0	13.8	148	-73	50.7	645	34	5.3	89	-55	186	16	8.6	11	5	1,164	70	6.0	68	2	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	#	%	#	%	#	%	#	%	#	%		
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
14 Other Manual Workers	2018	20	5	25.0	30	16.7	0.0	0.0	40	12.5	0.0	0.0	0.0	
	2021	20	5	25.0			0.1	21008.4			11.9	210.1	0.0	
Total	2018	-333	-20	6.0	30	-66.7	0.0	0.0	40	-50.0	0.0	0.0	0.0	
	2021	-333	-20	6.0			0.0	0.0			0.0	0.0	0.0	

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Tervita Corporation
[Date: 2018-06-30]

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Tervita Corporation

Primary Location: Calgary, Alberta.

Number of Employees: 1073

- Alberta 728
- British Columbia 172
- Saskatchewan 74
- Manitoba 63
- Ontario 35
- Nova Scotia 1

Organization Overview:

NAICS # 5629 (Remediation and Other Waste Management Services)

Tervita Corporation provides environmental solutions for oil and gas, mining, industry, community and government customers in Canada and in United States. The company offers services to include oil field waste disposal, landfill remediation, demolition, metals recycling, water treatment, civil and environmental construction, oil sands exploration, construction drilling and oil spill clean-up.

Key Dates – First Year Assessment

Initiated: 2015-10-27; ext granted for - 2016-03-18
 Received: 2016-04-26
 Closed: 2015-05-13
 Workforce 2016-03-18
 Analysis:

Key Dates – Subsequent Assessment

Initiated: 2018-07-04
 Received: 2018-12-06
 Workforce 2018-06-30
 Analysis:

DATA VERIFICATION

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

Yes No

Comments:

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

Yes No

Comments:

The period reported on the Achievement report is 2016-04-01 to 2018-06-30. The data from the current workforce analysis included in the Achievement report is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment many gaps were found in different EEOG's in each designated group. In the previous assessment no short and long-term goals were set in either numbers or percentage format.

Women

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal not set
03	Professionals	Goal not set
05	Supervisors	Goal not set
06	Supervisors: Crafts & Trades	Goal not set
08	Skilled Sales & Service Personnel	Goal not set
09	Skilled Crafts & Trades Workers	Goal not set
11	Intermediate Sales & Service Personnel	Goal not set
12	Semi-Skilled Manual Workers	Goal not set
14	Other Manual Workers	Goal not set

Assessment/Observations

- EEOG 01 - Out of the 19 new entrants, three were from this designated group. The market availability is 27.4%. Reasonable effort could not be assessed since no goal was set.
- EEOG 02 - Out of the 79 new entrants, nine were from this designated group. The market availability is 38.9%. Reasonable effort could not be assessed since no goal was set.
- EEOG 03 - Out of the 58 new entrants, 24 were from this designated group. The market availability is 46.1%. Reasonable effort could not be assessed since no goal was set.

- EEOG 05 - Out of the four new entrants, none were from this designated group. The market availability is 58.7%. Reasonable effort could not be assessed since no goal was set.
- EEOG 06 - Out of the 21 new entrants, one was from this designated group. The market availability is 5.1%. Reasonable effort could not be assessed since no goal was set.
- EEOG 08 - Out of the five new entrants, none were from this designated group. The market availability is 22.2%. Reasonable effort could not be assessed since no goal was set.
- EEOG 09 - Out of the 150 new entrants, six were from this designated group. The market availability is 6.2%. Reasonable effort could not be assessed since no goal was set.
- EEOG 11 - Out of the 20 new entrants, seven were from this designated group. The market availability is 70.3%. Reasonable effort could not be assessed since no goal was set.
- EEOG 12 - Out of the 233 new entrants, four were from this designated group. The market availability is 16.1%. Reasonable effort could not be assessed since no goal was set.
- EEOG 14 - Out of the 129 new entrants, nine were from this designated group. The market availability is 19.5%. Reasonable effort could not be assessed since no goal was set.

Aboriginal Peoples

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal not set
03	Professionals	Goal not set
06	Supervisors: Crafts & Trades	Goal not set
07	Admin & Senior Clerical Personnel	Goal not set
09	Skilled Crafts & Trades Workers	Goal not set
10	Clerical Personnel	Goal not set
11	Intermediate Sales & Service Personnel	Goal not set
12	Semi-Skilled Manual Workers	Goal not set
14	Other Manual Workers	Goal not set

Assessment/Observations

- EEOG 01 - Out of the 19 new entrants, none were from this designated group. The market availability is 2.9%. Reasonable effort could not be assessed since no goal was set.
- EEOG 02 - Out of the 79 new entrants, two were from this designated group. The market availability is 2.2%. Reasonable effort could not be assessed since no goal was set.
- EEOG 03 - Out of the 58 new entrants, two were from this designated group. The market availability is 1.4%. Reasonable effort could not be assessed since no goal was set.

- EEOG 06 - Out of the 21 new entrants, one was from this designated group. The market availability is 5.7%. Reasonable effort could not be assessed since no goal was set.
- EEOG 07 - Out of the 19 new entrants, three were from this designated group. The market availability is 5.0%. Reasonable effort could not be assessed since no goal was set.
- EEOG 09 - Out of the 150 new entrants, nine were from this designated group. The market availability is 5.8%. Reasonable effort could not be assessed since no goal was set.
- EEOG 10 - Out of the 17 new entrants, none were from this designated group. The market availability is 4.6%. Reasonable effort could not be assessed since no goal was set.
- EEOG 11 - Out of the 20 new entrants, none were from this designated group. The market availability is 5.8%. Reasonable effort could not be assessed since no goal was set.
- EEOG 12 - Out of the 233 new entrants, 10 were from this designated group. The market availability is 7.4%. Reasonable effort could not be assessed since no goal was set.
- EEOG 14 - Out of the 129 new entrants, 15 were from this designated group. The market availability is 10.1%. Reasonable effort could not be assessed since no goal was set.

Persons with Disabilities

01/02	Managers	Goal not set
03	Professionals	Goal not set
04	Semi-Professionals & Technicians	Goal not set
05	Supervisors	Goal not set
06	Supervisors: Crafts & Trades	Goal not set
07	Admin & Senior Clerical Personnel	Goal not set
08	Skilled Sales & Service Personnel	Goal not set
09	Skilled Crafts & Trades Workers	Goal not set
10	Clerical Personnel	Goal not set
11	Intermediate Sales & Service Personnel	Goal not set
14	Other Manual Workers	Goal not set

Assessment/Observations

- EEOG 01/02 - Out of the 98 new entrants, two were from this designated group. The market availability is 3.8%. Reasonable effort could not be assessed since no goal was set.
- EEOG 03 - Out of the 58 new entrants, one was from this designated group. The market availability is 4.6%. Reasonable effort could not be assessed since no goal was set.
- EEOG 04 - Out of the 45 new entrants, none were from this designated group. The market availability is 13.9%. Reasonable effort could not be assessed since no goal was set.

- EEOG 05 - Out of the four new entrants, none were from this designated group. The market availability is 7.8%. Reasonable effort could not be assessed since no goal was set.
- EEOG 06 - Out of the 21 new entrants, none were from this designated group. The market availability is 3.4%. Reasonable effort could not be assessed since no goal was set.
- EEOG 07 - Out of the 51 new entrants, one was from this designated group. The market availability is 3.5%. Reasonable effort could not be assessed since no goal was set.
- EEOG 08 - Out of the five new entrants, none were from this designated group. The market availability is 3.8%. Reasonable effort could not be assessed since no goal was set.
- EEOG 09 - Out of the 150 new entrants, none were from this designated group. The market availability is 7.0%. Reasonable effort could not be assessed since no goal was set.
- EEOG 10 - Out of the 17 new entrants, none were from this designated group. The market availability is 5.6%. Reasonable effort could not be assessed since no goal was set.
- EEOG 11 - Out of the 20 new entrants, one was from this designated group. The market availability is 4.8%. Reasonable effort could not be assessed since no goal was set.
- EEOG 14 - Out of the 129 new entrants, none were from this designated group. The market availability is 4.8%. Reasonable effort could not be assessed since no goal was set.

Members of Visible Minorities

01	Senior Managers	Goal not set
02	Middle & Other Managers	Goal not set
03	Professionals	Goal not set
04	Semi-Professionals & Technicians	Goal not set
05	Supervisors	Goal not set
06	Supervisors: Crafts & Trades	Goal not set
07	Admin & Senior Clerical Personnel	Goal not set
08	Skilled Sales & Service Personnel	Goal not set
09	Skilled Crafts & Trades Workers	Goal not set
11	Intermediate Sales & Service Personnel	Goal not set
12	Semi-Skilled Manual Workers	Goal not set
14	Other Manual Workers	Goal not set

Assessment/Observations

- EEOG 01 - Out of the 19 new entrants, two were from this designated group. The market availability is 10.1%. Reasonable effort could not be assessed since no goal was set.

- EEOG 02 - Out of the 79 new entrants, seven were from this designated group. The market availability is 15.0%. Reasonable effort could not be assessed since no goal was set.
- EEOG 03 - Out of the 58 new entrants, seven were from this designated group. The market availability is 26.5%. Reasonable effort could not be assessed since no goal was set.
- EEOG 04 - Out of the 45 new entrants, eight were from this designated group. The market availability is 19.6%. Reasonable effort could not be assessed since no goal was set.
- EEOG 05 - Out of the four new entrants, none were from this designated group. The market availability is 17.9%. Reasonable effort could not be assessed since no goal was set.
- EEOG 06 - Out of the 21 new entrants, none were from this designated group. The market availability is 5.6%. Reasonable effort could not be assessed since no goal was set.
- EEOG 07 - Out of the 51 new entrants, one were from this designated group. The market availability is 9.5%. Reasonable effort could not be assessed since no goal was set.
- EEOG 08 - Out of the 5 new entrants, none were from this designated group. The market availability is 11.4%. Reasonable effort could not be assessed since no goal was set.
- EEOG 09 - Out of the 150 new entrants, eight were from this designated group. The market availability is 6.7%. Reasonable effort could not be assessed since no goal was set.
- EEOG 11 - Out of the 20 new entrants, one were from this designated group. The market availability is 16.5%. Reasonable effort could not be assessed since no goal was set.
- EEOG 12 - Out of the 233 new entrants, five were from this designated group. The market availability is 12.1%. Reasonable effort could not be assessed since no goal was set.
- EEOG 14 - Out of the 259 new entrants, 10 were from this designated group. The market availability is 14.7%. Reasonable effort could not be assessed since no goal was 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 2016-04-01 to 2018-06-30. During their initial assessment, the organization did not set any short or long term goals. Thus reasonable effort from the organization was not able to assess. Although a lot of gaps were reduced.

ASSESSMENT OF GOALS

- All short and long-term goals are set in numerical and percentage format. For the purpose of this assessment only percentage format will be used.
- Unless indicated otherwise, all short and long-term goals have been set as per the labour market availability.
- The annual projected turnover is lower than the actual turnover due to the number of events that occurred with our headcount during 2016 to 2018, shut down US operations and the oil and gas down turn resulted in a number of layoffs/terminations.

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-4	27.4	27.4	8.7	27.4
02	Middle & Other Managers	-43	38.9	38.9	11.0	38.9
05	Supervisors	-2	50.0	50.0	42.9	59.5
09	Skilled Crafts & Trades Workers	-5	6.8	6.8	4.5	6.8
11	Intermediate Sales & Service Personnel	-14	50.0	50.0	31.4	70.2
12	Semi-Skilled Manual Workers	-16	15.7	15.7	4.3	15.7
14	Other Manual Workers	-21	19.7	19.7	4.3	19.7

Observations:

- Although availability is higher in EEOG 05 and EEOG 11, the goal is appropriately set at 50% to ensure they are inclusive of all genders and to prevent the clustering of women in these occupations.
- All other short and long term goals are set as per the market availability.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		

#	Description	#	(1 to 3 years) # or %	(3 years or more) # or %		
					%	%
01	Senior Managers	-1	2.9	2.9	0.0	2.9
04	Semi-Professionals & Technicians	-3	4.3	4.3	0.0	4.3
07	Admin & Senior Clerical Personnel	-4	5.5	5.5	2.0	5.5
10	Clerical Personnel	-2	4.9	4.9	0.0	4.9
11	Intermediate Sales & Service Personnel	-2	6.3	6.3	0.0	6.3
12	Semi-Skilled Manual Workers	-1	7.2	7.2	6.4	7.2

Observations:

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years) # or %	Long-term (3 years or more) # or %		
#	Description	#	# or %	# or %	%	%
01/ 02	Managers	-6	4.3	4.3	1.1	4.3
03	Professionals	-1	3.8	3.8	2.8	3.8
04	Semi-Professionals & Technicians	-3	4.6	4.6	0.0	4.6
05	Supervisors	-2	13.9	13.9	0.0	13.9
06	Supervisors: Crafts & Trades	-3	7.8	7.8	0.0	7.8
07	Admin & Senior Clerical Personnel	-1	3.4	3.4	2.0	3.4
09	Skilled Crafts & Trades Workers	-7	3.8	3.8	0.5	3.8
10	Clerical Personnel	-3	7.0	7.0	0.0	7.0
11	Intermediate Sales & Service Personnel	-2	5.6	5.6	0.0	5.6
12	Semi-Skilled Manual Workers	-5	4.8	4.8	1.4	4.8
14	Other Manual Workers	-5	5.3	5.3	1.4	5.3

Observations:

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-2	10.1	10.1	0.0	10.1
02	Middle & Other Managers	-13	15.0	15.0	6.5	15.0
03	Professionals	-12	25.2	25.2	14.2	25.2
04	Semi-Professionals & Technicians	-2	20.6	20.6	17.5	20.6
05	Supervisors	-1	17.9	17.9	14.3	17.9
07	Admin & Senior Clerical Personnel	-4	8.8	8.8	5.0	8.8
08	Skilled Sales & Service Personnel	-1	11.3	11.3	0.0	11.3
09	Skilled Crafts & Trades Workers	-8	6.5	6.5	2.7	6.5
11	Intermediate Sales & Service Personnel	-5	17.0	17.0	2.9	17.0
12	Semi-Skilled Manual Workers	-20	18.5	18.5	4.3	18.5
14	Other Manual Workers	-8	11.9	11.9	5.8	11.9

Observations:

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:

- Given that there are a number of gaps in each designated groups, the organization may want to consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of the designated groups to help them in reducing / eliminating the gaps.
- As there are some large gaps present in Women and Members of Visible Minorities groups, the organization may want to consider conducting an Employment Systems

Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals specifically in the two mentioned designated groups.

- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

Name of Analyst: Neena Sharan

Date: December 10, 2018

Nyirasafari, Ange AN [NC]

From: Sharan, Neena N [NC] on behalf of EE-EME
Sent: December 19, 2018 9:32 AM
To: 'sfoster@tervita.com'; 'jeprice@tervita.com'; 'Chaitan, Caron'
Subject: Government of Canada Agreement Number: 090199 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Steve Foster:

I am writing to inform you that the subsequent compliance assessment initiated on July 04, 2018 has been completed. As a result of the assessment, Tervita Corporation 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 Tervita Corporation employment equity program.

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

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on July 04, 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, Tervita Corporation will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

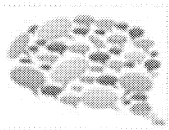
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

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