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| OFFICIAL USE ONLY |
| Agreement N°: |

s.19(1)

Labour Program
Federal Contractors Program

s.24(1)

Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

| ORGANIZATION | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Legal Name of Organization Carswell, a Division of Thomson Reuters Canada Ltd | Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Operating Name (if different from Legal Name of Organization) Carswell, a Thomson Reuters business | Procurement Business Number [REDACTED] |
| Organization's North American Industry Classification System (NAICS) Code N° 511190 | Total number of employees in Canada (Full-Time/Part-Time/Temporary) [REDACTED] |
| To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02l-eng.htm | |

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

| HEAD OFFICE | | | |
|----------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------|------------------------|
| Address (building number, street, suite, etc.) One Corporate Plaza 2075 Kennedy Road Suite 1100 | City Toronto | Province ON | Postal Code M1T 3V4 |
| | Telephone Number 416-609-8000 | Fax Number 416-298-5004 | |

| EMPLOYMENT EQUITY CONTACT | |
|----------------------------------|----------------------------------------------------------|
| Name (print) Jayne Jackson | Title Manager, Human Resources & Corp. Communications |
| Telephone Number 416-298-5007 | E-mail Address jayne.jackson@thomsonreuters.com |

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

| SIGNATORY | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------------------|----------------------------------|-----------------------------------------------------|------------|------------------|
| NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization. | | | | | | |
| <table style="width: 100%;"> <tr> <td style="width: 50%;"> Name (print) Barb Conway </td> <td style="width: 50%;"> Title VP, Human Resources </td> </tr> <tr> <td> Telephone Number 416-298-5108 </td> <td> E-mail Address barbara.conway@thomsonreuters.com </td> </tr> <tr> <td> [REDACTED] </td> <td> Date 21-02-14 </td> </tr> </table> | Name (print) Barb Conway | Title VP, Human Resources | Telephone Number 416-298-5108 | E-mail Address barbara.conway@thomsonreuters.com | [REDACTED] | Date 21-02-14 |
| Name (print) Barb Conway | Title VP, Human Resources | | | | | |
| Telephone Number 416-298-5108 | E-mail Address barbara.conway@thomsonreuters.com | | | | | |
| [REDACTED] | Date 21-02-14 | | | | | |

| 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 ESDC-Labour:

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

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

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

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

Questions and Answers

Subsidiary vs. Division/Branch

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

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

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

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

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

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

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

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

Q3 When should a new Agreement be completed and signed?

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

Employment Status

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

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

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

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

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

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

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

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

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

Q4 How are students counted under the FCP?

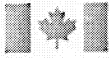
- A4 Students employed during a school break, even if this period exceeds 12 weeks, and who are returning to school, are not counted as employees for employment equity purposes.

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

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

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

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



APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

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

I, the undersigned, on behalf of (legal name of organization) **Thomson Reuters Canada Ltd.** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **061048**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) **March 2, 2018** for the following reason(s):
 (Please describe) **Team members working on the assessment will be on vacation in December which will not give us enough time to provide the analysis and assessment requested by the February 2, 2018 deadline**
4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Jayne Jackson** Position Title: **HR Director**

Email address: **jayne.jackson@thomsonreuters.com**

Telephone number: **416-298-5007**

Business address: **One Corporate Plaza, 2075 Kennedy Road, Toronto, ON, M1T 3V4**

Signature: _____

Date: **December 14, 2017**

Nyirasafari, Ange AN [NC]

From: Yakibonge, Maurice [NC]
Sent: December 15, 2017 5:45 PM
To: 'jayne.jackson@thomsonreuters.com'
Cc: Normandin, Ward W [NC]; 'terri.labelle@thomsonreuters.com'
Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information
Attachments: Applicationforextension_ESDC_Dec2017_ThomsonReuters.pdf

Good afternoon,

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

As requested, we hereby grant you an extension **until March 2nd, 2018**.

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

Maurice Yakibonge

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



Rejoignez-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!

From: terri.labelle@thomsonreuters.com [<mailto:terri.labelle@thomsonreuters.com>]
Sent: 2017-12-14 10:59 AM
To: Normandin, Ward W [NC]
Cc: jayne.jackson@thomsonreuters.com
Subject: RE: Government of Canada Agreement 061048 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Ward,
Enclosed is the completed and signed Application for Extension document.

Thank you and let me know if you need anything else.

Regards,
Terri

Terri Labelle
Human Resources Advisor
Legal and Tax & Accounting, Canada

Thomson Reuters

Phone: (416) 649-9923
Email: terri.labelle@thomsonreuters.com

From: ward.normandin@labour-travail.gc.ca [<mailto:ward.normandin@labour-travail.gc.ca>]
Sent: December-11-17 11:26 AM

To: Labelle, Terri (TR People)

Subject: RE: Government of Canada Agreement 061048 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Terri,

Thank you for your e-mail. Due to the travel, it would be ok if Jayne Jackson signed the extension form.

All the best,
Ward

Ward Normandin

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

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



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

From: terri.labelle@thomsonreuters.com [<mailto:terri.labelle@thomsonreuters.com>]

Sent: 2017-12-11 10:56 AM

To: Normandin, Ward W [NC]

Subject: RE: Government of Canada Agreement 061048 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Ward,

I hope you had a good weekend.

For the extension form, is it ok if Jayne Jackson signs it or does Barb Conway have to sign the form? Barb is away on business and won't be available to sign until Friday.

Thank you!

Regards,

Terri

Terri Labelle
Human Resources Advisor
Legal and Tax & Accounting, Canada

Thomson Reuters

Phone: (416) 649-9923

Email: terri.labelle@thomsonreuters.com

From: ward.normandin@labour-travail.gc.ca [<mailto:ward.normandin@labour-travail.gc.ca>]

Sent: December-06-17 2:18 PM

To: Labelle, Terri (TR People)

Cc: Jackson, Jayne E. (TR People)

Subject: RE: Government of Canada Agreement 061048 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hi Terri,

Thank you for your e-mail. The time period we ask that you report on is from the date of your previously submitted Workforce Analysis (2016-06-30) to sometime in January or February 2018. We recommend that you produce the

employee.txt and promo.txt files to update your employee data. These files will contain all employees (Permanent Full-time and Permanent Part-time) who have been employed at any time since the previous assessment. Also, the promo file will show all employee promotions since the previous assessment. I have attached some helpful documents to aid you in this process.

Finally, I think the end of February is a reasonable extension date. However, we require a completed Extension Request Form be submitted prior to approving any extensions. As such, I have attached one to this e-mail for your use.

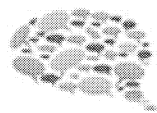
If you have any questions throughout the assessment process, please do not hesitate to contact me.

Kind regards,
Ward

Ward Normandin

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

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



Rejoignez-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!

From: terri.labelle@thomsonreuters.com [mailto:terri.labelle@thomsonreuters.com]
Sent: 2017-12-06 1:58 PM
To: Normandin, Ward W [NC]
Cc: jayne.jackson@thomsonreuters.com
Subject: FW: Government of Canada Agreement 061048 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Hello Ward,

I work with both Barb Conway and Jayne Jackson here at Thomson Reuters and Jayne and I will be working on the compliance assessment.

I have a few questions and a request regarding this assessment:

- 1) Can you clarify what time period you would like us to submit in this assessment? The last assessment we had submitted 6 months (up to June 30th). Is there a time period you would prefer? As well, where can we locate the Reasonable Efforts for the Subsequent Compliance Assessment form?
- 2) We are heading into a holiday period coming up in December and many of our team members will be on vacation. As well, with increased staffing in the last year we are still working on updating the WEIMS system. Hence, we were wondering if we can request an extension until the end of February?

Thank you for your assistance!

Best regards,
Terri

Terri Labelle
Human Resources Advisor
Legal and Tax & Accounting, Canada

Thomson Reuters

One Corporate Plaza
2075 Kennedy Road

Toronto, ON M1T 3V4
Phone: (416) 649-9923

Email: terri.labelle@thomsonreuters.com
www.thomsonreuters.ca



Begin forwarded message:

From: <ward.normandin@labour-travail.gc.ca>

Date: December 4, 2017 at 2:55:22 PM EST

To: <barbara.conway@thomsonreuters.com>

Cc: <jayne.jackson@thomsonreuters.com>

Subject: Government of Canada Agreement 061048 – Notice of Subsequent Compliance Assessment under the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Barb Conway,

Further to your initial compliance assessment which was concluded on 2016-10-24, Carswell, A Division of Thomson Canada Ltd. is now subject to a subsequent compliance assessment under the Federal Contractors Program (FCP). The goal of this subsequent assessment is to evaluate your organization's progress and/or effort to achieve full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within your workforce.

For this subsequent assessment, Carswell, A Division of Thomson Canada Ltd. is required to submit the following information to the Labour Program by 2018-02-04:

- ? a current workforce analysis including the Summary Report and Detailed Report;
- ? Forms 1 to 6 covering your workforce data at the national level;
- ? revised goals for any remaining gaps in representation (a completed Short-term Goal Setting Tool file in Excel format);
- ? a completed Achievement Table in Excel format that includes any new short-term and long-term goals; and
- ? a completed Reasonable Efforts for the Subsequent Compliance Assessment form signed by a senior officer of your organization.

Tools and Resources

In order to assist your organization in meeting its obligations, we encourage you to continue using the Workplace Equity Information Management System (WEIMS). Through this application you can:

- ? store and maintain your organization's employment equity data;
- ? create backup files of your data;
- ? generate and submit your Forms 1 to 6 and workforce analysis using the latest available Census data (you may also grant Labour Program officers access to view this information in WEIMS); and

? access various tools and resources under the [Help page](#) including the *Quick Reference Guide for Contractors: How to Complete a Compliance Assessment Submission under the Federal Contractors Program* and the Achievement Table.

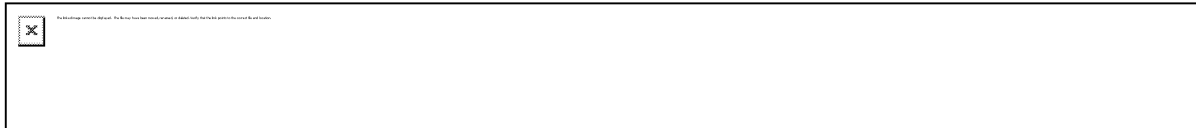
Should you have any questions, please contact your Program Officer, Ward Normandin, at ward.normandin@labour-travail.gc.ca.

Kind regards,

Ward Normandin

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

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





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

Reporting Period 2016-07-01 to 2018-01-31

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 | 966 | 10 | 14 | 990 | Calgary | 14 | 0 | 0 | 14 |
| Québec | 177 | 3 | 16 | 196 | Edmonton | 1 | 0 | 0 | 1 |
| New Brunswick | 19 | 0 | 0 | 19 | Montréal | 174 | 3 | 16 | 193 |
| Manitoba | 2 | 0 | 0 | 2 | Toronto | 959 | 10 | 12 | 981 |
| British Columbia | 14 | 0 | 0 | 14 | Vancouver | 11 | 0 | 0 | 11 |
| Alberta | 15 | 0 | 0 | 15 | Winnipeg | 2 | 0 | 0 | 2 |
| Total Employees in Canada | | | | 1236 | Moncton | 19 | 0 | 0 | 19 |
| | | | | | Québec | 1 | 0 | 0 | 1 |
| | | | | | Ottawa - Gatineau | 2 | 0 | 0 | 2 |
| | | | | | Kitchener - Cambridge - Waterloo | 1 | 0 | 2 | 3 |
| | | | | | London | 2 | 0 | 0 | 2 |
| | | | | | Thunder Bay | 2 | 0 | 0 | 2 |
| | | | | | B.C. less CMAs | 3 | 0 | 0 | 3 |
| | | | | | Que. less CMAs | 2 | 0 | 0 | 2 |
| | | | | | Total Employees in Canada | | | | 1236 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| 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: Under \$5,000 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 13 | 6 | 7 | | | | | | | 3 | 1 | 2 |
| | Total | 14 | 7 | 7 | | | | | | | 3 | 1 | 2 |
| Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 45,000 - \$49,999 | 4 | 2 | | 2 | | | | | | | | | |
| | 3 | 10 | 5 | 5 | | | | | | | | | |
| | 2 | 3 | 3 | | | | | | | | 1 | 1 | |
| | 1 | 152 | 79 | 73 | | | | 2 | 2 | | 31 | 15 | 16 |
| | Total | 167 | 87 | 80 | | | | 2 | 2 | | 32 | 16 | 16 |
| Professionals Top Range: \$100,000 and over Bottom Range: \$ 25,000 - \$29,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | 10 | 5 | 5 | | | | | | | 2 | 1 | 1 |
| | 2 | 39 | 14 | 25 | | | | | | | 14 | 5 | 9 |
| | 1 | 522 | 233 | 289 | 2 | | 2 | 7 | 4 | 3 | 152 | 80 | 72 |
| | Total | 572 | 253 | 319 | 2 | | 2 | 7 | 4 | 3 | 168 | 86 | 82 |
| Semi-Professionals and Technicians Top Range: \$100,000 and over Bottom Range: \$ 30,000 - \$34,999 | 4 | 3 | 3 | | | | | | | | | | |
| | 3 | 1 | 1 | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 36 | 22 | 14 | | | | | | | 12 | 8 | 4 |
| | Total | 40 | 26 | 14 | | | | | | | 12 | 8 | 4 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| 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: \$ 35,000 - \$39,999 | 4 | 2 | | 2 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 33 | 7 | 26 | | | | 1 | 1 | | 9 | 2 | 7 |
| | Total | | 35 | 7 | 28 | | | | 1 | 1 | | 9 | 2 |
| Supervisors: Crafts and Trades Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | | 2 | 2 | | | | | | | | | |
| Administrative and Senior Clerical Personnel Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999 | 4 | 1 | | 1 | | | | | | | 1 | | 1 |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 14 | 2 | 12 | | | | 1 | 1 | | 2 | | 2 |
| | Total | | 15 | 2 | 13 | | | | 1 | 1 | | 3 | |
| Skilled Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999 | 4 | 6 | 4 | 2 | | | | 1 | 1 | | 3 | 2 | 1 |
| | 3 | 1 | 1 | | | | | | | | 1 | 1 | |
| | 2 | | | | | | | | | | | | |
| | 1 | 4 | 1 | 3 | | | | | | | 1 | 1 | |
| | Total | | 11 | 6 | 5 | | | | 1 | 1 | | 5 | 4 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Clerical Personnel Top Range: \$100,000 and over Bottom Range: \$ 15,000 - \$19,999 | 4 | 3 | 1 | 2 | 1 | 1 | | | | | | | |
| | 3 | 3 | 1 | 2 | | | | | | | 1 | 1 | |
| | 2 | 2 | 1 | 1 | | | | | | | | | |
| | 1 | 114 | 29 | 85 | 1 | | 1 | | | | 31 | 6 | 25 |
| | Total | | 122 | 32 | 90 | 2 | 1 | 1 | | | 32 | 6 | 26 |
| Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 25,000 - \$29,999 | 4 | 7 | | 7 | | | | | | | | | |
| | 3 | 7 | 2 | 5 | | | | | | | | | |
| | 2 | 1 | | 1 | | | | | | | 1 | 1 | |
| | 1 | 185 | 71 | 114 | | | | 1 | 1 | | 46 | 18 | 28 |
| | Total | | 200 | 73 | 127 | | | | 1 | 1 | 47 | 18 | 29 |
| Semi-Skilled Manual Workers Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 65,000 - \$69,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | 1 | 1 | | | | |
| | Total | | 1 | 1 | | | | 1 | 1 | | | | |
| Other Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 25,000 - \$29,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 13 | 6 | 7 | | | | 1 | | 1 | 4 | 2 | 2 |
| | Total | | 14 | 6 | 8 | | | | 1 | | 1 | 4 | 2 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| 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 | | 1193 | 502 | 691 | 4 | 1 | 3 | 15 | 11 | 4 | 315 | 143 | 172 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| 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: \$ 60,000 - \$64,999 Bottom Range: \$ 60,000 - \$64,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| Professionals Top Range: \$100,000 and over Bottom Range: \$ 20,000 - \$24,999 | 4 | 2 | | 2 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 7 | 1 | 6 | | | | | | | | | |
| | Total | 9 | 1 | 8 | | | | | | | | | |
| Semi-Professionals and Technicians Top Range: \$ 20,000 - \$24,999 Bottom Range: \$ 20,000 - \$24,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| Clerical Personnel Top Range: \$ 20,000 - \$24,999 Bottom Range: \$ 20,000 - \$24,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Intermediate Sales and Service Personnel Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 40,000 - \$44,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 1 | | 1 | | | | | | | | |
| Total Number of Employees | | 13 | 1 | 12 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Temporary / National

Reporting Period 2016-07-01 to 2018-01-31

| 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: \$ 90,000 - \$94,999 Bottom Range: \$ 90,000 - \$94,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 1 | | 1 | | | | | | | | |
| Professionals Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 25,000 - \$29,999 | 4 | 4 | 3 | 1 | | | | | | | 3 | 2 | 1 |
| | 3 | 4 | 2 | 2 | | | | | | | 2 | 1 | 1 |
| | 2 | | | | | | | | | | | | |
| | 1 | 2 | 1 | 1 | | | | | | | | | |
| | Total | | 10 | 6 | 4 | | | | | | | 5 | 3 |
| Semi-Professionals and Technicians Top Range: \$ 35,000 - \$39,999 Bottom Range: \$ 35,000 - \$39,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | | 1 | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 25,000 - \$29,999 | 4 | 2 | | 2 | | | | | | | 2 | | 2 |
| | 3 | | | | | | | | | | | | |
| | 2 | 2 | | 2 | | | | | | | 1 | | 1 |
| | 1 | 14 | 4 | 10 | | | | | | | 8 | 2 | 6 |
| | Total | | 18 | 4 | 14 | | | | | | | 11 | 2 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Temporary / National

Reporting Period 2016-07-01 to 2018-01-31

| 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 | | 30 | 11 | 19 | | | | | | | 16 | 5 | 11 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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: Under \$5,000 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 11 | 4 | 7 | | | | | | | 3 | 1 | 2 |
| | Total | 12 | 5 | 7 | | | | | | | 3 | 1 | 2 |
| Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 45,000 - \$49,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | 8 | 4 | 4 | | | | | | | | | |
| | 2 | 2 | 2 | | | | | | | | | | |
| | 1 | 132 | 70 | 62 | | | | 1 | 1 | | 29 | 14 | 15 |
| | Total | 143 | 76 | 67 | | | | 1 | 1 | | 29 | 14 | 15 |
| Professionals Top Range: \$100,000 and over Bottom Range: \$ 25,000 - \$29,999 | 4 | 2 | 1 | 1 | | | | | | | | | |
| | 3 | 20 | 10 | 10 | | | | | | | 6 | 3 | 3 |
| | 2 | 22 | 5 | 17 | | | | | | | 10 | 3 | 7 |
| | 1 | 433 | 203 | 230 | 2 | | 2 | 7 | 4 | 3 | 142 | 77 | 65 |
| | Total | 477 | 219 | 258 | 2 | | 2 | 7 | 4 | 3 | 158 | 83 | 75 |
| Semi-Professionals and Technicians Top Range: \$100,000 and over Bottom Range: \$ 35,000 - \$39,999 | 4 | 3 | 3 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 21 | 12 | 9 | | | | | | | 7 | 4 | 3 |
| | Total | 24 | 15 | 9 | | | | | | | 7 | 4 | 3 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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: \$ 35,000 - \$39,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 28 | 5 | 23 | | | | 1 | 1 | | 9 | 2 | 7 |
| | Total | 29 | 5 | 24 | | | | 1 | 1 | | 9 | 2 | 7 |
| Supervisors: Crafts and Trades Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 2 | 2 | | | | | | | | | | |
| Administrative and Senior Clerical Personnel Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999 | 4 | 1 | | 1 | | | | | | | 1 | | 1 |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 14 | 2 | 12 | | | | 1 | 1 | | 2 | | 2 |
| | Total | 15 | 2 | 13 | | | | 1 | 1 | | 3 | | 3 |
| Skilled Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999 | 4 | 6 | 4 | 2 | | | | 1 | 1 | | 3 | 2 | 1 |
| | 3 | 1 | 1 | | | | | | | | 1 | 1 | |
| | 2 | | | | | | | | | | | | |
| | 1 | 3 | 1 | 2 | | | | | | | 1 | 1 | |
| | Total | 10 | 6 | 4 | | | | 1 | 1 | | 5 | 4 | 1 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Clerical Personnel Top Range: \$100,000 and over Bottom Range: \$ 15,000 - \$19,999 | 4 | 3 | 1 | 2 | 1 | 1 | | | | | | | |
| | 3 | 3 | 1 | 2 | | | | | | | 1 | | 1 |
| | 2 | | | | | | | | | | | | |
| | 1 | 91 | 26 | 65 | 1 | | 1 | | | | 30 | 6 | 24 |
| | Total | 97 | 28 | 69 | 2 | 1 | 1 | | | | 31 | 6 | 25 |
| Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 25,000 - \$29,999 | 4 | 7 | | 7 | | | | | | | | | |
| | 3 | 2 | | 2 | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 140 | 48 | 92 | | | | 1 | 1 | | 33 | 10 | 23 |
| | Total | 149 | 48 | 101 | | | | 1 | 1 | | 33 | 10 | 23 |
| Semi-Skilled Manual Workers Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 65,000 - \$69,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | 1 | 1 | | | | |
| | Total | 1 | 1 | | | | | 1 | 1 | | | | |
| Other Sales and Service Personnel Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 25,000 - \$29,999 | 4 | 3 | 1 | 2 | | | | | | | 1 | | 1 |
| | 3 | | | | | | | | | | | | |
| | 2 | 2 | 1 | 1 | | | | | | | 1 | 1 | |
| | 1 | 2 | 1 | 1 | | | | | | | 1 | 1 | |
| | Total | 7 | 3 | 4 | | | | | | | 3 | 2 | 1 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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 | | 966 | 410 | 556 | 4 | 1 | 3 | 13 | 10 | 3 | 281 | 126 | 155 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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: \$ 60,000 - \$64,999 Bottom Range: \$ 60,000 - \$64,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| Professionals Top Range: \$100,000 and over Bottom Range: \$ 20,000 - \$24,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 6 | 1 | 5 | | | | | | | | | |
| | Total | 7 | 1 | 6 | | | | | | | | | |
| Clerical Personnel Top Range: \$ 20,000 - \$24,999 Bottom Range: \$ 20,000 - \$24,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 40,000 - \$44,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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 | | 10 | 1 | 9 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Temporary / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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: \$ 90,000 - \$94,999 Bottom Range: \$ 90,000 - \$94,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 1 | | 1 | | | | | | | | |
| Professionals Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 25,000 - \$29,999 | 4 | 4 | 3 | 1 | | | | | | | 3 | 2 | 1 |
| | 3 | 3 | 2 | 1 | | | | | | | 2 | 1 | 1 |
| | 2 | | | | | | | | | | | | |
| | 1 | 2 | 1 | 1 | | | | | | | | | |
| | Total | | 9 | 6 | 3 | | | | | | | 5 | 3 |
| Semi-Professionals and Technicians Top Range: \$ 35,000 - \$39,999 Bottom Range: \$ 35,000 - \$39,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | | 1 | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 35,000 - \$39,999 | 4 | 1 | | 1 | | | | | | | 1 | | 1 |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 2 | | 2 | | | | | | | 1 | | 1 |
| | Total | | 3 | | 3 | | | | | | | 2 | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Temporary / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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 | | 14 | 7 | 7 | | | | | | | 7 | 3 | 4 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2016-07-01 to 2018-01-31

| 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 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999 | 4 | 2 | 1 | 1 | | | | | | | | | |
| | 3 | 1 | | 1 | | | | | | | | | |
| | 2 | 1 | 1 | | | | | | | | 1 | 1 | |
| | 1 | 16 | 5 | 11 | | | | | | | 1 | | 1 |
| | Total | 20 | 7 | 13 | | | | | | | 2 | 1 | 1 |
| Professionals Top Range: \$100,000 and over Bottom Range: \$ 25,000 - \$29,999 | 4 | 2 | 1 | 1 | | | | | | | | | |
| | 3 | 5 | 1 | 4 | | | | | | | 1 | | 1 |
| | 2 | 1 | 1 | | | | | | | | | | |
| | 1 | 61 | 16 | 45 | | | | | | | 8 | 2 | 6 |
| | Total | 69 | 19 | 50 | | | | | | | 9 | 2 | 7 |
| Semi-Professionals and Technicians Top Range: \$100,000 and over Bottom Range: \$ 30,000 - \$34,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 10 | 5 | 5 | | | | | | | 4 | 3 | 1 |
| | Total | 11 | 6 | 5 | | | | | | | 4 | 3 | 1 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2016-07-01 to 2018-01-31

| 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: \$ 40,000 - \$44,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 5 | 2 | 3 | | | | | | | | | |
| | Total | 6 | 2 | 4 | | | | | | | | | |
| Skilled Sales and Service Personnel Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 50,000 - \$54,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 1 | | 1 | | | | | | | | | |
| Clerical Personnel Top Range: \$100,000 and over Bottom Range: \$ 25,000 - \$29,999 | 4 | 2 | 1 | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 20 | 1 | 19 | | | | | | | 1 | | 1 |
| | Total | 22 | 2 | 20 | | | | | | | 1 | | 1 |
| Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 25,000 - \$29,999 | 4 | 4 | 2 | 2 | | | | | | | | | |
| | 3 | 1 | | 1 | | | | | | | 1 | | 1 |
| | 2 | | | | | | | | | | | | |
| | 1 | 37 | 17 | 20 | | | | | | | 12 | 7 | 5 |
| | Total | 42 | 19 | 23 | | | | | | | 13 | 7 | 6 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2016-07-01 to 2018-01-31

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|---------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Other Sales and Service Personnel Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 30,000 - \$34,999 | 4 | 2 | 2 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 3 | | 3 | | | | 1 | | 1 | 1 | | 1 |
| | Total | | 5 | 2 | 3 | | | | 1 | | 1 | | 1 |
| Total Number of Employees | | 177 | 58 | 119 | | | | 1 | | 1 | 30 | 13 | 17 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Québec

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals Top Range: \$100,000 and over Bottom Range: \$ 30,000 - \$34,999 | 4 | 1 | | 1 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 2 | | 2 | | | | | | | | |
| Semi-Professionals and Technicians Top Range: \$ 20,000 - \$24,999 Bottom Range: \$ 20,000 - \$24,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 1 | | 1 | | | | | | | | |
| Total Number of Employees | | 3 | | 3 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Temporary / Québec

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 45,000 - \$49,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 1 | | 1 | | | | | | | | |
| Intermediate Sales and Service Personnel Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 25,000 - \$29,999 | 4 | 1 | | 1 | | | | | | | 1 | | 1 |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 14 | 4 | 10 | | | | | | | 8 | 2 | 6 |
| | Total | | 15 | 4 | 11 | | | | | | 9 | 2 | 7 |
| Total Number of Employees | | 16 | 4 | 12 | | | | | | | 9 | 2 | 7 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / New Brunswick

Reporting Period 2016-07-01 to 2018-01-31

| 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: \$ 95,000 - \$99,999 Bottom Range: \$ 95,000 - \$99,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| Professionals Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 50,000 - \$54,999 | 4 | 2 | 1 | 1 | | | | | | | | | |
| | 3 | 4 | 4 | | | | | | | | | | |
| | 2 | 3 | 2 | 1 | | | | | | | | | |
| | 1 | 3 | 3 | | | | | | | | | | |
| | Total | 12 | 10 | 2 | | | | | | | | | |
| Semi-Professionals and Technicians Top Range: \$ 90,000 - \$94,999 Bottom Range: \$ 45,000 - \$49,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | 1 | 1 | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 3 | 3 | | | | | | | | | | |
| Clerical Personnel Top Range: \$100,000 and over Bottom Range: \$ 80,000 - \$84,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 2 | 2 | | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / New Brunswick

Reporting Period 2016-07-01 to 2018-01-31

| Occupational Group Salary Range Col. 1 | QTR | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
| | | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$100,000 and over | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | | 1 | 1 | | | | | | | | | |
| Total Number of Employees | | 19 | 17 | 2 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Manitoba

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals Top Range: \$100,000 and over Bottom Range: \$100,000 and over | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | | 1 | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$100,000 and over | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 1 | | 1 | | | | | | | | |
| Total Number of Employees | | 2 | 1 | 1 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2016-07-01 to 2018-01-31

| 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: \$ 80,000 - \$84,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | 1 | 1 | | 1 | 1 | |
| | Total | | 2 | 2 | | | | 1 | 1 | | 1 | 1 | |
| Professionals Top Range: \$100,000 and over Bottom Range: \$ 55,000 - \$59,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | 1 | | 1 | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 7 | 2 | 5 | | | | | | | 1 | 1 | |
| | Total | | 9 | 3 | 6 | | | | | | 1 | 1 | |
| Intermediate Sales and Service Personnel Top Range: \$ 55,000 - \$59,999 Bottom Range: \$ 55,000 - \$59,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | | 2 | 2 | | | | | | | | | |
| Other Sales and Service Personnel Top Range: \$ 30,000 - \$34,999 Bottom Range: \$ 30,000 - \$34,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | | 1 | 1 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / British Columbia

Reporting Period 2016-07-01 to 2018-01-31

| 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 | | 14 | 8 | 6 | | | | 1 | 1 | | 2 | 2 | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2016-07-01 to 2018-01-31

| 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 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$100,000 and over | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |
| Professionals Top Range: \$ 70,000 - \$74,999 Bottom Range: \$ 45,000 - \$49,999 | 4 | 2 | | 2 | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | 1 | 1 | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | 4 | 1 | 3 | | | | | | | | | |
| Semi-Professionals and Technicians Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 70,000 - \$74,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | 1 | 1 | |
| | Total | 2 | 2 | | | | | | | | 1 | 1 | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Alberta

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Clerical Personnel Top Range: \$ 20,000 - \$24,999 Bottom Range: \$ 20,000 - \$24,999 | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 1 | | 1 | | | | | | | | |
| Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 50,000 - \$54,999 | 4 | 1 | 1 | | | | | | | | | | |
| | 3 | 1 | 1 | | | | | | | | | | |
| | 2 | 1 | 1 | | | | | | | | 1 | 1 | |
| | 1 | 2 | | 2 | | | | | | | | | |
| | Total | | 5 | 3 | 2 | | | | | | | 1 | 1 |
| Other Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$100,000 and over | 4 | | | | | | | | | | | | |
| | 3 | | | | | | | | | | | | |
| | 2 | | | | | | | | | | | | |
| | 1 | 1 | | 1 | | | | | | | | | |
| | Total | | 1 | | 1 | | | | | | | | |
| Total Number of Employees | | 15 | 8 | 7 | | | | | | | 2 | 2 | |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| Salary Range | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Under \$15,000 | 1 | | 1 | | | | | | | | | |
| \$ 15,000 - \$19,999 | 1 | | 1 | | | | | | | | | |
| \$ 20,000 - \$24,999 | 1 | | 1 | | | | | | | | | |
| \$ 25,000 - \$29,999 | 18 | 6 | 12 | | | | | | | 3 | 2 | 1 |
| \$ 30,000 - \$34,999 | 61 | 19 | 42 | | | | 2 | 1 | 1 | 15 | 6 | 9 |
| \$ 35,000 - \$37,499 | 57 | 17 | 40 | | | | | | | 14 | 3 | 11 |
| \$ 37,500 - \$39,999 | 38 | 10 | 28 | | | | | | | 6 | | 6 |
| \$ 40,000 - \$44,999 | 123 | 35 | 88 | | | | | | | 37 | 12 | 25 |
| \$ 45,000 - \$49,999 | 135 | 44 | 91 | 1 | | 1 | | | | 30 | 10 | 20 |
| \$ 50,000 - \$59,999 | 174 | 54 | 120 | | | | 3 | | 3 | 46 | 16 | 30 |
| \$ 60,000 - \$69,999 | 103 | 41 | 62 | 1 | | 1 | 3 | 3 | | 21 | 9 | 12 |
| \$ 70,000 - \$84,999 | 117 | 64 | 53 | | | | 4 | 4 | | 41 | 23 | 18 |
| \$ 85,000 - \$99,999 | 82 | 48 | 34 | | | | 2 | 2 | | 25 | 18 | 7 |
| \$100,000 and over | 282 | 164 | 118 | 2 | 1 | 1 | 1 | 1 | | 77 | 44 | 33 |
| Total Number of Employees | 1193 | 502 | 691 | 4 | 1 | 3 | 15 | 11 | 4 | 315 | 143 | 172 |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| \$ 20,000 - \$22,499 | 1 | | 1 | | | | | | | | | |
| \$ 22,500 - \$24,999 | 2 | | 2 | | | | | | | | | |
| \$ 25,000 - \$29,999 | 2 | 1 | 1 | | | | | | | | | |
| \$ 30,000 - \$34,999 | 1 | | 1 | | | | | | | | | |
| \$ 35,000 - \$39,999 | 1 | | 1 | | | | | | | | | |
| \$ 40,000 - \$49,999 | 1 | | 1 | | | | | | | | | |
| \$ 50,000 and over | 5 | | 5 | | | | | | | | | |
| Total Number of Employees | 13 | 1 | 12 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Temporary / National

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 13 | 3 | 10 | | | | | | | 8 | 2 | 6 |
| \$ 30,000 - \$34,999 | 3 | 2 | 1 | | | | | | | | | |
| \$ 35,000 - \$39,999 | 3 | 1 | 2 | | | | | | | 1 | | 1 |
| \$ 40,000 - \$49,999 | 3 | 1 | 2 | | | | | | | 2 | 1 | 1 |
| \$ 50,000 and over | 8 | 4 | 4 | | | | | | | 5 | 2 | 3 |
| Total Number of Employees | 30 | 11 | 19 | | | | | | | 16 | 5 | 11 |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| Salary Range | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Under \$15,000 | 1 | | 1 | | | | | | | | | |
| \$ 15,000 - \$19,999 | 1 | | 1 | | | | | | | | | |
| \$ 25,000 - \$29,999 | 8 | 3 | 5 | | | | | | | 1 | 1 | |
| \$ 30,000 - \$34,999 | 41 | 13 | 28 | | | | 1 | 1 | | 9 | 3 | 6 |
| \$ 35,000 - \$37,499 | 42 | 14 | 28 | | | | | | | 11 | 2 | 9 |
| \$ 37,500 - \$39,999 | 33 | 9 | 24 | | | | | | | 6 | | 6 |
| \$ 40,000 - \$44,999 | 99 | 25 | 74 | | | | | | | 30 | 9 | 21 |
| \$ 45,000 - \$49,999 | 119 | 36 | 83 | 1 | | 1 | | | | 27 | 8 | 19 |
| \$ 50,000 - \$59,999 | 138 | 45 | 93 | | | | 3 | | 3 | 44 | 16 | 28 |
| \$ 60,000 - \$69,999 | 84 | 36 | 48 | 1 | | 1 | 3 | 3 | | 19 | 8 | 11 |
| \$ 70,000 - \$84,999 | 90 | 47 | 43 | | | | 3 | 3 | | 36 | 19 | 17 |
| \$ 85,000 - \$99,999 | 71 | 42 | 29 | | | | 2 | 2 | | 24 | 17 | 7 |
| \$100,000 and over | 239 | 140 | 99 | 2 | 1 | 1 | 1 | 1 | | 74 | 43 | 31 |
| Total Number of Employees | 966 | 410 | 556 | 4 | 1 | 3 | 13 | 10 | 3 | 281 | 126 | 155 |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| \$ 20,000 - \$22,499 | 1 | | 1 | | | | | | | | | |
| \$ 22,500 - \$24,999 | 1 | | 1 | | | | | | | | | |
| \$ 25,000 - \$29,999 | 2 | 1 | 1 | | | | | | | | | |
| \$ 35,000 - \$39,999 | 1 | | 1 | | | | | | | | | |
| \$ 40,000 - \$49,999 | 1 | | 1 | | | | | | | | | |
| \$ 50,000 and over | 4 | | 4 | | | | | | | | | |
| Total Number of Employees | 10 | 1 | 9 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Temporary / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 2 | 1 | 1 | | | | | | | | | |
| \$ 35,000 - \$39,999 | 3 | 1 | 2 | | | | | | | 1 | | 1 |
| \$ 40,000 - \$49,999 | 2 | 1 | 1 | | | | | | | 2 | 1 | 1 |
| \$ 50,000 and over | 7 | 4 | 3 | | | | | | | 4 | 2 | 2 |
| Total Number of Employees | 14 | 7 | 7 | | | | | | | 7 | 3 | 4 |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Québec

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 10 | 3 | 7 | | | | | | | 2 | 1 | 1 |
| \$ 30,000 - \$34,999 | 19 | 5 | 14 | | | | 1 | | 1 | 6 | 3 | 3 |
| \$ 35,000 - \$37,499 | 15 | 3 | 12 | | | | | | | 3 | 1 | 2 |
| \$ 37,500 - \$39,999 | 5 | 1 | 4 | | | | | | | | | |
| \$ 40,000 - \$44,999 | 24 | 10 | 14 | | | | | | | 7 | 3 | 4 |
| \$ 45,000 - \$49,999 | 14 | 7 | 7 | | | | | | | 3 | 2 | 1 |
| \$ 50,000 - \$59,999 | 29 | 4 | 25 | | | | | | | 2 | | 2 |
| \$ 60,000 - \$69,999 | 11 | 2 | 9 | | | | | | | 2 | 1 | 1 |
| \$ 70,000 - \$84,999 | 16 | 7 | 9 | | | | | | | 2 | 1 | 1 |
| \$ 85,000 - \$99,999 | 4 | 1 | 3 | | | | | | | | | |
| \$100,000 and over | 30 | 15 | 15 | | | | | | | 3 | 1 | 2 |
| Total Number of Employees | 177 | 58 | 119 | | | | 1 | | 1 | 30 | 13 | 17 |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Québec

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| \$ 22,500 - \$24,999 | 1 | | 1 | | | | | | | | | |
| \$ 30,000 - \$34,999 | 1 | | 1 | | | | | | | | | |
| \$ 50,000 and over | 1 | | 1 | | | | | | | | | |
| Total Number of Employees | 3 | | 3 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Temporary / Québec

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 11 | 2 | 9 | | | | | | | 8 | 2 | 6 |
| \$ 30,000 - \$34,999 | 3 | 2 | 1 | | | | | | | | | |
| \$ 40,000 - \$49,999 | 1 | | 1 | | | | | | | | | |
| \$ 50,000 and over | 1 | | 1 | | | | | | | 1 | | 1 |
| Total Number of Employees | 16 | 4 | 12 | | | | | | | 9 | 2 | 7 |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / New Brunswick

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| \$ 45,000 - \$49,999 | 1 | 1 | | | | | | | | | | |
| \$ 50,000 - \$59,999 | 2 | 2 | | | | | | | | | | |
| \$ 60,000 - \$69,999 | 4 | 3 | 1 | | | | | | | | | |
| \$ 70,000 - \$84,999 | 6 | 6 | | | | | | | | | | |
| \$ 85,000 - \$99,999 | 4 | 3 | 1 | | | | | | | | | |
| \$100,000 and over | 2 | 2 | | | | | | | | | | |
| Total Number of Employees | 19 | 17 | 2 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Manitoba

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| \$100,000 and over | 2 | 1 | 1 | | | | | | | | | |
| Total Number of Employees | 2 | 1 | 1 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / British Columbia

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| \$ 30,000 - \$34,999 | 1 | 1 | | | | | | | | | | |
| \$ 50,000 - \$59,999 | 3 | 2 | 1 | | | | | | | | | |
| \$ 60,000 - \$69,999 | 2 | | 2 | | | | | | | | | |
| \$ 70,000 - \$84,999 | 1 | 1 | | | | | 1 | 1 | | 1 | 1 | |
| \$ 85,000 - \$99,999 | 2 | 1 | 1 | | | | | | | 1 | 1 | |
| \$100,000 and over | 5 | 3 | 2 | | | | | | | | | |
| Total Number of Employees | 14 | 8 | 6 | | | | 1 | 1 | | 2 | 2 | |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Alberta

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| \$ 20,000 - \$24,999 | 1 | | 1 | | | | | | | | | |
| \$ 45,000 - \$49,999 | 1 | | 1 | | | | | | | | | |
| \$ 50,000 - \$59,999 | 2 | 1 | 1 | | | | | | | | | |
| \$ 60,000 - \$69,999 | 2 | | 2 | | | | | | | | | |
| \$ 70,000 - \$84,999 | 4 | 3 | 1 | | | | | | | 2 | 2 | |
| \$ 85,000 - \$99,999 | 1 | 1 | | | | | | | | | | |
| \$100,000 and over | 4 | 3 | 1 | | | | | | | | | |
| Total Number of Employees | 15 | 8 | 7 | | | | | | | 2 | 2 | |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 3 | | 3 | | | | | | | | | |
| Middle and Other Managers | 32 | 19 | 13 | | | | | | | 14 | 8 | 6 |
| Professionals | 125 | 76 | 49 | | | | 1 | 1 | | 59 | 36 | 23 |
| Semi-Professionals and Technicians | 3 | 1 | 2 | | | | | | | 1 | | 1 |
| Administrative and Senior Clerical Personnel | 7 | 1 | 6 | | | | | | | 2 | | 2 |
| Skilled Sales and Service Personnel | 2 | 1 | 1 | | | | | | | 2 | 1 | 1 |
| Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel | 38 | 21 | 17 | | | | | | | 15 | 6 | 9 |
| Total Number of Employees Hired | 211 | 119 | 92 | | | | 1 | 1 | | 93 | 51 | 42 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Temporary / National

Reporting Period 2016-07-01 to 2018-01-31

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|-----------------------------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 1 | | 1 | | | | | | | | | |
| Middle and Other Managers | 1 | | 1 | | | | | | | | | |
| Professionals | 20 | 13 | 7 | | | | | | | 13 | 9 | 4 |
| Semi-Professionals and Technicians | 1 | 1 | | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Intermediate Sales and Service Personnel | 40 | 14 | 26 | 1 | 1 | | | | | 27 | 8 | 19 |
| Total Number of Employees Hired | 64 | 28 | 36 | 1 | 1 | | | | | 41 | 17 | 24 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 3 | | 3 | | | | | | | | | |
| Middle and Other Managers | 31 | 19 | 12 | | | | | | | 14 | 8 | 6 |
| Professionals | 119 | 74 | 45 | | | | 1 | 1 | | 58 | 36 | 22 |
| Semi-Professionals and Technicians | 2 | 1 | 1 | | | | | | | 1 | | 1 |
| Administrative and Senior Clerical Personnel | 7 | 1 | 6 | | | | | | | 2 | | 2 |
| Skilled Sales and Service Personnel | 2 | 1 | 1 | | | | | | | 2 | 1 | 1 |
| Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel | 20 | 10 | 10 | | | | | | | 6 | 1 | 5 |
| Total Number of Employees Hired | 185 | 106 | 79 | | | | 1 | 1 | | 83 | 46 | 37 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Temporary / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|------------------------------------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 1 | | 1 | | | | | | | | | |
| Middle and Other Managers | 1 | | 1 | | | | | | | | | |
| Professionals | 18 | 13 | 5 | | | | | | | 13 | 9 | 4 |
| Semi-Professionals and Technicians | 1 | 1 | | | | | | | | | | |
| Intermediate Sales and Service Personnel | 6 | 1 | 5 | | | | | | | 3 | | 3 |
| Total Number of Employees Hired | 27 | 15 | 12 | | | | | | | 16 | 9 | 7 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Québec

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals | 6 | 2 | 4 | | | | | | | 1 | | 1 |
| Semi-Professionals and Technicians | 1 | | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel | 15 | 9 | 6 | | | | | | | 9 | 5 | 4 |
| Total Number of Employees Hired | 22 | 11 | 11 | | | | | | | 10 | 5 | 5 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Temporary / Québec

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals | 2 | | 2 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Intermediate Sales and Service Personnel | 34 | 13 | 21 | 1 | 1 | | | | | 24 | 8 | 16 |
| Total Number of Employees Hired | 37 | 13 | 24 | 1 | 1 | | | | | 25 | 8 | 17 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / New Brunswick

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Intermediate Sales and Service Personnel | 1 | 1 | | | | | | | | | | |
| Total Number of Employees Hired | 1 | 1 | | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Manitoba

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Intermediate Sales and Service Personnel | 1 | 1 | | | | | | | | | | |
| Total Number of Employees Hired | 1 | 1 | | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Alberta

Reporting Period 2016-07-01 to 2018-01-31

| 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 | | | | | | | | | |
| Intermediate Sales and Service Personnel | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Hired | 2 | | 2 | | | | | | | | | |



Carswell, A Division of Thomson Canada Ltd. (certificate # 061048)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 2 | 2 | | | | | | | | | | |
| Middle and Other Managers | 15 | 7 | 8 | | | | 1 | 1 | | 2 | 1 | 1 |
| Professionals | 14 | 7 | 7 | | | | 2 | 1 | 1 | 3 | 1 | 2 |
| Semi-Professionals and Technicians | 4 | 2 | 2 | | | | | | | 2 | 1 | 1 |
| Supervisors | 1 | 1 | | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Clerical Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Intermediate Sales and Service Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Total Number of Employees Promoted | 39 | 19 | 20 | | | | 3 | 2 | 1 | 10 | 3 | 7 |
| Total Number of Promotions | 39 | 19 | 20 | | | | 3 | 2 | 1 | 10 | 3 | 7 |



Carswell, A Division of Thomson Canada Ltd. (certificate # 061048)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Temporary / National
Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals | 2 | | 2 | | | | | | | 1 | | 1 |
| Intermediate Sales and Service Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Total Number of Employees Promoted | 3 | | 3 | | | | | | | 2 | | 2 |
| Total Number of Promotions | 3 | | 3 | | | | | | | 2 | | 2 |



Carswell, A Division of Thomson Canada Ltd. (certificate # 061048)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 1 | 1 | | | | | | | | | | |
| Middle and Other Managers | 15 | 7 | 8 | | | | 1 | 1 | | 2 | 1 | 1 |
| Professionals | 11 | 6 | 5 | | | | 2 | 1 | 1 | 3 | 1 | 2 |
| Semi-Professionals and Technicians | 3 | 1 | 2 | | | | | | | 2 | 1 | 1 |
| Supervisors | 1 | 1 | | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Clerical Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Total Number of Employees Promoted | 33 | 16 | 17 | | | | 3 | 2 | 1 | 9 | 3 | 6 |
| Total Number of Promotions | 33 | 16 | 17 | | | | 3 | 2 | 1 | 9 | 3 | 6 |



Carswell, A Division of Thomson Canada Ltd. (certificate # 061048)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Temporary / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals | 1 | | 1 | | | | | | | 1 | | 1 |
| Intermediate Sales and Service Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Total Number of Employees Promoted | 2 | | 2 | | | | | | | 2 | | 2 |
| Total Number of Promotions | 2 | | 2 | | | | | | | 2 | | 2 |



Carswell, A Division of Thomson Canada Ltd. (certificate # 061048)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Québec

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals | 3 | 1 | 2 | | | | | | | | | |
| Intermediate Sales and Service Personnel | 1 | | 1 | | | | | | 1 | | | 1 |
| Total Number of Employees Promoted | 4 | 1 | 3 | | | | | | 1 | | | 1 |
| Total Number of Promotions | 4 | 1 | 3 | | | | | | 1 | | | 1 |



Carswell, A Division of Thomson Canada Ltd. (certificate # 061048)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Temporary / Québec

Reporting Period 2016-07-01 to 2018-01-31

007628

| 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 |
| Professionals | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Promoted | 1 | | 1 | | | | | | | | | |
| Total Number of Promotions | 1 | | 1 | | | | | | | | | |



Carswell, A Division of Thomson Canada Ltd. (certificate # 061048)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / New Brunswick

Reporting Period 2016-07-01 to 2018-01-31

007629

| 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 |
| Semi-Professionals and Technicians | 1 | 1 | | | | | | | | | | |
| Total Number of Employees Promoted | 1 | 1 | | | | | | | | | | |
| Total Number of Promotions | 1 | 1 | | | | | | | | | | |



Carswell, A Division of Thomson Canada Ltd. (certificate # 061048)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Alberta

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 1 | 1 | | | | | | | | | | |
| Total Number of Employees Promoted | 1 | 1 | | | | | | | | | | |
| Total Number of Promotions | 1 | 1 | | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 3 | 2 | 1 | | | | | | | | | |
| Middle and Other Managers | 29 | 16 | 13 | | | | 1 | | 1 | 4 | 2 | 2 |
| Professionals | 73 | 34 | 39 | | | | 1 | | 1 | 24 | 12 | 12 |
| Semi-Professionals and Technicians | 7 | 1 | 6 | | | | | | | 4 | 1 | 3 |
| Supervisors | 5 | 3 | 2 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 4 | | 4 | | | | | | | 1 | | 1 |
| Skilled Sales and Service Personnel | 4 | 3 | 1 | | | | | | | 1 | | 1 |
| Clerical Personnel | 11 | 5 | 6 | 1 | | 1 | | | | 4 | 2 | 2 |
| Intermediate Sales and Service Personnel | 45 | 23 | 22 | | | | | | | 13 | 6 | 7 |
| Other Sales and Service Personnel | 4 | 3 | 1 | | | | | | | 1 | | 1 |
| Total Number of Employees Terminated | 185 | 90 | 95 | 1 | | 1 | 2 | | 2 | 52 | 23 | 29 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Terminated | 1 | | 1 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Temporary / National

Reporting Period 2016-07-01 to 2018-01-31

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|----------------------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 1 | | 1 | | | | | | | | | |
| Professionals | 28 | 16 | 12 | | | | | | | 15 | 10 | 5 |
| Semi-Professionals and Technicians | 2 | 1 | 1 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Clerical Personnel | 2 | 1 | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel | 35 | 15 | 20 | 1 | 1 | | | | | 21 | 8 | 13 |
| Other Sales and Service Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Total Number of Employees Terminated | 70 | 33 | 37 | 1 | 1 | | | | | 38 | 18 | 20 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 3 | 2 | 1 | | | | | | | | | |
| Middle and Other Managers | 25 | 16 | 9 | | | | | | | 3 | 2 | 1 |
| Professionals | 55 | 24 | 31 | | | | 1 | | 1 | 20 | 10 | 10 |
| Semi-Professionals and Technicians | 4 | 1 | 3 | | | | | | | 2 | 1 | 1 |
| Supervisors | 5 | 3 | 2 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 4 | | 4 | | | | | | | 1 | | 1 |
| Skilled Sales and Service Personnel | 4 | 3 | 1 | | | | | | | 1 | | 1 |
| Clerical Personnel | 9 | 5 | 4 | 1 | | 1 | | | | 4 | 2 | 2 |
| Intermediate Sales and Service Personnel | 28 | 13 | 15 | | | | | | | 8 | 4 | 4 |
| Other Sales and Service Personnel | 3 | 3 | | | | | | | | | | |
| Total Number of Employees Terminated | 140 | 70 | 70 | 1 | | 1 | 1 | | 1 | 39 | 19 | 20 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals | 1 | | 1 | | | | | | | | | |
| Total Number of Employees Terminated | 1 | | 1 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Temporary / Ontario

Reporting Period 2016-07-01 to 2018-01-31

| Occupational Group | All Employees | | | Aboriginal Peoples | | | Persons with Disabilities | | | Members of Visible Minorities | | |
|---------------------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
| | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Senior Managers | 1 | | 1 | | | | | | | | | |
| Professionals | 24 | 16 | 8 | | | | | | | 15 | 10 | 5 |
| Semi-Professionals and Technicians | 1 | 1 | | | | | | | | | | |
| Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel | 6 | 2 | 4 | | | | | | | 2 | | 2 |
| Other Sales and Service Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Total Number of Employees Terminated | 34 | 19 | 15 | | | | | | | 18 | 10 | 8 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Québec

Reporting Period 2016-07-01 to 2018-01-31

007637

| 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 | 2 | | 2 | | | | 1 | | 1 | 1 | | 1 |
| Professionals | 13 | 6 | 7 | | | | | | | 2 | 1 | 1 |
| Semi-Professionals and Technicians | 3 | | 3 | | | | | | | 2 | | 2 |
| Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel | 14 | 7 | 7 | | | | | | | 5 | 2 | 3 |
| Other Sales and Service Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Total Number of Employees Terminated | 34 | 13 | 21 | | | | 1 | | 1 | 11 | 3 | 8 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Temporary / Québec

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals | 4 | | 4 | | | | | | | | | |
| Semi-Professionals and Technicians | 1 | | 1 | | | | | | | | | |
| Administrative and Senior Clerical Personnel | 1 | | 1 | | | | | | | 1 | | 1 |
| Clerical Personnel | 1 | 1 | | | | | | | | | | |
| Intermediate Sales and Service Personnel | 29 | 13 | 16 | 1 | 1 | | | | | 19 | 8 | 11 |
| Total Number of Employees Terminated | 36 | 14 | 22 | 1 | 1 | | | | | 20 | 8 | 12 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / New Brunswick

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals | 2 | 2 | | | | | | | | | | |
| Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel | 1 | 1 | | | | | | | | | | |
| Total Number of Employees Terminated | 4 | 3 | 1 | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Manitoba

Reporting Period 2016-07-01 to 2018-01-31

007640

| 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 |
| Intermediate Sales and Service Personnel | 1 | 1 | | | | | | | | | | |
| Total Number of Employees Terminated | 1 | 1 | | | | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / British Columbia

Reporting Period 2016-07-01 to 2018-01-31

| 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 |
| Professionals | 1 | | 1 | | | | | | | 1 | | 1 |
| Intermediate Sales and Service Personnel | 1 | 1 | | | | | | | | | | |
| Total Number of Employees Terminated | 2 | 1 | 1 | | | | | | | 1 | | 1 |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Alberta

Reporting Period 2016-07-01 to 2018-01-31

| 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 | 2 | | 2 | | | | | | | | | |
| Professionals | 2 | 2 | | | | | | | | 1 | 1 | |
| Total Number of Employees Terminated | 4 | 2 | 2 | | | | | | | 1 | 1 | |



Workforce Analysis - Detailed Report

Date: 2018-01-31

Women

| Employment Equity Occupational Group | Internal Location | All Employees # | Representation | | Women Availability | | Gap # | Recruitment Area |
|--------------------------------------------------------------------------------|-------------------|--------------------|----------------|---------|-----------------------|-----|----------|------------------|
| | | | # | % | % | # | | |
| 01 : Senior Managers | National | 14 | 7 | 50.0 % | 27.4 % | 4 | 3 | National |
| 02 : Middle and Other Managers | National | 169 | 82 | 48.5 % | 38.9 % | 66 | 16 | National |
| 03 : Professionals | | 591 | 331 | 56.0 % | 43.8 % | 259 | 72 | |
| 1111 : Financial auditors and accountants | National | 5 | 1 | 20.0 % | 55.1 % | 3 | -2 | National |
| 1112 : Financial and investment analysts | National | 7 | 3 | 42.9 % | 50.1 % | 4 | -1 | National |
| 1121 : Human resources professionals | National | 5 | 3 | 60.0 % | 71.1 % | 4 | -1 | National |
| 1122 : Professional occupations in business management consulting | National | 3 | 1 | 33.3 % | 42.0 % | 1 | 0 | National |
| 1123 : Professional occupations in advertising, marketing and public relations | National | 3 | 1 | 33.3 % | 66.4 % | 2 | -1 | National |
| 2147 : Computer engineers (except software engineers and designers) | National | 5 | 1 | 20.0 % | 12.6 % | 1 | 0 | National |
| 2148 : Other professional engineers, n.e.c. | National | 1 | 1 | 100.0 % | 15.8 % | 0 | 1 | National |
| 2161 : Mathematicians, statisticians and actuaries | National | 1 | 0 | 0.0 % | 46.7 % | 0 | 0 | National |
| 2171 : Information systems analysts and consultants | National | 60 | 27 | 45.0 % | 28.3 % | 17 | 10 | National |
| 2172 : Database analysts and data administrators | National | 17 | 7 | 41.2 % | 35.2 % | 6 | 1 | National |
| 2173 : Software engineers and designers | National | 68 | 13 | 19.1 % | 17.4 % | 12 | 1 | National |
| 2174 : Computer programmers and interactive media developers | National | 73 | 33 | 45.2 % | 17.9 % | 13 | 20 | National |
| 2175 : Web designers and developers | National | 6 | 4 | 66.7 % | 32.9 % | 2 | 2 | National |
| 4021 : College and other vocational instructors | National | 19 | 13 | 68.4 % | 53.8 % | 10 | 3 | National |
| 4112 : Lawyers and Quebec notaries | National | 3 | 1 | 33.3 % | 42.5 % | 1 | 0 | National |
| 4131 : NOC 2006 - College and Other Vocational Instructors | National | 4 | 4 | 100.0 % | 55.0 % | 2 | 2 | National |
| 4162 : Economists and economic policy researchers and analysts | National | 1 | 0 | 0.0 % | 42.3 % | 0 | 0 | National |
| 4163 : Business development officers and marketing researchers and consultants | National | 35 | 28 | 80.0 % | 50.7 % | 18 | 10 | National |
| 5111 : Librarians | National | 1 | 1 | 100.0 % | 83.1 % | 1 | 0 | National |
| 5121 : Authors and writers | National | 85 | 62 | 72.9 % | 54.9 % | 47 | 15 | National |
| 5122 : Editors | National | 156 | 111 | 71.2 % | 62.7 % | 98 | 13 | National |



Workforce Analysis - Detailed Report

Date: 2018-01-31

Women

| Employment Equity Occupational Group | Internal Location | All Employees # | Representation | | Women Availability | | Gap # | Recruitment Area |
|----------------------------------------------------------------|-------------------|--------------------|----------------|---------|-----------------------|----|----------|------------------|
| | | | # | % | % | # | | |
| 5123 : Journalists | National | 25 | 11 | 44.0 % | 47.1 % | 12 | -1 | National |
| 5125 : Translators, terminologists and interpreters | National | 8 | 5 | 62.5 % | 69.9 % | 6 | -1 | National |
| 04 : Semi-Professionals and Technicians | | 42 | 15 | 35.7 % | 33.5 % | 14 | 1 | |
| 2281 : Computer network technicians | Ontario | 1 | 1 | 100.0 % | 20.8 % | 0 | 1 | Ontario |
| 2282 : User support technicians | Alberta | 2 | 0 | 0.0 % | 26.7 % | 1 | -1 | Alberta |
| 2282 : User support technicians | New Brunswick | 3 | 0 | 0.0 % | 33.0 % | 1 | -1 | New Brunswick |
| 2282 : User support technicians | Ontario | 7 | 0 | 0.0 % | 24.2 % | 2 | -2 | Ontario |
| 2282 : User support technicians | Québec | 9 | 3 | 33.3 % | 19.6 % | 2 | 1 | Québec |
| 4211 : Paralegal and related occupations | Ontario | 2 | 1 | 50.0 % | 82.0 % | 2 | -1 | Ontario |
| 5223 : Graphic arts technicians | Ontario | 7 | 3 | 42.9 % | 32.2 % | 2 | 1 | Ontario |
| 5241 : Graphic designers and illustrators | Ontario | 8 | 4 | 50.0 % | 44.9 % | 4 | 0 | Ontario |
| 5241 : Graphic designers and illustrators | Québec | 3 | 3 | 100.0 % | 47.2 % | 1 | 2 | Québec |
| 05 : Supervisors | | 35 | 28 | 80.0 % | 52.7 % | 18 | 10 | |
| Employment Equity Occupational Group | Montréal | 6 | 4 | 66.7 % | 50.8 % | 3 | 1 | Montréal |
| Employment Equity Occupational Group | Toronto | 29 | 24 | 82.8 % | 53.0 % | 15 | 9 | Toronto |
| 06 : Supervisors: Crafts and Trades | | 2 | 0 | 0.0 % | 9.3 % | 0 | 0 | |
| 7216 : NOC 2006 - Contractors and Supervisors, Mechanic Trades | Ontario | 1 | 0 | 0.0 % | 13.0 % | 0 | 0 | Ontario |
| 7301 : Contractors and supervisors, mechanic trades | Ontario | 1 | 0 | 0.0 % | 5.5 % | 0 | 0 | Ontario |
| 07 : Administrative and Senior Clerical Personnel | | 15 | 13 | 86.7 % | 80.1 % | 12 | 1 | |
| Employment Equity Occupational Group | Toronto | 15 | 13 | 86.7 % | 80.1 % | 12 | 1 | Toronto |
| 08 : Skilled Sales and Service Personnel | | 11 | 5 | 45.5 % | 28.8 % | 3 | 2 | |
| 6221 : Technical sales specialists - wholesale trade | Ontario | 10 | 4 | 40.0 % | 28.7 % | 3 | 1 | Ontario |
| 6221 : Technical sales specialists - wholesale trade | Québec | 1 | 1 | 100.0 % | 29.1 % | 0 | 1 | Québec |
| 10 : Clerical Personnel | | 123 | 91 | 74.0 % | 64.8 % | 80 | 11 | |



Workforce Analysis - Detailed Report

Date: 2018-01-31

Women

| Employment Equity Occupational Group | Internal Location | All Employees # | Representation | | Women Availability | | Gap # | Recruitment Area |
|------------------------------------------------------|-------------------|--------------------|----------------|---------------|-----------------------|------------|----------|------------------|
| | | | # | % | % | # | | |
| Employment Equity Occupational Group | Calgary | 1 | 1 | 100.0 % | 70.2 % | 1 | 0 | Calgary |
| Employment Equity Occupational Group | Moncton | 2 | 0 | 0.0 % | 62.4 % | 1 | -1 | Moncton |
| Employment Equity Occupational Group | Montréal | 22 | 20 | 90.9 % | 62.5 % | 14 | 6 | Montréal |
| Employment Equity Occupational Group | Thunder Bay | 1 | 1 | 100.0 % | 75.1 % | 1 | 0 | Thunder Bay |
| Employment Equity Occupational Group | Toronto | 97 | 69 | 71.1 % | 65.2 % | 63 | 6 | Toronto |
| 11 : Intermediate Sales and Service Personnel | | 219 | 142 | 64.8 % | 63.5 % | 139 | 3 | |
| Employment Equity Occupational Group | B.C. less CMAs | 1 | 0 | 0.0 % | 72.4 % | 1 | -1 | B.C. less CMAs |
| Employment Equity Occupational Group | Calgary | 5 | 2 | 40.0 % | 66.1 % | 3 | -1 | Calgary |
| Employment Equity Occupational Group | London | 2 | 2 | 100.0 % | 65.9 % | 1 | 1 | London |
| Employment Equity Occupational Group | Moncton | 1 | 0 | 0.0 % | 63.9 % | 1 | -1 | Moncton |
| Employment Equity Occupational Group | Montréal | 56 | 33 | 58.9 % | 61.8 % | 35 | -2 | Montréal |
| Employment Equity Occupational Group | Que. less CMAs | 1 | 1 | 100.0 % | 70.2 % | 1 | 0 | Que. less CMAs |
| Employment Equity Occupational Group | Toronto | 151 | 103 | 68.2 % | 63.9 % | 96 | 7 | Toronto |
| Employment Equity Occupational Group | Vancouver | 1 | 0 | 0.0 % | 64.2 % | 1 | -1 | Vancouver |
| Employment Equity Occupational Group | Winnipeg | 1 | 1 | 100.0 % | 65.5 % | 1 | 0 | Winnipeg |
| 12 : Semi-Skilled Manual Workers | | 1 | 0 | 0.0 % | 22.0 % | 0 | 0 | |
| Employment Equity Occupational Group | Toronto | 1 | 0 | 0.0 % | 22.0 % | 0 | 0 | Toronto |
| 13 : Other Sales and Service Personnel | | 14 | 8 | 57.1 % | 54.5 % | 8 | 0 | |
| Employment Equity Occupational Group | B.C. less CMAs | 1 | 0 | 0.0 % | 63.2 % | 1 | -1 | B.C. less CMAs |
| Employment Equity Occupational Group | Calgary | 1 | 1 | 100.0 % | 56.3 % | 1 | 0 | Calgary |
| Employment Equity Occupational Group | Montréal | 5 | 3 | 60.0 % | 51.1 % | 3 | 0 | Montréal |
| Employment Equity Occupational Group | Toronto | 7 | 4 | 57.1 % | 55.5 % | 4 | 0 | Toronto |



Workforce Analysis - Detailed Report

Date: 2018-01-31

Women

| Employment Equity Occupational Group | Internal Location | Women | | | | | Recruitment Area |
|--------------------------------------|-------------------|--------------------|---------------------|---------------------|-------------------|-------------------|------------------|
| | | All Employees # | Representation # | Representation % | Availability % | Availability # | |
| Total | | 1236 | 722 | 58.4 % | 48.8 % | 603 | 119 |

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-01-31

Aboriginal Peoples

| Employment Equity Occupational Group | Internal Location | All Employees # | Aboriginal Peoples | | | Gap # | Recruitment Area | |
|--------------------------------------------------------------------------------|-------------------|--------------------|---------------------|---------------------|-------------------|----------|------------------|----------|
| | | | Representation # | Representation % | Availability % | | | |
| 01 : Senior Managers | National | 14 | 0 | 0.0 % | 2.9 % | 0 | National | |
| 02 : Middle and Other Managers | National | 169 | 0 | 0.0 % | 2.2 % | 4 | -4 | National |
| 03 : Professionals | | 591 | 2 | 0.3 % | 1.5 % | 9 | -7 | |
| 1111 : Financial auditors and accountants | National | 5 | 0 | 0.0 % | 1.3 % | 0 | 0 | National |
| 1112 : Financial and investment analysts | National | 7 | 0 | 0.0 % | 0.9 % | 0 | 0 | National |
| 1121 : Human resources professionals | National | 5 | 0 | 0.0 % | 2.7 % | 0 | 0 | National |
| 1122 : Professional occupations in business management consulting | National | 3 | 0 | 0.0 % | 1.6 % | 0 | 0 | National |
| 1123 : Professional occupations in advertising, marketing and public relations | National | 3 | 0 | 0.0 % | 2.1 % | 0 | 0 | National |
| 2147 : Computer engineers (except software engineers and designers) | National | 5 | 0 | 0.0 % | 0.9 % | 0 | 0 | National |
| 2148 : Other professional engineers, n.e.c. | National | 1 | 0 | 0.0 % | 1.0 % | 0 | 0 | National |
| 2161 : Mathematicians, statisticians and actuaries | National | 1 | 0 | 0.0 % | 1.0 % | 0 | 0 | National |
| 2171 : Information systems analysts and consultants | National | 60 | 0 | 0.0 % | 1.1 % | 1 | -1 | National |
| 2172 : Database analysts and data administrators | National | 17 | 0 | 0.0 % | 1.3 % | 0 | 0 | National |
| 2173 : Software engineers and designers | National | 68 | 0 | 0.0 % | 0.6 % | 0 | 0 | National |
| 2174 : Computer programmers and interactive media developers | National | 73 | 0 | 0.0 % | 1.0 % | 1 | -1 | National |
| 2175 : Web designers and developers | National | 6 | 0 | 0.0 % | 1.5 % | 0 | 0 | National |
| 4021 : College and other vocational instructors | National | 19 | 1 | 5.3 % | 2.4 % | 0 | 1 | National |
| 4112 : Lawyers and Quebec notaries | National | 3 | 0 | 0.0 % | 1.6 % | 0 | 0 | National |
| 4131 : NOC 2006 - College and Other Vocational Instructors | National | 4 | 0 | 0.0 % | 2.1 % | 0 | 0 | National |
| 4162 : Economists and economic policy researchers and analysts | National | 1 | 0 | 0.0 % | 1.2 % | 0 | 0 | National |
| 4163 : Business development officers and marketing researchers and consultants | National | 35 | 0 | 0.0 % | 2.0 % | 1 | -1 | National |
| 5111 : Librarians | National | 1 | 0 | 0.0 % | 2.0 % | 0 | 0 | National |
| 5121 : Authors and writers | National | 85 | 0 | 0.0 % | 1.9 % | 2 | -2 | National |
| 5122 : Editors | National | 156 | 1 | 0.6 % | 1.6 % | 2 | -1 | National |



Workforce Analysis - Detailed Report

Date: 2018-01-31

Aboriginal Peoples

| Employment Equity Occupational Group | Internal Location | All Employees # | Aboriginal Peoples | | Availability % | Gap # | Recruitment Area |
|----------------------------------------------------------------|-------------------|--------------------|---------------------|---------------------|-------------------|----------|------------------|
| | | | Representation # | Representation % | | | |
| 5123 : Journalists | National | 25 | 0 | 0.0 % | 2.0 % | 1 | National |
| 5125 : Translators, terminologists and interpreters | National | 8 | 0 | 0.0 % | 2.9 % | 0 | National |
| 04 : Semi-Professionals and Technicians | | 42 | 0 | 0.0 % | 1.9 % | 1 | |
| 2281 : Computer network technicians | Ontario | 1 | 0 | 0.0 % | 1.4 % | 0 | Ontario |
| 2282 : User support technicians | Alberta | 2 | 0 | 0.0 % | 3.8 % | 0 | Alberta |
| 2282 : User support technicians | New Brunswick | 3 | 0 | 0.0 % | 4.2 % | 0 | New Brunswick |
| 2282 : User support technicians | Ontario | 7 | 0 | 0.0 % | 1.6 % | 0 | Ontario |
| 2282 : User support technicians | Québec | 9 | 0 | 0.0 % | 1.3 % | 0 | Québec |
| 4211 : Paralegal and related occupations | Ontario | 2 | 0 | 0.0 % | 1.5 % | 0 | Ontario |
| 5223 : Graphic arts technicians | Ontario | 7 | 0 | 0.0 % | 2.4 % | 0 | Ontario |
| 5241 : Graphic designers and illustrators | Ontario | 8 | 0 | 0.0 % | 1.6 % | 0 | Ontario |
| 5241 : Graphic designers and illustrators | Québec | 3 | 0 | 0.0 % | 1.2 % | 0 | Québec |
| 05 : Supervisors | | 35 | 0 | 0.0 % | 1.0 % | 0 | |
| Employment Equity Occupational Group | Montréal | 6 | 0 | 0.0 % | 0.8 % | 0 | Montréal |
| Employment Equity Occupational Group | Toronto | 29 | 0 | 0.0 % | 1.0 % | 0 | Toronto |
| 06 : Supervisors: Crafts and Trades | | 2 | 0 | 0.0 % | 2.1 % | 0 | |
| 7216 : NOC 2006 - Contractors and Supervisors, Mechanic Trades | Ontario | 1 | 0 | 0.0 % | 2.3 % | 0 | Ontario |
| 7301 : Contractors and supervisors, mechanic trades | Ontario | 1 | 0 | 0.0 % | 1.8 % | 0 | Ontario |
| 07 : Administrative and Senior Clerical Personnel | | 15 | 0 | 0.0 % | 0.8 % | 0 | |
| Employment Equity Occupational Group | Toronto | 15 | 0 | 0.0 % | 0.8 % | 0 | Toronto |
| 08 : Skilled Sales and Service Personnel | | 11 | 0 | 0.0 % | 1.0 % | 0 | |
| 6221 : Technical sales specialists - wholesale trade | Ontario | 10 | 0 | 0.0 % | 1.0 % | 0 | Ontario |
| 6221 : Technical sales specialists - wholesale trade | Québec | 1 | 0 | 0.0 % | 1.0 % | 0 | Québec |
| 10 : Clerical Personnel | | 123 | 2 | 1.6 % | 0.8 % | 1 | |



Workforce Analysis - Detailed Report

Date: 2018-01-31

Aboriginal Peoples

| Employment Equity Occupational Group | Internal Location | All Employees # | Aboriginal Peoples Representation | | Aboriginal Peoples Availability | | Gap # | Recruitment Area |
|------------------------------------------------------|-------------------|--------------------|--------------------------------------|--------------|------------------------------------|----------|-----------|------------------|
| | | | # | % | % | # | | |
| Employment Equity Occupational Group | Calgary | 1 | 0 | 0.0 % | 3.0 % | 0 | 0 | Calgary |
| Employment Equity Occupational Group | Moncton | 2 | 0 | 0.0 % | 2.0 % | 0 | 0 | Moncton |
| Employment Equity Occupational Group | Montréal | 22 | 0 | 0.0 % | 0.8 % | 0 | 0 | Montréal |
| Employment Equity Occupational Group | Thunder Bay | 1 | 0 | 0.0 % | 7.5 % | 0 | 0 | Thunder Bay |
| Employment Equity Occupational Group | Toronto | 97 | 2 | 2.1 % | 0.7 % | 1 | 1 | Toronto |
| 11 : Intermediate Sales and Service Personnel | | 219 | 0 | 0.0 % | 0.9 % | 2 | -2 | |
| Employment Equity Occupational Group | B.C. less CMAs | 1 | 0 | 0.0 % | 9.6 % | 0 | 0 | B.C. less CMAs |
| Employment Equity Occupational Group | Calgary | 5 | 0 | 0.0 % | 2.5 % | 0 | 0 | Calgary |
| Employment Equity Occupational Group | London | 2 | 0 | 0.0 % | 1.4 % | 0 | 0 | London |
| Employment Equity Occupational Group | Moncton | 1 | 0 | 0.0 % | 1.4 % | 0 | 0 | Moncton |
| Employment Equity Occupational Group | Montréal | 56 | 0 | 0.0 % | 0.9 % | 1 | -1 | Montréal |
| Employment Equity Occupational Group | Que. less CMAs | 1 | 0 | 0.0 % | 3.1 % | 0 | 0 | Que. less CMAs |
| Employment Equity Occupational Group | Toronto | 151 | 0 | 0.0 % | 0.6 % | 1 | -1 | Toronto |
| Employment Equity Occupational Group | Vancouver | 1 | 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 | | 1 | 0 | 0.0 % | 0.7 % | 0 | 0 | |
| Employment Equity Occupational Group | Toronto | 1 | 0 | 0.0 % | 0.7 % | 0 | 0 | Toronto |
| 13 : Other Sales and Service Personnel | | 14 | 0 | 0.0 % | 1.8 % | 0 | 0 | |
| Employment Equity Occupational Group | B.C. less CMAs | 1 | 0 | 0.0 % | 12.7 % | 0 | 0 | B.C. less CMAs |
| Employment Equity Occupational Group | Calgary | 1 | 0 | 0.0 % | 3.1 % | 0 | 0 | Calgary |
| Employment Equity Occupational Group | Montréal | 5 | 0 | 0.0 % | 0.8 % | 0 | 0 | Montréal |
| Employment Equity Occupational Group | Toronto | 7 | 0 | 0.0 % | 0.8 % | 0 | 0 | Toronto |



Workforce Analysis - Detailed Report

Date: 2018-01-31

Aboriginal Peoples

| Employment Equity Occupational Group | Internal Location | All Employees # | Aboriginal Peoples | | | Recruitment Area |
|--------------------------------------|-------------------|--------------------|---------------------|-------------------|----------|------------------|
| | | | Representation # | Availability % | Gap # | |
| Total | | 1236 | 4 | 0.3 % | 17 | -13 |

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-01-31

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 | 14 | 3 | 21.4 % | 10.1 % | 1 | 2 | National |
| 02 : Middle and Other Managers | National | 169 | 32 | 18.9 % | 15.0 % | 25 | 7 | National |
| 03 : Professionals | | 591 | 173 | 29.3 % | 22.1 % | 131 | 42 | |
| 1111 : Financial auditors and accountants | National | 5 | 1 | 20.0 % | 27.5 % | 1 | 0 | National |
| 1112 : Financial and investment analysts | National | 7 | 3 | 42.9 % | 35.4 % | 2 | 1 | National |
| 1121 : Human resources professionals | National | 5 | 1 | 20.0 % | 14.1 % | 1 | 0 | National |
| 1122 : Professional occupations in business management consulting | National | 3 | 1 | 33.3 % | 21.6 % | 1 | 0 | National |
| 1123 : Professional occupations in advertising, marketing and public relations | National | 3 | 2 | 66.7 % | 16.9 % | 1 | 1 | National |
| 2147 : Computer engineers (except software engineers and designers) | National | 5 | 2 | 40.0 % | 38.2 % | 2 | 0 | National |
| 2148 : Other professional engineers, n.e.c. | National | 1 | 0 | 0.0 % | 27.3 % | 0 | 0 | National |
| 2161 : Mathematicians, statisticians and actuaries | National | 1 | 0 | 0.0 % | 27.7 % | 0 | 0 | National |
| 2171 : Information systems analysts and consultants | National | 60 | 26 | 43.3 % | 31.4 % | 19 | 7 | National |
| 2172 : Database analysts and data administrators | National | 17 | 8 | 47.1 % | 32.3 % | 5 | 3 | National |
| 2173 : Software engineers and designers | National | 68 | 33 | 48.5 % | 40.5 % | 28 | 5 | National |
| 2174 : Computer programmers and interactive media developers | National | 73 | 25 | 34.2 % | 31.5 % | 23 | 2 | National |
| 2175 : Web designers and developers | National | 6 | 2 | 33.3 % | 22.8 % | 1 | 1 | National |
| 4021 : College and other vocational instructors | National | 19 | 2 | 10.5 % | 13.4 % | 3 | -1 | National |
| 4112 : Lawyers and Quebec notaries | National | 3 | 1 | 33.3 % | 12.5 % | 0 | 1 | National |
| 4131 : NOC 2006 - College and Other Vocational Instructors | National | 4 | 1 | 25.0 % | 19.9 % | 1 | 0 | National |
| 4162 : Economists and economic policy researchers and analysts | National | 1 | 0 | 0.0 % | 26.3 % | 0 | 0 | National |
| 4163 : Business development officers and marketing researchers and consultants | National | 35 | 11 | 31.4 % | 21.9 % | 8 | 3 | National |
| 5111 : Librarians | National | 1 | 1 | 100.0 % | 11.9 % | 0 | 1 | National |
| 5121 : Authors and writers | National | 85 | 9 | 10.6 % | 10.7 % | 9 | 0 | National |
| 5122 : Editors | National | 156 | 37 | 23.7 % | 13.2 % | 21 | 16 | National |



Workforce Analysis - Detailed Report

Date: 2018-01-31

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 |
|----------------------------------------------------------------|-------------------|--------------------|-------------------------------------------------|--------|-----------------------------------------------|----|----------|------------------|
| | | | # | % | % | # | | |
| 5123 : Journalists | National | 25 | 3 | 12.0 % | 12.2 % | 3 | 0 | National |
| 5125 : Translators, terminologists and interpreters | National | 8 | 4 | 50.0 % | 22.2 % | 2 | 2 | National |
| 04 : Semi-Professionals and Technicians | | 42 | 12 | 28.6 % | 22.7 % | 10 | 2 | |
| 2281 : Computer network technicians | Ontario | 1 | 0 | 0.0 % | 34.1 % | 0 | 0 | Ontario |
| 2282 : User support technicians | Alberta | 2 | 1 | 50.0 % | 28.2 % | 1 | 0 | Alberta |
| 2282 : User support technicians | New Brunswick | 3 | 0 | 0.0 % | 3.0 % | 0 | 0 | New Brunswick |
| 2282 : User support technicians | Ontario | 7 | 2 | 28.6 % | 35.9 % | 3 | -1 | Ontario |
| 2282 : User support technicians | Québec | 9 | 4 | 44.4 % | 18.2 % | 2 | 2 | Québec |
| 4211 : Paralegal and related occupations | Ontario | 2 | 1 | 50.0 % | 22.3 % | 0 | 1 | Ontario |
| 5223 : Graphic arts technicians | Ontario | 7 | 1 | 14.3 % | 24.0 % | 2 | -1 | Ontario |
| 5241 : Graphic designers and illustrators | Ontario | 8 | 3 | 37.5 % | 24.0 % | 2 | 1 | Ontario |
| 5241 : Graphic designers and illustrators | Québec | 3 | 0 | 0.0 % | 11.2 % | 0 | 0 | Québec |
| 05 : Supervisors | | 35 | 9 | 25.7 % | 40.8 % | 14 | -5 | |
| Employment Equity Occupational Group | Montréal | 6 | 0 | 0.0 % | 16.7 % | 1 | -1 | Montréal |
| Employment Equity Occupational Group | Toronto | 29 | 9 | 31.0 % | 45.8 % | 13 | -4 | Toronto |
| 06 : Supervisors: Crafts and Trades | | 2 | 0 | 0.0 % | 14.6 % | 0 | 0 | |
| 7216 : NOC 2006 - Contractors and Supervisors, Mechanic Trades | Ontario | 1 | 0 | 0.0 % | 14.6 % | 0 | 0 | Ontario |
| 7301 : Contractors and supervisors, mechanic trades | Ontario | 1 | 0 | 0.0 % | 14.5 % | 0 | 0 | Ontario |
| 07 : Administrative and Senior Clerical Personnel | | 15 | 3 | 20.0 % | 37.3 % | 6 | -3 | |
| Employment Equity Occupational Group | Toronto | 15 | 3 | 20.0 % | 37.3 % | 6 | -3 | Toronto |
| 08 : Skilled Sales and Service Personnel | | 11 | 5 | 45.5 % | 19.6 % | 2 | 3 | |
| 6221 : Technical sales specialists - wholesale trade | Ontario | 10 | 5 | 50.0 % | 20.8 % | 2 | 3 | Ontario |
| 6221 : Technical sales specialists - wholesale trade | Québec | 1 | 0 | 0.0 % | 8.5 % | 0 | 0 | Québec |
| 10 : Clerical Personnel | | 123 | 32 | 26.0 % | 41.3 % | 51 | -19 | |



Workforce Analysis - Detailed Report

Date: 2018-01-31

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 | Calgary | 1 | 0 | 0.0 % | 24.3 % | 0 | 0 | Calgary |
| Employment Equity Occupational Group | Moncton | 2 | 0 | 0.0 % | 1.5 % | 0 | 0 | Moncton |
| Employment Equity Occupational Group | Montréal | 22 | 1 | 4.5 % | 17.4 % | 4 | -3 | Montréal |
| Employment Equity Occupational Group | Thunder Bay | 1 | 0 | 0.0 % | 2.1 % | 0 | 0 | Thunder Bay |
| Employment Equity Occupational Group | Toronto | 97 | 31 | 32.0 % | 48.1 % | 47 | -16 | Toronto |
| 11 : Intermediate Sales and Service Personnel | | 219 | 58 | 26.5 % | 40.6 % | 89 | -31 | |
| Employment Equity Occupational Group | B.C. less CMAs | 1 | 0 | 0.0 % | 5.3 % | 0 | 0 | B.C. less CMAs |
| Employment Equity Occupational Group | Calgary | 5 | 1 | 20.0 % | 29.7 % | 1 | 0 | Calgary |
| Employment Equity Occupational Group | London | 2 | 0 | 0.0 % | 12.5 % | 0 | 0 | London |
| Employment Equity Occupational Group | Moncton | 1 | 0 | 0.0 % | 4.1 % | 0 | 0 | Moncton |
| Employment Equity Occupational Group | Montréal | 56 | 22 | 39.3 % | 22.2 % | 12 | 10 | Montréal |
| Employment Equity Occupational Group | Que. less CMAs | 1 | 0 | 0.0 % | 0.9 % | 0 | 0 | Que. less CMAs |
| Employment Equity Occupational Group | Toronto | 151 | 35 | 23.2 % | 48.9 % | 74 | -39 | Toronto |
| Employment Equity Occupational Group | Vancouver | 1 | 0 | 0.0 % | 47.5 % | 0 | 0 | Vancouver |
| Employment Equity Occupational Group | Winnipeg | 1 | 0 | 0.0 % | 23.2 % | 0 | 0 | Winnipeg |
| 12 : Semi-Skilled Manual Workers | | 1 | 0 | 0.0 % | 57.5 % | 1 | -1 | |
| Employment Equity Occupational Group | Toronto | 1 | 0 | 0.0 % | 57.5 % | 1 | -1 | Toronto |
| 13 : Other Sales and Service Personnel | | 14 | 4 | 28.6 % | 38.6 % | 5 | -1 | |
| Employment Equity Occupational Group | B.C. less CMAs | 1 | 0 | 0.0 % | 6.9 % | 0 | 0 | B.C. less CMAs |
| Employment Equity Occupational Group | Calgary | 1 | 0 | 0.0 % | 43.4 % | 0 | 0 | Calgary |
| Employment Equity Occupational Group | Montréal | 5 | 1 | 20.0 % | 24.3 % | 1 | 0 | Montréal |
| Employment Equity Occupational Group | Toronto | 7 | 3 | 42.9 % | 52.7 % | 4 | -1 | Toronto |



Workforce Analysis - Detailed Report

Date: 2018-01-31

Members of Visible Minorities

| Employment Equity Occupational Group | Internal Location | Members of Visible Minorities | | | | | Recruitment Area |
|--------------------------------------|-------------------|-------------------------------|---------------------|--------|-------------------|----------|------------------|
| | | All Employees # | Representation # | % | Availability % | Gap # | |
| Total | | 1236 | 331 | 26.8 % | 27.1 % | 335 | -4 |

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-01-31

Persons with Disabilities

| Employment Equity Occupational Group | Internal Location | All Employees # | Persons with Disabilities Representation | | Persons with Disabilities Availability | | Gap # | Recruitment Area |
|---------------------------------------------------|-------------------|--------------------|---------------------------------------------|--------------|-------------------------------------------|-----------|------------|------------------|
| | | | # | % | % | # | | |
| 01/02 : Managers | National | 183 | 2 | 1.1 % | 4.3 % | 8 | -6 | National |
| 03 : Professionals | National | 591 | 7 | 1.2 % | 3.8 % | 22 | -15 | National |
| 04 : Semi-Professionals and Technicians | National | 42 | 0 | 0.0 % | 4.6 % | 2 | -2 | National |
| 05 : Supervisors | National | 35 | 1 | 2.9 % | 13.9 % | 5 | -4 | National |
| 06 : Supervisors: Crafts and Trades | National | 2 | 0 | 0.0 % | 7.8 % | 0 | 0 | National |
| 07 : Administrative and Senior Clerical Personnel | National | 15 | 1 | 6.7 % | 3.4 % | 1 | 0 | National |
| 08 : Skilled Sales and Service Personnel | National | 11 | 1 | 9.1 % | 3.5 % | 0 | 1 | National |
| 10 : Clerical Personnel | National | 123 | 0 | 0.0 % | 7.0 % | 9 | -9 | National |
| 11 : Intermediate Sales and Service Personnel | National | 219 | 1 | 0.5 % | 5.6 % | 12 | -11 | National |
| 12 : Semi-Skilled Manual Workers | National | 1 | 1 | 100.0 % | 4.8 % | 0 | 1 | National |
| 13 : Other Sales and Service Personnel | National | 14 | 1 | 7.1 % | 6.3 % | 1 | 0 | National |
| Total | | 1236 | 15 | 1.2 % | 4.9 % | 60 | -45 | |

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-01-31

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 |
| 13 : Other Sales and Service Personnel | EEOG | CMA |



Workforce Analysis - Detailed Report

Date: 2018-01-31

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 |
| 13 : Other Sales and Service Personnel | EEOG | National |



Workforce Analysis - Summary Report

Date: 2018-01-31

Women

| Employment Equity Occupational Group | All Employees # | Representation | | Women Availability | | Gap # |
|---------------------------------------------------|--------------------|----------------|---------------|-----------------------|------------|------------|
| | | # | % | % | # | |
| 01 : Senior Managers | 14 | 7 | 50.0 % | 27.4 % | 4 | 3 |
| 02 : Middle and Other Managers | 169 | 82 | 48.5 % | 38.9 % | 66 | 16 |
| 03 : Professionals | 591 | 331 | 56.0 % | 43.8 % | 259 | 72 |
| 04 : Semi-Professionals and Technicians | 42 | 15 | 35.7 % | 33.5 % | 14 | 1 |
| 05 : Supervisors | 35 | 28 | 80.0 % | 52.7 % | 18 | 10 |
| 06 : Supervisors: Crafts and Trades | 2 | 0 | 0.0 % | 9.3 % | 0 | 0 |
| 07 : Administrative and Senior Clerical Personnel | 15 | 13 | 86.7 % | 80.1 % | 12 | 1 |
| 08 : Skilled Sales and Service Personnel | 11 | 5 | 45.5 % | 28.8 % | 3 | 2 |
| 10 : Clerical Personnel | 123 | 91 | 74.0 % | 64.8 % | 80 | 11 |
| 11 : Intermediate Sales and Service Personnel | 219 | 142 | 64.8 % | 63.5 % | 139 | 3 |
| 12 : Semi-Skilled Manual Workers | 1 | 0 | 0.0 % | 22.0 % | 0 | 0 |
| 13 : Other Sales and Service Personnel | 14 | 8 | 57.1 % | 54.5 % | 8 | 0 |
| Total | 1236 | 722 | 58.4 % | 48.8 % | 603 | 119 |

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-01-31

Aboriginal Peoples

| Employment Equity Occupational Group | Aboriginal Peoples | | | | | |
|---------------------------------------------------|--------------------|----------------|--------------|--------------|-----------|------------|
| | All Employees | Representation | | Availability | | Gap |
| | # | # | % | % | # | # |
| 01 : Senior Managers | 14 | 0 | 0.0 % | 2.9 % | 0 | 0 |
| 02 : Middle and Other Managers | 169 | 0 | 0.0 % | 2.2 % | 4 | -4 |
| 03 : Professionals | 591 | 2 | 0.3 % | 1.5 % | 9 | -7 |
| 04 : Semi-Professionals and Technicians | 42 | 0 | 0.0 % | 1.9 % | 1 | -1 |
| 05 : Supervisors | 35 | 0 | 0.0 % | 1.0 % | 0 | 0 |
| 06 : Supervisors: Crafts and Trades | 2 | 0 | 0.0 % | 2.1 % | 0 | 0 |
| 07 : Administrative and Senior Clerical Personnel | 15 | 0 | 0.0 % | 0.8 % | 0 | 0 |
| 08 : Skilled Sales and Service Personnel | 11 | 0 | 0.0 % | 1.0 % | 0 | 0 |
| 10 : Clerical Personnel | 123 | 2 | 1.6 % | 0.8 % | 1 | 1 |
| 11 : Intermediate Sales and Service Personnel | 219 | 0 | 0.0 % | 0.9 % | 2 | -2 |
| 12 : Semi-Skilled Manual Workers | 1 | 0 | 0.0 % | 0.7 % | 0 | 0 |
| 13 : Other Sales and Service Personnel | 14 | 0 | 0.0 % | 1.8 % | 0 | 0 |
| Total | 1236 | 4 | 0.3 % | 1.4 % | 17 | -13 |

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-01-31

Members of Visible Minorities

| Employment Equity Occupational Group | Members of Visible Minorities | | | | | |
|---------------------------------------------------|-------------------------------|----------------|---------------|---------------|------------|-----------|
| | All Employees | Representation | | Availability | | Gap |
| | | # | # | % | % | |
| 01 : Senior Managers | 14 | 3 | 21.4 % | 10.1 % | 1 | 2 |
| 02 : Middle and Other Managers | 169 | 32 | 18.9 % | 15.0 % | 25 | 7 |
| 03 : Professionals | 591 | 173 | 29.3 % | 22.1 % | 131 | 42 |
| 04 : Semi-Professionals and Technicians | 42 | 12 | 28.6 % | 22.7 % | 10 | 2 |
| 05 : Supervisors | 35 | 9 | 25.7 % | 40.8 % | 14 | -5 |
| 06 : Supervisors: Crafts and Trades | 2 | 0 | 0.0 % | 14.6 % | 0 | 0 |
| 07 : Administrative and Senior Clerical Personnel | 15 | 3 | 20.0 % | 37.3 % | 6 | -3 |
| 08 : Skilled Sales and Service Personnel | 11 | 5 | 45.5 % | 19.6 % | 2 | 3 |
| 10 : Clerical Personnel | 123 | 32 | 26.0 % | 41.3 % | 51 | -19 |
| 11 : Intermediate Sales and Service Personnel | 219 | 58 | 26.5 % | 40.6 % | 89 | -31 |
| 12 : Semi-Skilled Manual Workers | 1 | 0 | 0.0 % | 57.5 % | 1 | -1 |
| 13 : Other Sales and Service Personnel | 14 | 4 | 28.6 % | 38.6 % | 5 | -1 |
| Total | 1236 | 331 | 26.8 % | 27.1 % | 335 | -4 |

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-01-31

Persons with Disabilities

| Employment Equity Occupational Group | All Employees # | Persons with Disabilities | | | | Gap # |
|---------------------------------------------------|--------------------|---------------------------|--------------|--------------|-----------|------------|
| | | Representation | | Availability | | |
| | | # | % | % | # | |
| 01/02 : Managers | 183 | 2 | 1.1 % | 4.3 % | 8 | -6 |
| 03 : Professionals | 591 | 7 | 1.2 % | 3.8 % | 22 | -15 |
| 04 : Semi-Professionals and Technicians | 42 | 0 | 0.0 % | 4.6 % | 2 | -2 |
| 05 : Supervisors | 35 | 1 | 2.9 % | 13.9 % | 5 | -4 |
| 06 : Supervisors: Crafts and Trades | 2 | 0 | 0.0 % | 7.8 % | 0 | 0 |
| 07 : Administrative and Senior Clerical Personnel | 15 | 1 | 6.7 % | 3.4 % | 1 | 0 |
| 08 : Skilled Sales and Service Personnel | 11 | 1 | 9.1 % | 3.5 % | 0 | 1 |
| 10 : Clerical Personnel | 123 | 0 | 0.0 % | 7.0 % | 9 | -9 |
| 11 : Intermediate Sales and Service Personnel | 219 | 1 | 0.5 % | 5.6 % | 12 | -11 |
| 12 : Semi-Skilled Manual Workers | 1 | 1 | 100.0 % | 4.8 % | 0 | 1 |
| 13 : Other Sales and Service Personnel | 14 | 1 | 7.1 % | 6.3 % | 1 | 0 |
| Total | 1236 | 15 | 1.2 % | 4.9 % | 60 | -45 |

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-01-31

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 |
| 13 : Other Sales and Service Personnel | EEOG | CMA |



Workforce Analysis - Summary Report

Date: 2018-01-31

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 |
| 13 : Other Sales and Service Personnel | EEOG | National |

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

| Data from First/Previous Workforce Analysis | | |
|---------------------------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 06 | 30 |

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

| Data from Subsequent/Current Workforce Analysis | | |
|-------------------------------------------------|----|----|
| YYYY | MM | DD |
| 2018 | 1 | 31 |

Table 1: Women

First/Previous Workforce Analysis

| Employment Equity Occupational Group (EEOG) | | All Employees | Women | |
|---------------------------------------------|--------------------------------------------|---------------|----------------|---------------|
| | | | Representation | Availability* |
| | | # | # | % |
| 01 | Senior Managers | 11 | 4 | 27.40 |
| 02 | Middle & Other Managers | 155 | 78 | 38.90 |
| 03 | Professionals | 543 | 328 | 47.20 |
| 04 | Semi-Professionals & Technicians | 47 | 19 | 35.10 |
| 05 | Supervisors | 40 | 30 | 52.70 |
| 06 | Supervisors: Crafts & Trades | 2 | 0 | 9.30 |
| 07 | Administrative & Senior Clerical Personnel | 12 | 11 | 80.10 |
| 08 | Skilled Sales & Service Personnel | 14 | 5 | 28.20 |
| 09 | Skilled Crafts & Trades Workers | 0 | 0 | 0.00 |
| 10 | Clerical Personnel | 136 | 97 | 64.80 |
| 11 | Intermediate Sales & Service Personnel | 214 | 137 | 63.60 |
| 12 | Semi-Skilled Manual Workers | 1 | 0 | 22.00 |
| 13 | Other Sales & Service Personnel | 18 | 9 | 54.50 |
| 14 | Other Manual Workers | 0 | 0 | 0.00 |
| Total | | 1,193 | 718 | 50.7 |

Table 5: Women

Subsequent/Current Workforce Analysis

| Employment Equity Occupational Group (EEOG) | | All Employees | Women | |
|---------------------------------------------|--|---------------|----------------|---------------|
| | | | Representation | Availability* |
| | | # | # | % |
| | | 14 | 7 | 27.40 |
| | | 169 | 82 | 38.90 |
| | | 591 | 331 | 43.80 |
| | | 42 | 15 | 33.50 |
| | | 35 | 28 | 52.70 |
| | | 2 | 0 | 9.30 |
| | | 15 | 13 | 80.10 |
| | | 11 | 5 | 28.80 |
| | | 0 | 0 | 0.00 |
| | | 123 | 91 | 64.80 |
| | | 219 | 142 | 63.50 |
| | | 1 | 0 | 22.00 |
| | | 14 | 8 | 54.50 |
| | | 0 | 0 | 0.00 |
| Total | | 1,236 | 722 | 48.8 |

*** Source:**

*** Source:**

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

Data from First/Previous Workforce Analysis



| Data from First/Previous Workforce Analysis | | |
|---------------------------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 06 | 30 |

Data from Subsequent/Current Workforce Analysis



| Data from Subsequent/Current Workforce Analysis | | |
|-------------------------------------------------|----|----|
| YYYY | MM | DD |
| 2018 | 1 | 31 |

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

| Employment Equity Occupational Group (EEOG) | | All Employees | Aboriginal Peoples | |
|---------------------------------------------|--------------------------------------------|---------------|--------------------|---------------|
| | | | Representation | Availability* |
| | | # | # | % |
| 01 | Senior Managers | 11 | 0 | 2.90 |
| 02 | Middle & Other Managers | 155 | 0 | 2.20 |
| 03 | Professionals | 543 | 2 | 1.60 |
| 04 | Semi-Professionals & Technicians | 47 | 0 | 1.90 |
| 05 | Supervisors | 40 | 0 | 1.00 |
| 06 | Supervisors: Crafts & Trades | 2 | 0 | 2.10 |
| 07 | Administrative & Senior Clerical Personnel | 12 | 0 | 0.80 |
| 08 | Skilled Sales & Service Personnel | 14 | 0 | 1.00 |
| 09 | Skilled Crafts & Trades Workers | 0 | 0 | 0.00 |
| 10 | Clerical Personnel | 136 | 3 | 0.80 |
| 11 | Intermediate Sales & Service Personnel | 214 | 0 | 0.80 |
| 12 | Semi-Skilled Manual Workers | 1 | 0 | 0.70 |
| 13 | Other Sales & Service Personnel | 18 | 0 | 1.60 |
| 14 | Other Manual Workers | 0 | 0 | 0.00 |
| Total | | 1,193 | 5 | 1.4 |

*** Source:**

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Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

| All Employees | | Aboriginal Peoples | |
|---------------|----------|--------------------|---------------|
| | | Representation | Availability* |
| # | # | % | |
| 14 | 0 | 2.9 | |
| 169 | 0 | 2.2 | |
| 591 | 2 | 1.5 | |
| 42 | 0 | 1.9 | |
| 35 | 0 | 1.0 | |
| 2 | 0 | 2.1 | |
| 15 | 0 | 0.8 | |
| 11 | 0 | 1.0 | |
| 0 | 0 | 0.0 | |
| 123 | 2 | 0.8 | |
| 219 | 0 | 0.9 | |
| 1 | 0 | 0.7 | |
| 14 | 0 | 1.8 | |
| 0 | 0 | 0.0 | |
| 1,236 | 4 | 1.4 | |

*** Source:**

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Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

| Data from First/Previous Workforce Analysis | | |
|---------------------------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 06 | 30 |

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

| Data from Subsequent/Current Workforce Analysis | | |
|-------------------------------------------------|----|----|
| YYYY | MM | DD |
| 2018 | 1 | 31 |

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 | 11 | 2 | 10.10 |
| 02 | Middle & Other Managers | 155 | 19 | 15.00 |
| 03 | Professionals | 543 | 137 | 20.00 |
| 04 | Semi-Professionals & Technicians | 47 | 14 | 22.10 |
| 05 | Supervisors | 40 | 9 | 41.40 |
| 06 | Supervisors: Crafts & Trades | 2 | 0 | 14.60 |
| 07 | Administrative & Senior Clerical Personnel | 12 | 2 | 37.30 |
| 08 | Skilled Sales & Service Personnel | 14 | 4 | 19.20 |
| 09 | Skilled Crafts & Trades Workers | 0 | 0 | 0.00 |
| 10 | Clerical Personnel | 136 | 35 | 40.90 |
| 11 | Intermediate Sales & Service Personnel | 214 | 46 | 42.30 |
| 12 | Semi-Skilled Manual Workers | 1 | 0 | 57.50 |
| 13 | Other Sales & Service Personnel | 18 | 5 | 40.20 |
| 14 | Other Manual Workers | 0 | 0 | 0.00 |
| Total | | 1,193 | 273 | 26.9 |

* Source:

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Table 7: Members of Visible Minorities

Subsequent/Current Workforce Analysis

| All Employees | | Members of Visible Minorities | |
|---------------|------------|-------------------------------|---------------|
| | | Representation | Availability* |
| # | # | % | |
| 14 | 3 | 10.1 | |
| 169 | 32 | 15.0 | |
| 591 | 173 | 22.1 | |
| 42 | 12 | 22.7 | |
| 35 | 9 | 40.8 | |
| 2 | 0 | 14.6 | |
| 15 | 3 | 37.3 | |
| 11 | 5 | 19.6 | |
| 0 | 0 | 0.0 | |
| 123 | 32 | 41.3 | |
| 219 | 58 | 40.6 | |
| 1 | 0 | 57.5 | |
| 14 | 4 | 38.6 | |
| 0 | 0 | 0.0 | |
| 1,236 | 331 | 27.1 | |

* Source:

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Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

| Data from First/Previous Workforce Analysis | | |
|---------------------------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 06 | 30 |

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

| Data from Subsequent/Current Workforce Analysis | | |
|-------------------------------------------------|----|----|
| YYYY | MM | DD |
| 2018 | 1 | 31 |

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

| Employment Equity Occupational Group (EEOG) | | All Employees | Persons with Disabilities | |
|---------------------------------------------|--------------------------------------------|---------------|---------------------------|---------------|
| | | | Representation | Availability* |
| | | # | # | % |
| 01/02 | Managers | 166 | 3 | 4.30 |
| 03 | Professionals | 543 | 7 | 3.80 |
| 04 | Semi-Professionals & Technicians | 47 | 0 | 4.60 |
| 05 | Supervisors | 40 | 1 | 13.90 |
| 06 | Supervisors: Crafts & Trades | 2 | 0 | 7.80 |
| 07 | Administrative & Senior Clerical Personnel | 12 | 1 | 3.40 |
| 08 | Skilled Sales & Service Personnel | 14 | 1 | 3.50 |
| 09 | Skilled Crafts & Trades Workers | 0 | 0 | 0.00 |
| 10 | Clerical Personnel | 136 | 0 | 7.00 |
| 11 | Intermediate Sales & Service Personnel | 214 | 1 | 5.60 |
| 12 | Semi-Skilled Manual Workers | 1 | 1 | 4.80 |
| 13 | Other Sales & Service Personnel | 18 | 1 | 6.30 |
| 14 | Other Manual Workers | 0 | 0 | 0.00 |
| Total | | 1,193 | 16 | 5.0 |

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

| Employment Equity Occupational Group (EEOG) | | All Employees | Persons with Disabilities | |
|---------------------------------------------|--|---------------|---------------------------|---------------|
| | | | Representation | Availability* |
| | | # | # | % |
| | | 183 | 2 | 4.3 |
| | | 591 | 7 | 3.8 |
| | | 42 | 0 | 4.6 |
| | | 35 | 1 | 13.9 |
| | | 2 | 0 | 7.8 |
| | | 15 | 1 | 3.4 |
| | | 11 | 1 | 3.5 |
| | | 0 | 0 | 0.0 |
| | | 123 | 0 | 7.0 |
| | | 219 | 1 | 5.6 |
| | | 1 | 1 | 4.8 |
| | | 14 | 1 | 6.3 |
| | | 0 | 0 | 0.0 |
| Total | | 1,236 | 15 | 4.9 |

*** Source:**

*** Source:**

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 7 | 1 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 1 | 31 |

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 | | | | Table 5: Women | | | | Table 9: Women | | | |
|-----------------------------------------------|----------------------|-------------|----------------------|-------------|------------------------|----------------|------------------------|----------------|--------------------------|------------------|--------------------------|------------------|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Women Hired | All Employees Hired | Women Hired | All Employees Promoted | Women Promoted | All Employees Promoted | Women Promoted | All Employees Terminated | Women Terminated | All Employees Terminated | Women Terminated |
| | # | # | # | # | # | # | # | # | # | # | # | # |
| 01 Senior Managers | 3 | 3 | 0 | 0 | 2 | 0 | 0 | 0 | 3 | 1 | 0 | 0 |
| 02 Middle & Other Managers | 32 | 13 | 0 | 0 | 15 | 8 | 0 | 0 | 29 | 13 | 0 | 0 |
| 03 Professionals | 125 | 49 | 0 | 0 | 14 | 7 | 0 | 0 | 73 | 39 | 1 | 1 |
| 04 Semi-Professionals & Technicians | 3 | 2 | 0 | 0 | 4 | 2 | 0 | 0 | 7 | 6 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 5 | 2 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 7 | 6 | 0 | 0 | 1 | 1 | 0 | 0 | 4 | 4 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 1 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 11 | 6 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 38 | 17 | 0 | 0 | 1 | 1 | 0 | 0 | 45 | 22 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 1 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 211 | 92 | 0 | 0 | 39 | 20 | 0 | 0 | 185 | 95 | 1 | 1 |

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 7 | 1 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 1 | 31 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: 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 | 3 | 0 | 0 |
| 02 Middle & Other Managers | 32 | 0 | 0 | 0 |
| 03 Professionals | 125 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 3 | 0 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 7 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 1 | 0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 38 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 |
| Total | 211 | 0 | 0 | 0 |

| Full-time / National | | Part-time / National | |
|------------------------|-----------------------------|------------------------|-----------------------------|
| All Employees Promoted | Aboriginal Peoples Promoted | All Employees Promoted | Aboriginal Peoples Promoted |
| # | # | # | # |
| 2 | 0 | 0 | 0 |
| 15 | 0 | 0 | 0 |
| 14 | 0 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 39 | 0 | 0 | 0 |

| Full-time / National | | Part-time / National | |
|--------------------------|-------------------------------|--------------------------|-------------------------------|
| All Employees Terminated | Aboriginal Peoples Terminated | All Employees Terminated | Aboriginal Peoples Terminated |
| # | # | # | # |
| 3 | 0 | 0 | 0 |
| 29 | 0 | 0 | 0 |
| 73 | 0 | 1 | 0 |
| 7 | 0 | 0 | 0 |
| 5 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 11 | 1 | 0 | 0 |
| 45 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 185 | 1 | 1 | 0 |

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 7 | 1 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 1 | 31 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: 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 | 3 | 0 | 0 |
| 02 Middle & Other Managers | 32 | 0 | 0 | 0 |
| 03 Professionals | 125 | 1 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 3 | 0 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 7 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 1 | 0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 38 | 0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 |
| Total | 211 | 1 | 0 | 0 |

| Full-time / National | | Part-time / National | |
|------------------------|------------------------------------|------------------------|------------------------------------|
| All Employees Promoted | Persons with Disabilities Promoted | All Employees Promoted | Persons with Disabilities Promoted |
| # | # | # | # |
| 2 | 0 | 0 | 0 |
| 15 | 1 | 0 | 0 |
| 14 | 2 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 39 | 3 | 0 | 0 |

| Full-time / National | | Part-time / National | |
|--------------------------|--------------------------------------|--------------------------|--------------------------------------|
| All Employees Terminated | Persons with Disabilities Terminated | All Employees Terminated | Persons with Disabilities Terminated |
| # | # | # | # |
| 3 | 0 | 0 | 0 |
| 29 | 1 | 0 | 0 |
| 73 | 1 | 1 | 0 |
| 7 | 0 | 0 | 0 |
| 5 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 11 | 0 | 0 | 0 |
| 45 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 4 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |
| 185 | 2 | 1 | 0 |

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| Start Date of Flow Data | | |
|-------------------------|----|----|
| YYYY | MM | DD |
| 2016 | 7 | 1 |

| End Date of Flow Data | | |
|-----------------------|----|----|
| YYYY | MM | DD |
| 2018 | 1 | 31 |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

| Employment Equity Occupational Group (EEOG) | Table 4: Members of Visible Minorities | | | | Table 8: Members of Visible Minorities | | | | Table 12: Members of Visible Minorities | | | |
|-----------------------------------------------|----------------------------------------|-------------------------------------|----------------------|-------------------------------------|----------------------------------------|----------------------------------------|------------------------|----------------------------------------|-----------------------------------------|------------------------------------------|--------------------------|------------------------------------------|
| | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | | Full-time / National | | Part-time / National | |
| | All Employees Hired | Members of Visible Minorities Hired | All Employees Hired | Members of Visible Minorities Hired | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Terminated | Members of Visible Minorities Terminated | All Employees Terminated | Members of Visible Minorities Terminated |
| | # | # | # | # | # | # | # | # | # | # | # | # |
| 01 Senior Managers | 3 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 3 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 32 | 14 | 0 | 0 | 15 | 2 | 0 | 0 | 29 | 4 | 0 | 0 |
| 03 Professionals | 125 | 59 | 0 | 0 | 14 | 3 | 0 | 0 | 73 | 24 | 1 | 0 |
| 04 Semi-Professionals & Technicians | 3 | 1 | 0 | 0 | 4 | 2 | 0 | 0 | 7 | 4 | 0 | 0 |
| 05 Supervisors | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 5 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 07 Administrative & Senior Clerical Personnel | 7 | 2 | 0 | 0 | 1 | 1 | 0 | 0 | 4 | 1 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 1 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Clerical Personnel | 1 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 11 | 4 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 38 | 15 | 0 | 0 | 1 | 1 | 0 | 0 | 45 | 13 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 1 | 0 | 0 |
| 14 Other Manual Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 211 | 93 | 0 | 0 | 39 | 10 | 0 | 0 | 185 | 52 | 1 | 0 |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

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 | | Actual | Projected | | From - To | | | | | | | | |
| | | 2016-06-30 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2016-06-30 | Annually | Over 3 Years | Over 3 Years | 2016 | 2019 | | | | | | | | |
| | | # | % | % | # | % | % | # | # | % | # | % | # | % | % | # | # | % | % | | | |
| 01 | Senior Managers | 11 | 8.4% | 0.0% | 0 | 24.0% | 0.0% | 0 | 0 | 4 | 0.0% | 0 | -1 | 0 | 27.4% | 27.4% | 1 | 1 | 36.4% | 36.4% | | |
| 02 | Middle & Other Managers | 155 | 2.9% | 0.5% | 2 | 17.9% | 0.5% | 2 | 4 | 78 | 0.5% | 1 | -16 | 2 | 38.9% | 38.9% | 18 | 18 | 50.3% | 50.3% | | |
| 03 | Professionals | 543 | 2.9% | 0.5% | 8 | 13.1% | 0.5% | 8 | 16 | 328 | 0.5% | 5 | -63 | 8 | 47.2% | 47.2% | 72 | 71 | 60.4% | 60.1% | | |
| 04 | Semi-Professionals & Tech | 47 | -3.7% | 0.5% | 1 | 15.7% | 0.5% | 1 | 2 | 19 | 0.5% | 0 | -2 | 1 | 35.1% | 35.1% | 3 | 3 | 40.4% | 41.7% | | |
| 05 | Supervisors | 40 | -4.4% | 0.0% | 0 | 13.3% | 0.0% | 0 | 0 | 30 | 0.0% | 0 | -9 | 0 | 52.7% | 52.7% | 9 | 9 | 75.0% | 75.0% | | |
| 06 | Supervisors: Crafts & Trades | 2 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 9.3% | 9.3% | 0 | 0 | 0.0% | 0.0% | | |
| 07 | Administrative & Sr Clerical | 12 | 7.7% | 0.0% | 0 | 29.6% | 0.0% | 0 | 0 | 11 | 0.0% | 0 | -1 | 0 | 80.1% | 80.1% | 1 | 1 | 91.7% | 91.7% | | |
| 08 | Skilled Sales & Service | 14 | -7.7% | 0.5% | 0 | 32.0% | 0.5% | 0 | 0 | 5 | 0.5% | 0 | -1 | 0 | 28.2% | 28.2% | 1 | 1 | 35.7% | 35.7% | | |
| 09 | Skilled Crafts & Trades | 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! | | |
| 10 | Clerical Personnel | 136 | -3.3% | 0.0% | 0 | 8.5% | 0.0% | 0 | 0 | 97 | 0.0% | 0 | -9 | 0 | 64.8% | 64.8% | 9 | 9 | 71.3% | 71.3% | | |
| 11 | Intermediate Sales & Service | 214 | 0.8% | 1.0% | 6 | 20.8% | 1.0% | 6 | 12 | 137 | 1.0% | 4 | 7 | 8 | 63.6% | 63.6% | 1 | 1 | 64.0% | 64.1% | | |
| 12 | Semi-Skilled Manual | 1 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 22.0% | 22.0% | 0 | 0 | 0.0% | 0.0% | | |
| 13 | Other Sales & Service | 18 | -8.0% | 0.5% | 0 | 25.0% | 0.5% | 0 | 0 | 9 | 0.5% | 0 | 1 | 0 | 54.5% | 54.5% | -1 | -1 | 50.0% | 50.0% | | |
| 14 | Other Manual Workers | 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! | | |
| Total | | 1,193 | 1.2% | | 0 | 15.3% | | 0 | 0 | 718 | 0.0% | 0 | -113 | 0 | 50.7% | 50.7% | 113 | 113 | 60.2% | 60.2% | | |

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

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

Table 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 | 0 | 0.0 | 0 | 0.0 | |
| 13 | Other Sales & Service | 1 | 0.0 | 0 | 0.0 | |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | |
|-------|----------------------|---|-----|---|-----|
| 14 | Other Manual Workers | 0 | 0.0 | 0 | 0.0 |
| Total | | 1 | | 0 | |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

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 | Annually | | Over 3 Years | From - To | | | | | |
| | 2016-06-30 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2016-06-30 | Annually | Over 3 Years | 2016 | 2019 | | | | | | | |
| | # | % | % | # | % | % | # | # | % | # | # | % | % | % | # | # | % | % | |
| 01 Senior Managers | 11 | 8.4% | 0.0% | 0 | 24.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 2.9% | 2.9% | 0 | 0 | 0.0% | 0.0% |
| 02 Middle & Other Managers | 155 | 2.9% | 0.5% | 2 | 17.9% | 0.5% | 2 | 4 | 0 | 0.5% | 0 | 3 | 0 | 2.2% | 2.2% | -3 | -3 | 0.0% | 0.0% |
| 03 Professionals | 543 | 2.9% | 0.5% | 8 | 13.1% | 0.5% | 8 | 16 | 2 | 0.5% | 0 | 7 | 0 | 1.6% | 1.6% | -7 | -7 | 0.4% | 0.4% |
| 04 Semi-Professionals & Tech | 47 | -3.7% | 0.5% | 1 | 15.7% | 0.5% | 1 | 2 | 0 | 0.5% | 0 | 1 | 0 | 1.9% | 1.9% | -1 | -1 | 0.0% | 0.0% |
| 05 Supervisors | 40 | -4.4% | 0.0% | 0 | 13.3% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 1.0% | 1.0% | 0 | 0 | 0.0% | 0.0% |
| 06 Supervisors: Crafts & Trades | 2 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 2.1% | 2.1% | 0 | 0 | 0.0% | 0.0% |
| 07 Administrative & Sr Clerical | 12 | 7.7% | 0.0% | 0 | 29.6% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.8% | 0.8% | 0 | 0 | 0.0% | 0.0% |
| 08 Skilled Sales & Service | 14 | -7.7% | 0.5% | 0 | 32.0% | 0.5% | 0 | 0 | 0 | 0.5% | 0 | 0 | 0 | 1.0% | 1.0% | 0 | 0 | 0.0% | 0.0% |
| 09 Skilled Crafts & Trades | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 136 | -3.3% | 0.0% | 0 | 8.5% | 0.0% | 0 | 0 | 3 | 0.0% | 0 | -2 | 0 | 0.8% | 0.8% | 2 | 2 | 2.2% | 2.2% |
| 11 Intermediate Sales & Service | 214 | 0.8% | 1.0% | 6 | 20.8% | 1.0% | 6 | 12 | 0 | 1.0% | 0 | 2 | 0 | 0.8% | 0.8% | -2 | -2 | 0.0% | 0.0% |
| 12 Semi-Skilled Manual | 1 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.7% | 0.7% | 0 | 0 | 0.0% | 0.0% |
| 13 Other Sales & Service | 18 | -8.0% | 0.5% | 0 | 25.0% | 0.5% | 0 | 0 | 0 | 0.5% | 0 | 0 | 0 | 1.6% | 1.6% | 0 | 0 | 0.0% | 0.0% |
| 14 Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 1,193 | 1.2% | | 0 | 15.3% | | 0 | 0 | 5 | 0.0% | 0 | 12 | 0 | 1.4% | 1.4% | -12 | -12 | 0.4% | 0.4% |

† 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 | 1 | 0.0 | 2 | 0.0 | |
| 03 Professionals | 1 | 0.0 | 2 | 0.0 | |
| 04 Semi-Professionals & Tech | 0 | 0.0 | 1 | 0.0 | |
| 05 Supervisors | 0 | 0.0 | 0 | 0.0 | |
| 06 Supervisors: Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 07 Administrative & Sr Clerical | 0 | 0.0 | 0 | 0.0 | |
| 08 Skilled Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 09 Skilled Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 10 Clerical Personnel | 0 | 0.0 | 0 | 0.0 | |
| 11 Intermediate Sales & Service | 1 | 0.0 | 2 | 0.0 | |
| 12 Semi-Skilled Manual | 0 | 0.0 | 0 | 0.0 | |
| 13 Other Sales & Service | 0 | 0.0 | 0 | 0.0 | |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | |
|-------|----------------------|---|-----|---|-----|
| 14 | Other Manual Workers | 0 | 0.0 | 0 | 0.0 |
| Total | | 3 | | 7 | |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

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 | | From - To | | | | | | |
| | 2016-06-30 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2016-06-30 | Annually | Over 3 Years | | 2016 | 2019 | | | | | | | |
| | # | % | % | # | % | % | # | # | % | # | | # | % | % | # | # | % | % | | |
| 01/02 Managers | 166 | 5.6% | 0.5% | 2 | 21.0% | 0.5% | 2 | 4 | 3 | 0.5% | 0 | 4 | 0 | 3.8% | 3.8% | -4 | -3 | 1.8% | 1.8% | |
| 03 Professionals | 543 | 2.9% | 0.5% | 8 | 13.1% | 0.5% | 8 | 16 | 7 | 0.5% | 0 | 14 | 1 | 4.6% | 4.6% | -14 | -17 | 1.3% | 1.5% | |
| 04 Semi-Professionals & Tech | 47 | -3.7% | 0.5% | 1 | 15.7% | 0.5% | 1 | 2 | 0 | 0.5% | 0 | 2 | 0 | 13.9% | 13.9% | -2 | -7 | 0.0% | 0.0% | |
| 05 Supervisors | 40 | -4.4% | 0.0% | 0 | 13.3% | 0.0% | 0 | 0 | 1 | 0.0% | 0 | 5 | 0 | 7.8% | 7.8% | -5 | -2 | 2.5% | 2.5% | |
| 06 Supervisors: Crafts & Trades | 2 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 3.4% | 3.4% | 0 | 0 | 0.0% | 0.0% | |
| 07 Administrative & Sr Clerical | 12 | 7.7% | 0.0% | 0 | 29.6% | 0.0% | 0 | 0 | 1 | 0.0% | 0 | -1 | 0 | 3.5% | 3.5% | 1 | 1 | 8.3% | 8.3% | |
| 08 Skilled Sales & Service | 14 | -7.7% | 0.5% | 0 | 32.0% | 0.5% | 0 | 0 | 1 | 0.5% | 0 | -1 | 0 | 0.0% | 0.0% | 1 | 1 | 7.1% | 7.1% | |
| 09 Skilled Crafts & Trades | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 7.0% | 7.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 10 Clerical Personnel | 136 | -3.3% | 0.0% | 0 | 8.5% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 10 | 0 | 5.6% | 5.6% | -10 | -8 | 0.0% | 0.0% | |
| 11 Intermediate Sales & Service | 214 | 0.8% | 1.0% | 6 | 20.8% | 1.0% | 6 | 12 | 1 | 1.0% | 0 | 11 | 1 | 4.8% | 4.8% | -11 | -9 | 0.5% | 0.9% | |
| 12 Semi-Skilled Manual | 1 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 1 | 0.0% | 0 | -1 | 0 | 6.3% | 6.3% | 1 | 1 | 100.0% | 100.0% | |
| 13 Other Sales & Service | 18 | -8.0% | 0.5% | 0 | 25.0% | 0.5% | 0 | 0 | 1 | 0.5% | 0 | 0 | 0 | 0.0% | 0.0% | 0 | 1 | 5.6% | 5.6% | |
| 14 Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 5.0% | 5.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| Total | 1,193 | 1.2% | | 0 | 15.3% | | 0 | 0 | 16 | 0.0% | 0 | 44 | 0 | 5.0% | 5.0% | -44 | -44 | 1.3% | 1.3% | |

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

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

Table 6: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | Persons with Disabilities | | | | | Comments |
|---------------------------------------------|---------------------------|-----|-----------------|-----|--|----------|
| | Short-term Goals | | Long-term Goals | | | |
| | # | % | # | % | | |
| 01/02 Managers | 1 | 0.0 | 1 | 0.0 | | |
| 03 Professionals | 1 | 0.0 | 3 | 0.0 | | |
| 04 Semi-Professionals & Tech | 1 | 0.0 | 1 | 0.0 | | |
| 05 Supervisors | 1 | 0.0 | 2 | 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 | 1 | 0.0 | 2 | 0.0 | | |
| 12 Semi-Skilled Manual | 0 | 0.0 | 0 | 0.0 | | |
| 13 Other Sales & Service | 0 | 0.0 | 0 | 0.0 | | |
| 14 Other Manual Workers | 0 | 0.0 | 0 | 0.0 | | |
| Total | 5 | | 9 | | | |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

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) | | | 3 Year Goals | | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
| | | YYYY-MM-DD | Actual | Projected | | Actual | Projected | | YYYY-MM-DD | | Turnover (Replacement of Terminated Employees) | Hires Required Over 3 Years | From - To | | | | | | | | | |
| | | 2016-06-30 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2016-06-30 | Annually | Over 3 Years | # | 2016 | 2019 | | | | | | | | |
| | | # | % | % | # | % | % | # | # | % | # | # | % | % | | | | | | | | |
| 01 | Senior Managers | 11 | 8.4% | 0.0% | 0 | 24.0% | 0.0% | 0 | 0 | 2 | 0.0% | 0 | -1 | 0 | 10.1% | 10.1% | 1 | 1 | 18.2% | 18.2% | | |
| 02 | Middle & Other Managers | 155 | 2.9% | 0.5% | 2 | 17.9% | 0.5% | 2 | 4 | 19 | 0.5% | 0 | 5 | 1 | 15.0% | 15.0% | -4 | -4 | 12.3% | 12.7% | | |
| 03 | Professionals | 543 | 2.9% | 0.5% | 8 | 13.1% | 0.5% | 8 | 16 | 137 | 0.5% | 2 | -25 | 3 | 20.0% | 20.0% | 28 | 28 | 25.2% | 25.0% | | |
| 04 | Semi-Professionals & Tech | 47 | -3.7% | 0.5% | 1 | 15.7% | 0.5% | 1 | 2 | 14 | 0.5% | 0 | -3 | 0 | 22.1% | 22.1% | 4 | 3 | 29.8% | 29.2% | | |
| 05 | Supervisors | 40 | -4.4% | 0.0% | 0 | 13.3% | 0.0% | 0 | 0 | 9 | 0.0% | 0 | 8 | 0 | 41.4% | 41.4% | -8 | -8 | 22.5% | 22.5% | | |
| 06 | Supervisors: Crafts & Trades | 2 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 14.6% | 14.6% | 0 | 0 | 0.0% | 0.0% | | |
| 07 | Administrative & Sr Clerical | 12 | 7.7% | 0.0% | 0 | 29.6% | 0.0% | 0 | 0 | 2 | 0.0% | 0 | 2 | 0 | 37.3% | 37.3% | -2 | -2 | 16.7% | 16.7% | | |
| 08 | Skilled Sales & Service | 14 | -7.7% | 0.5% | 0 | 32.0% | 0.5% | 0 | 0 | 4 | 0.5% | 0 | -1 | 0 | 19.2% | 19.2% | 1 | 1 | 28.6% | 28.6% | | |
| 09 | Skilled Crafts & Trades | 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! | | |
| 10 | Clerical Personnel | 136 | -3.3% | 0.0% | 0 | 8.5% | 0.0% | 0 | 0 | 35 | 0.0% | 0 | 21 | 0 | 40.9% | 40.9% | -21 | -21 | 25.7% | 25.7% | | |
| 11 | Intermediate Sales & Service | 214 | 0.8% | 1.0% | 6 | 20.8% | 1.0% | 6 | 12 | 46 | 1.0% | 1 | 48 | 5 | 42.3% | 42.3% | -45 | -43 | 21.5% | 22.7% | | |
| 12 | Semi-Skilled Manual | 1 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 1 | 0 | 57.5% | 57.5% | -1 | -1 | 0.0% | 0.0% | | |
| 13 | Other Sales & Service | 18 | -8.0% | 0.5% | 0 | 25.0% | 0.5% | 0 | 0 | 5 | 0.5% | 0 | 2 | 0 | 40.2% | 40.2% | -2 | -2 | 27.8% | 27.8% | | |
| 14 | Other Manual Workers | 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! | | |
| Total | | 1,193 | 1.2% | | 0 | 15.3% | | 0 | 0 | 273 | 0.0% | 0 | 48 | 0 | 26.9% | 26.9% | -48 | -48 | 22.9% | 22.9% | | |

† 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 | 1 | 0.0 | 1 | 0.0 | |
| 03 | Professionals | 0 | 0.0 | 0 | 0.0 | |
| 04 | Semi-Professionals & Tech | 0 | 0.0 | 0 | 0.0 | |
| 05 | Supervisors | 1 | 0.0 | 1 | 0.0 | |
| 06 | Supervisors: Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 07 | Administrative & Sr Clerical | 0 | 0.0 | 0 | 0.0 | |
| 08 | Skilled Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 10 | Clerical Personnel | 0 | 0.0 | 0 | 0.0 | |
| 11 | Intermediate Sales & Service | 6 | 0.0 | 9 | 0.0 | |
| 12 | Semi-Skilled Manual | 0 | 0.0 | 0 | 0.0 | |
| 13 | Other Sales & Service | 0 | 0.0 | 1 | 0.0 | |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | |
|-------|----------------------|---|-----|----|-----|
| 14 | Other Manual Workers | 0 | 0.0 | 0 | 0.0 |
| Total | | 8 | | 12 | |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

Data for Subsequent/Current Goals

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

Table 9: Women

| Employment Equity Occupational Group (EEOG) | | All Employees | | | | | | | | | | 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 | | Turnover (Replacement of Terminated Employees) | Hires Required Over 3 Years | From - To | | | | | | | | | |
| | | 2018-1-31 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2018-1-31 | Annually | Over 3 Years | # | 2018 | 2021 | | | | | | | | |
| | | # | % | % | # | % | % | # | # | % | # | % | # | % | % | # | # | % | % | | | |
| 01 | Senior Managers | 14 | 8.4% | 0.0% | 0 | 24.0% | 0.0% | 0 | 0 | 7 | 0.0% | 0 | -3 | 0 | 27.4% | 27.4% | 3 | 3 | 50.0% | 50.0% | | |
| 02 | Middle & Other Managers | 169 | 2.9% | 0.5% | 3 | 17.9% | 0.5% | 3 | 6 | 82 | 0.5% | 1 | -14 | 2 | 38.9% | 38.9% | 16 | 16 | 48.5% | 48.3% | | |
| 03 | Professionals | 591 | 2.9% | 1.0% | 18 | 13.1% | 1.0% | 18 | 36 | 331 | 1.0% | 10 | -54 | 16 | 43.8% | 43.8% | 72 | 70 | 56.0% | 55.3% | | |
| 04 | Semi-Professionals & Tech | 42 | -3.7% | 0.5% | 1 | 15.7% | 0.5% | 1 | 2 | 15 | 0.5% | 0 | -1 | 1 | 33.5% | 33.5% | 1 | 2 | 35.7% | 37.2% | | |
| 05 | Supervisors | 35 | -4.4% | 0.0% | 0 | 13.3% | 0.0% | 0 | 0 | 28 | 0.0% | 0 | -10 | 0 | 52.7% | 52.7% | 10 | 10 | 80.0% | 80.0% | | |
| 06 | Supervisors: Crafts & Trades | 2 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 9.3% | 9.3% | 0 | 0 | 0.0% | 0.0% | | |
| 07 | Administrative & Sr Clerical | 15 | 7.7% | 0.0% | 0 | 29.6% | 0.0% | 0 | 0 | 13 | 0.0% | 0 | -1 | 0 | 80.1% | 80.1% | 1 | 1 | 86.7% | 86.7% | | |
| 08 | Skilled Sales & Service | 11 | -7.7% | 0.5% | 0 | 32.0% | 0.5% | 0 | 0 | 5 | 0.5% | 0 | -2 | 0 | 28.8% | 28.8% | 2 | 2 | 45.5% | 45.5% | | |
| 09 | Skilled Crafts & Trades | 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! | | |
| 10 | Clerical Personnel | 123 | -3.3% | 0.0% | 0 | 8.5% | 0.0% | 0 | 0 | 91 | 0.0% | 0 | -11 | 0 | 64.8% | 64.8% | 11 | 11 | 74.0% | 74.0% | | |
| 11 | Intermediate Sales & Service | 219 | 0.8% | 1.0% | 7 | 20.8% | 1.0% | 7 | 14 | 142 | 1.0% | 4 | 6 | 9 | 63.5% | 63.5% | 3 | 3 | 64.8% | 65.0% | | |
| 12 | Semi-Skilled Manual | 1 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 22.0% | 22.0% | 0 | 0 | 0.0% | 0.0% | | |
| 13 | Other Sales & Service | 14 | -8.0% | 0.5% | 0 | 25.0% | 0.5% | 0 | 0 | 8 | 0.5% | 0 | 0 | 0 | 54.5% | 54.5% | 0 | 0 | 57.1% | 57.1% | | |
| 14 | Other Manual Workers | 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! | | |
| Total | | 1,236 | 1.2% | | 0 | 15.3% | | 0 | 0 | 722 | 0.0% | 0 | -119 | 0 | 48.8% | 48.8% | 119 | 119 | 58.4% | 58.4% | | |

† 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% | 0.0% | |
| 02 | Middle & Other Managers | 38.9% | 0.0% | |
| 03 | Professionals | 43.8% | 0.0% | |
| 04 | Semi-Professionals & Tech | 33.5% | 0.0% | |
| 05 | Supervisors | 52.7% | 0.0% | |
| 06 | Supervisors: Crafts & Trades | 9.3% | 0.0% | |
| 07 | Administrative & Sr Clerical | 80.1% | 0.0% | |
| 08 | Skilled Sales & Service | 28.8% | 0.0% | |
| 09 | Skilled Crafts & Trades | 0.0% | 0.0% | |
| 10 | Clerical Personnel | 64.8% | 0.0% | |
| 11 | Intermediate Sales & Service | 63.5% | 0.0% | |
| 12 | Semi-Skilled Manual | 22.0% | 0.0% | |
| 13 | Other Sales & Service | 54.5% | 0.0% | We closed the gap for this category. We are at 100% utilization for the category. |
| 14 | Other Manual Workers | 0.0% | 0.0% | |

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Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | |
|-------|--|-------|-----|
| Total | | 48.8% | 0.0 |
|-------|--|-------|-----|

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

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 | YYYY - YYYY | | | | | | 2018 |
| | 2018-1-31 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | # | 2018-1-31 | Annually | Over 3 Years | # | # | % | % | # | # | % | % | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | % | # | # | % | % |
| 01 Senior Managers | 14 | 8.4% | 0.0% | 0 | 24.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 2.9% | 2.9% | 0 | 0 | 0.0% | 0.0% | |
| 02 Middle & Other Managers | 169 | 2.9% | 0.5% | 3 | 17.9% | 0.5% | 3 | 6 | 0 | 0.5% | 0 | 4 | 0 | 2.2% | 2.2% | -4 | -4 | 0.0% | 0.0% | |
| 03 Professionals | 591 | 2.9% | 1.0% | 18 | 13.1% | 1.0% | 18 | 36 | 2 | 1.0% | 0 | 7 | 1 | 1.5% | 1.5% | -7 | -6 | 0.3% | 0.5% | |
| 04 Semi-Professionals & Tech | 42 | -3.7% | 0.5% | 1 | 15.7% | 0.5% | 1 | 2 | 0 | 0.5% | 0 | 1 | 0 | 1.9% | 1.9% | -1 | -1 | 0.0% | 0.0% | |
| 05 Supervisors | 35 | -4.4% | 0.0% | 0 | 13.3% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 1.0% | 1.0% | 0 | 0 | 0.0% | 0.0% | |
| 06 Supervisors: Crafts & Trades | 2 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 2.1% | 2.1% | 0 | 0 | 0.0% | 0.0% | |
| 07 Administrative & Sr Clerical | 15 | 7.7% | 0.0% | 0 | 29.6% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.8% | 0.8% | 0 | 0 | 0.0% | 0.0% | |
| 08 Skilled Sales & Service | 11 | -7.7% | 0.5% | 0 | 32.0% | 0.5% | 0 | 0 | 0 | 0.5% | 0 | 0 | 0 | 1.0% | 1.0% | 0 | 0 | 0.0% | 0.0% | |
| 09 Skilled Crafts & Trades | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| 10 Clerical Personnel | 123 | -3.3% | 0.0% | 0 | 8.5% | 0.0% | 0 | 0 | 2 | 0.0% | 0 | -1 | 0 | 0.8% | 0.8% | 1 | 1 | 1.6% | 1.6% | |
| 11 Intermediate Sales & Service | 219 | 0.8% | 1.0% | 7 | 20.8% | 1.0% | 7 | 14 | 0 | 1.0% | 0 | 2 | 0 | 0.9% | 0.9% | -2 | -2 | 0.0% | 0.0% | |
| 12 Semi-Skilled Manual | 1 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.7% | 0.7% | 0 | 0 | 0.0% | 0.0% | |
| 13 Other Sales & Service | 14 | -8.0% | 0.5% | 0 | 25.0% | 0.5% | 0 | 0 | 0 | 0.5% | 0 | 0 | 0 | 1.8% | 1.8% | 0 | 0 | 0.0% | 0.0% | |
| 14 Other Manual Workers | 0 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 0.0% | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! | |
| Total | 1,236 | 1.2% | | 0 | 15.3% | | 0 | 0 | 4 | 0.0% | 0 | 13 | 0 | 1.4% | 1.4% | -13 | -13 | 0.3% | 0.3% | |

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

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

Table 12: Aboriginal Peoples

| Employment Equity Occupational Group (EEOG) | Aboriginal Peoples | | | Comments |
|---------------------------------------------|--------------------|-----------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Short-term Goals | Long-term Goals | % | |
| 01 Senior Managers | 2.9 | | | |
| 02 Middle & Other Managers | 2.2 | 2.2 | | We have not seen any movement in this area since 2016. We are challenged with low availability for this EEOG. Additionally, the recent divestiture of part of our business brings some uncertainty to hiring moving forward in the short and long-term. Will continue to monitor. |
| 03 Professionals | 1.5 | 1.5 | | We saw no progress in this category since 2016; utilization rate has remained the same. We were challenged in this area with some layoffs and lower availability, although we saw an increase overall in number of employees hired for this EEOG. With our continued focus on diversity in hiring (as mentioned in the Efforts tab), we hope to move the needle in the long-term. |
| 04 Semi-Professionals & Tech | 1.9 | 1.9 | | We continue to be challenged with low availability for this EEOG as well as low hiring levels in general. We will continue to monitor. |
| 05 Supervisors | 1.0 | | | |
| 06 Supervisors: Crafts & Trades | 2.1 | | | |
| 07 Administrative & Sr Clerical | 0.8 | | | |
| 08 Skilled Sales & Service | 1.0 | | | |
| 09 Skilled Crafts & Trades | 0.0 | | | |
| 10 Clerical Personnel | 0.8 | | | |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | |
|-------|------------------------------|--|-----|--|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11 | Intermediate Sales & Service | | 0.9 | | 0.9 | We haven't seen movement in this category to close the gap and continue to be challenged with availability; however, this EEOG is an area where we will maintain hiring activity to meet business needs. We will monitor to find ways to close the gap in the long term. |
| 12 | Semi-Skilled Manual | | 0.7 | | | |
| 13 | Other Sales & Service | | 1.8 | | | |
| 14 | Other Manual Workers | | 0.0 | | | |
| Total | | | 1.4 | | | |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

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 | | | YYYY-MM-DD | Annually | Over 3 Years | | From - To | | | | | | |
| | 2018-1-31 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2018-1-31 | Annually | Over 3 Years | | 2018 | 2021 | | | | | | | |
| | # | % | % | # | % | % | # | # | % | # | | # | % | % | # | # | % | % | | |
| 01/02 Managers | 183 | 5.6% | 0.5% | 3 | 21.0% | 0.5% | 3 | 6 | 2 | 0.5% | 0 | 6 | 0 | 4.3% | 4.3% | -6 | -6 | 1.1% | 1.1% | |
| 03 Professionals | 591 | 2.9% | 1.0% | 18 | 13.1% | 1.0% | 18 | 36 | 7 | 1.0% | 0 | 16 | 1 | 3.8% | 3.8% | -15 | -15 | 1.2% | 1.3% | |
| 04 Semi-Professionals & Tech | 42 | -3.7% | 0.5% | 1 | 15.7% | 0.5% | 1 | 2 | 0 | 0.5% | 0 | 2 | 0 | 4.6% | 4.6% | -2 | -2 | 0.0% | 0.0% | |
| 05 Supervisors | 35 | -4.4% | 0.0% | 0 | 13.3% | 0.0% | 0 | 0 | 1 | 0.0% | 0 | 4 | 0 | 13.9% | 13.9% | -4 | -4 | 2.9% | 2.9% | |
| 06 Supervisors: Crafts & Trades | 2 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 7.8% | 7.8% | 0 | 0 | 0.0% | 0.0% | |
| 07 Administrative & Sr Clerical | 15 | 7.7% | 0.0% | 0 | 29.6% | 0.0% | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | 3.4% | 3.4% | 0 | 0 | 6.7% | 6.7% | |
| 08 Skilled Sales & Service | 11 | -7.7% | 0.5% | 0 | 32.0% | 0.5% | 0 | 0 | 1 | 0.5% | 0 | -1 | 0 | 3.5% | 3.5% | 1 | 1 | 9.1% | 9.1% | |
| 09 Skilled Crafts & Trades | 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! | |
| 10 Clerical Personnel | 123 | -3.3% | 0.0% | 0 | 8.5% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 9 | 0 | 7.0% | 7.0% | -9 | -9 | 0.0% | 0.0% | |
| 11 Intermediate Sales & Service | 219 | 0.8% | 1.0% | 7 | 20.8% | 1.0% | 7 | 14 | 1 | 1.0% | 0 | 12 | 1 | 5.6% | 5.6% | -11 | -11 | 0.5% | 0.9% | |
| 12 Semi-Skilled Manual | 1 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 1 | 0.0% | 0 | -1 | 0 | 4.8% | 4.8% | 1 | 1 | 100.0% | 100.0% | |
| 13 Other Sales & Service | 14 | -8.0% | 0.5% | 0 | 25.0% | 0.5% | 0 | 0 | 1 | 0.5% | 0 | 0 | 0 | 6.3% | 6.3% | 0 | 0 | 7.1% | 7.1% | |
| 14 Other Manual Workers | 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! | |
| Total | 1,236 | 1.2% | 0.0% | 0 | 15.3% | 0.0% | 0 | 0 | 15 | 0.0% | 0 | 46 | 0 | 4.9% | 4.9% | -46 | -46 | 1.2% | 1.2% | |

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

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

Table 14: Persons with Disabilities

| Employment Equity Occupational Group (EEOG) | Persons with Disabilities | | | Comments |
|---------------------------------------------|---------------------------|-----------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Short-term Goals | Long-term Goals | | |
| 01/02 Managers | 4.3 | 4.3 | | The utilization rate for this category has declined (25% vs. 43% in 2016). We will continue to monitor and anticipate further closing the gap in the long term; however, we are challenged considering low availability and uncertainty in future hiring. |
| 03 Professionals | 3.8 | 3.8 | | We have seen a slight decrease in representation for this category, based on low availability. Although future hiring is uncertain due to our changing business situation, hiring in this EEOG vs. other parts of the business has been increasing over the past few years and we will continue to monitor. |
| 04 Semi-Professionals & Tech | 4.6 | 4.6 | | We continue to see declines in hiring in this category and have the same utilization rate as the previous assessment. We continue to look for ways to close the gap in the long term; however, we are challenged with low availability and uncertain future hiring needs. |
| 05 Supervisors | 13.9 | 13.9 | | We saw a slight increase in utilization for this group based on a slight decrease in availability; however, we have a declining number of employees in this category overall as we continue to move towards flattening our hierarchy. We continue to monitor and look for ways to close the gap in the long term. |
| 06 Supervisors: Crafts & Trades | 7.8 | | | |
| 07 Administrative & Sr Clerical | 3.4 | | | |
| 08 Skilled Sales & Service | 3.5 | | | |
| 09 Skilled Crafts & Trades | 0.0 | | | |
| 10 Clerical Personnel | 7.0 | 7.0 | | We saw no change in this EEOG and a decline in the number of clerical positions overall. We continue to monitor, but are challenged with low availability for this group and uncertainty in hiring. |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | |
|-------|------------------------------|--|-----|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11 | Intermediate Sales & Service | | 5.6 | | We see a larger gap for this EEOG; however, sales is an area where we will continue to maintain hiring activity to fill vacant positions. As we work to implement diversity in hiring strategies as outlined in the Efforts tab, we anticipate closing the gap slightly in the longer term. |
| 12 | Semi-Skilled Manual | | 4.8 | 5.6 | |
| 13 | Other Sales & Service | | 6.3 | | |
| 14 | Other Manual Workers | | 0.0 | | |
| Total | | | 4.9 | | |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

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 | | | | | | |
| | 2018-1-31 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | 2018-1-31 | Annually | Over 3 Years | | 2018 | 2021 | | | | | | | |
| | # | % | % | # | % | % | # | # | % | # | % | # | % | % | # | # | % | % | | |
| 01 Senior Managers | 14 | 8.4% | 0.0% | 0 | 24.0% | 0.0% | 0 | 0 | 3 | 0.0% | 0 | -2 | 0 | 10.1% | 10.1% | 2 | 2 | 21.4% | 21.4% | |
| 02 Middle & Other Managers | 169 | 2.9% | 0.5% | 3 | 17.9% | 0.5% | 3 | 6 | 32 | 0.5% | 0 | -6 | 1 | 15.0% | 15.0% | 7 | 7 | 18.9% | 19.2% | |
| 03 Professionals | 591 | 2.9% | 1.0% | 18 | 13.1% | 1.0% | 18 | 36 | 173 | 1.0% | 5 | -33 | 8 | 22.1% | 22.1% | 42 | 41 | 29.3% | 28.9% | |
| 04 Semi-Professionals & Tech | 42 | -3.7% | 0.5% | 1 | 15.7% | 0.5% | 1 | 2 | 12 | 0.5% | 0 | -2 | 0 | 22.7% | 22.7% | 2 | 2 | 28.6% | 27.9% | |
| 05 Supervisors | 35 | -4.4% | 0.0% | 0 | 13.3% | 0.0% | 0 | 0 | 9 | 0.0% | 0 | 5 | 0 | 40.8% | 40.8% | -5 | -5 | 25.7% | 25.7% | |
| 06 Supervisors: Crafts & Trades | 2 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | 14.6% | 14.6% | 0 | 0 | 0.0% | 0.0% | |
| 07 Administrative & Sr Clerical | 15 | 7.7% | 0.0% | 0 | 29.6% | 0.0% | 0 | 0 | 3 | 0.0% | 0 | 3 | 0 | 37.3% | 37.3% | -3 | -3 | 20.0% | 20.0% | |
| 08 Skilled Sales & Service | 11 | -7.7% | 0.5% | 0 | 32.0% | 0.5% | 0 | 0 | 5 | 0.5% | 0 | -3 | 0 | 19.6% | 19.6% | 3 | 3 | 45.5% | 45.5% | |
| 09 Skilled Crafts & Trades | 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! | |
| 10 Clerical Personnel | 123 | -3.3% | 0.0% | 0 | 8.5% | 0.0% | 0 | 0 | 32 | 0.0% | 0 | 19 | 0 | 41.3% | 41.3% | -19 | -19 | 26.0% | 26.0% | |
| 11 Intermediate Sales & Service | 219 | 0.8% | 1.0% | 7 | 20.8% | 1.0% | 7 | 14 | 58 | 1.0% | 2 | 36 | 6 | 40.6% | 40.6% | -31 | -30 | 26.5% | 27.4% | |
| 12 Semi-Skilled Manual | 1 | 0.0% | 0.0% | 0 | 0.0% | 0.0% | 0 | 0 | 0 | 0.0% | 0 | 1 | 0 | 57.5% | 57.5% | -1 | -1 | 0.0% | 0.0% | |
| 13 Other Sales & Service | 14 | -8.0% | 0.5% | 0 | 25.0% | 0.5% | 0 | 0 | 4 | 0.5% | 0 | 1 | 0 | 38.6% | 38.6% | -1 | -1 | 28.6% | 28.6% | |
| 14 Other Manual Workers | 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! | |
| Total | 1,236 | 1.2% | | 0 | 15.3% | | 0 | 0 | 331 | 0.0% | 0 | 4 | 0 | 27.1% | 27.1% | -4 | -4 | 26.8% | 26.8% | |

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

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

Table 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% | | |
| 02 Middle & Other Managers | 15.0% | | |
| 03 Professionals | 22.1% | | |
| 04 Semi-Professionals & Tech | 22.7% | | |
| 05 Supervisors | 40.8% | 40.8 | We saw an increased utilization rate for this EEOG (64% vs. 53% in 2016), decreasing the gap from -8 to -5. We are challenged in this category with a decline in hiring/replacing employees for this level and with the unpredictability of hiring activity moving forward (based on our changing business situation). As a result, we are anticipating a slight improvement in the long term. |
| 06 Supervisors: Crafts & Trades | 14.6% | | |
| 07 Administrative & Sr Clerical | 37.3% | 37.3 | We saw a similar utilization rate in 2016 to current; however, there is now higher availability. We anticipate maintaining present numbers for this EEOG as we are not predicting growth in this category. We will continue to monitor. |
| 08 Skilled Sales & Service | 19.6% | | |
| 09 Skilled Crafts & Trades | 0.0% | | |
| 10 Clerical Personnel | 41.3% | 41.3 | The utilization rate was the same in 2016 as to current. The gap has closed slightly because availability is slightly lower. The number of employees in this category has declined and with the uncertain business climate, we don't predict any change. We will continue to monitor and anticipate maintaining present utilization levels. |

Federal Contractors Program Achievement Report

Part 3: Goals

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | |
|--------------|------------------------------|--|--------------|--|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11 | Intermediate Sales & Service | | 40.6% | | 40.6 | We experienced a 26% increase in representation and a jump in utilization from 51% in 2016 to 65% in 2018. The gap decreased from -45 to -31 so we have made significant progress in this area. Our goals are cautious, based on the uncertain business environment and hiring restraints in the short term. Sales is an area where we anticipate maintaining hiring activity to fill vacant positions depending on business needs. We anticipate a continued increase in representation in both the short and long term. |
| 12 | Semi-Skilled Manual | | 57.5% | | 57.5 | We continue to see no growth in this EEOG and don't anticipate change in the short or long term. |
| 13 | Other Sales & Service | | 38.6% | | 37.6 | We saw higher utilization for this category (80% in 2018 vs. 71% in 2016); however, the availability for this category has decreased. We have few positions in this EEOG and there has been a decline in hiring activity for these roles. We anticipate little movement in this EEOG, with the uncertain business climate and limited hiring in the short and long term. |
| 14 | Other Manual Workers | | 0.0% | | | |
| Total | | | 27.1% | | | |

Federal Contractors Program Achievement Report

Part 4: Results - Women

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------|----------|
| 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 | | | | | | | |
| # | # | % | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | % | # | # | | |
| 01 Senior Managers | 2016 | 11 | 4 | 36.4 | 27.4 | 3 | 1 | 132.7 | | | | | | | | | | | | | | | | | |
| | 2018 | 14 | 7 | 50.0 | 27.4 | 4 | 3 | 182.5 | 3 | 3 | 100.0 | 1 | 2 | 2 | 0 | 0.0 | 1 | -1 | 3 | 1 | 33.3 | 1 | 0 | | |
| 02 Middle & Other Managers | 2016 | 155 | 78 | 50.3 | 38.9 | 60 | 18 | 129.4 | | | | | | | | | | | | | | | | | |
| | 2018 | 169 | 82 | 48.5 | 38.9 | 66 | 16 | 124.7 | 32 | 13 | 40.6 | 12 | 1 | 15 | 8 | 53.3 | 8 | 0 | 29 | 13 | 44.8 | 15 | -2 | | |
| 03 Professionals | 2016 | 543 | 328 | 60.4 | 47.2 | 256 | 72 | 128.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 591 | 331 | 56.0 | 43.8 | 259 | 72 | 127.9 | 125 | 49 | 39.2 | 55 | -6 | 14 | 7 | 50.0 | 8 | -1 | 74 | 40 | 54.1 | 45 | -5 | | |
| 04 Semi-Professionals & Technicians | 2016 | 47 | 19 | 40.4 | 35.1 | 16 | 3 | 115.2 | | | | | | | | | | | | | | | | | |
| | 2018 | 42 | 15 | 35.7 | 33.5 | 14 | 1 | 106.6 | 3 | 2 | 66.7 | 1 | 1 | 4 | 2 | 50.0 | 2 | 0 | 7 | 6 | 85.7 | 3 | 3 | | |
| 05 Supervisors | 2016 | 40 | 30 | 75.0 | 52.7 | 21 | 9 | 142.3 | | | | | | | | | | | | | | | | | |
| | 2018 | 35 | 28 | 80.0 | 52.7 | 18 | 10 | 151.8 | 0 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 1 | -1 | 5 | 2 | 40.0 | 4 | -2 | | |
| 06 Supervisors: Crafts & Trades | 2016 | 2 | 0 | 0.0 | 9.3 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 2 | 0 | 0.0 | 9.3 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---------------------------------------------|------|---------------|--------|------|---------------------|------------------|-------|---------------------|------|-----------------|---------------------|-----|--|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Goal | Women | | | Goal | Women | | | |
| | | | Actual | Goal | Percent of Goal Met | | Goal | Percent of Goal Met | Goal | | Percent of Goal Met | | | |
| # | # | % | % | # | % | % | % | # | % | % | % | | | |
| 01 Senior Managers | 2018 | 5 | 3 | 60.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 5 | 3 | 60.0 | | | 0.3 | 21897.8 | | | 0.0 | 0.0 | | |
| 02 Middle & Other Managers | 2018 | 47 | 21 | 44.7 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 47 | 21 | 44.7 | | | 0.4 | 11486.1 | | | 0.0 | 0.0 | | |
| 03 Professionals | 2018 | 139 | 56 | 40.3 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 139 | 56 | 40.3 | | | 0.4 | 9198.1 | | | 0.0 | 0.0 | | |
| 04 Semi-Professionals & Technicians | 2018 | 7 | 4 | 57.1 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 7 | 4 | 57.1 | | | 0.3 | 17057.6 | | | 0.0 | 0.0 | | |
| 05 Supervisors | 2018 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 1 | 0 | 0.0 | | | 0.5 | 0.0 | | | 0.0 | 0.0 | | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.1 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 4: Results - Women

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|---------------------------------------------|------|--------------------|----------------|--------------|------|-----------|--------|----------|------------|--------------------|--------|----------|------------|---------------|--------|----------|------------|---------------|--------|----------|------------|----|----|--|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | |
| | | All Employees | Women | | | | | | | All Employees | Women | | | All Employees | Women | | | All Employees | Women | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | # | |
| 07 Administrative & Senior Clerical | 2016 | 12 | 11 | 91.7 | 80.1 | 10 | 1 | 114.4 | | | | | | | | | | | | | | | | |
| | 2018 | 15 | 13 | 86.7 | 80.1 | 12 | 1 | 108.2 | 7 | 6 | 85.7 | 6 | 0 | 1 | 1 | 100.0 | 1 | 0 | 4 | 4 | 100.0 | 4 | 0 | |
| 08 Skilled Sales & Service Personnel | 2016 | 14 | 5 | 35.7 | 28.2 | 4 | 1 | 126.6 | | | | | | | | | | | | | | | | |
| | 2018 | 11 | 5 | 45.5 | 28.8 | 3 | 2 | 157.8 | 2 | 1 | 50.0 | 1 | 0 | 0 | 0 | 0.0 | 0 | 0 | 4 | 1 | 25.0 | 1 | 0 | |
| 09 Skilled Crafts & Trades Workers | 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 | |
| 10 Clerical Personnel | 2016 | 136 | 97 | 71.3 | 64.8 | 88 | 9 | 110.1 | | | | | | | | | | | | | | | | |
| | 2018 | 123 | 91 | 74.0 | 64.8 | 80 | 11 | 114.2 | 1 | 1 | 100.0 | 1 | 0 | 1 | 1 | 100.0 | 1 | 0 | 11 | 6 | 54.5 | 8 | -2 | |
| 11 Intermediate Sales & Service Personnel | 2016 | 214 | 137 | 64.0 | 63.6 | 136 | 1 | 100.7 | | | | | | | | | | | | | | | | |
| | 2018 | 219 | 142 | 64.8 | 63.5 | 139 | 3 | 102.1 | 38 | 17 | 44.7 | 24 | -7 | 1 | 1 | 100.0 | 1 | 0 | 45 | 22 | 48.9 | 29 | -7 | |
| 12 Semi-Skilled Manual Workers | 2016 | 1 | 0 | 0.0 | 22.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 1 | 0 | 0.0 | 22.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---------------------------------------------|------|---------------|--------|-------|---------------------|------------------|-------|---------------------|------|-----------------|---------------------|-----|--|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Women | | | Goal | Women | | | Goal | Women | | | |
| | | | Actual | Goal | Percent of Goal Met | | Goal | Percent of Goal Met | Goal | | Percent of Goal Met | | | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 07 Administrative & Senior Clerical | 2018 | 8 | 7 | 87.5 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 8 | 7 | 87.5 | | | 0.8 | 10923.8 | | | 0.0 | 0.0 | | |
| 08 Skilled Sales & Service Personnel | 2018 | 2 | 1 | 50.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 2 | 1 | 50.0 | | | 0.3 | 17361.1 | | | 0.0 | 0.0 | | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 10 Clerical Personnel | 2018 | 2 | 2 | 100.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 2 | 2 | 100.0 | | | 0.6 | 15432.1 | | | 0.0 | 0.0 | | |
| 11 Intermediate Sales & Service Personnel | 2018 | 39 | 18 | 46.2 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 39 | 18 | 46.2 | | | 0.6 | 7268.3 | | | 0.0 | 0.0 | | |
| 12 Semi-Skilled Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.2 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 4: Results - Women

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------|----------|
| 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 | | | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | # | % | # | # | | |
| 13 Other Sales & Service Personnel | 2016 | 18 | 9 | 50.0 | 54.5 | 10 | -1 | 91.7 | | | | | | | | | | | | | | | | | |
| | 2018 | 14 | 8 | 57.1 | 54.5 | 8 | 0 | 104.8 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 4 | 1 | 25.0 | 2 | -1 | |
| 14 Other Manual Workers | 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 | |
| Total | 2016 | 1,193 | 718 | 60.2 | 50.7 | 605 | 113 | 118.7 | | | | | | | | | | | | | | | | | |
| | 2018 | 1,236 | 722 | 58.4 | 48.8 | 603 | 119 | 119.7 | 211 | 92 | 43.6 | 103 | -11 | 39 | 20 | 51.3 | 23 | -3 | 186 | 96 | 51.6 | 112 | -16 | | |

| | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| 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 | | | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 13 Other Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.5 | 0.0 | | | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| Total | 2018 | 250 | 112 | 44.8 | 1 | 11200.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 250 | 112 | 44.8 | | | 0.5 | 9180.3 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------|----------|
| 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 | 11 | 0 | 0.0 | 2.9 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 14 | 0 | 0.0 | 2.9 | 0 | 0 | 0.0 | 3 | 0 | 0.0 | 0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 3 | 0 | 0.0 | 0 | 0 |
| 02 Middle & Other Managers | 2016 | 155 | 0 | 0.0 | 2.2 | 3 | -3 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 169 | 0 | 0.0 | 2.2 | 4 | -4 | 0.0 | 32 | 0 | 0.0 | 1 | -1 | 15 | 0 | 0.0 | 0 | 0 | 29 | 0 | 0.0 | 0 | 0 | 0 |
| 03 Professionals | 2016 | 543 | 2 | 0.4 | 1.6 | 9 | -7 | 23.0 | | | | | | | | | | | | | | | | |
| | 2018 | 591 | 2 | 0.3 | 1.5 | 9 | -7 | 22.6 | 125 | 0 | 0.0 | 2 | -2 | 14 | 0 | 0.0 | 0 | 0 | 74 | 0 | 0.0 | 0 | 0 | 0 |
| 04 Semi-Professionals & Technicians | 2016 | 47 | 0 | 0.0 | 1.9 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 42 | 0 | 0.0 | 1.9 | 1 | -1 | 0.0 | 3 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 | 7 | 0 | 0.0 | 0 | 0 | 0 |
| 05 Supervisors | 2016 | 40 | 0 | 0.0 | 1.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 35 | 0 | 0.0 | 1.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 2016 | 2 | 0 | 0.0 | 2.1 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 2 | 0 | 0.0 | 2.1 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---------------------------------------------|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|-----|--|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 01 Senior Managers | 2018 | 5 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 5 | 0 | 0.0 | | | 2.9 | 0.0 | | | 0.0 | 0.0 | | |
| 02 Middle & Other Managers | 2018 | 47 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | 2 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 47 | 0 | 0.0 | | | 2.2 | 0.0 | | | 2.2 | 0.0 | | |
| 03 Professionals | 2018 | 139 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | 2 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 139 | 0 | 0.0 | | | 1.5 | 0.0 | | | 1.5 | 0.0 | | |
| 04 Semi-Professionals & Technicians | 2018 | 7 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 7 | 0 | 0.0 | | | 1.9 | 0.0 | | | 1.9 | 0.0 | | |
| 05 Supervisors | 2018 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 1 | 0 | 0.0 | | | 1.0 | 0.0 | | | 0.0 | 0.0 | | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 2.1 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------|----------|
| 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 | 12 | 0 | 0.0 | 0.8 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 15 | 0 | 0.0 | 0.8 | 0 | 0 | 0.0 | 7 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2016 | 14 | 0 | 0.0 | 1.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 11 | 0 | 0.0 | 1.0 | 0 | 0 | 0.0 | 2 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 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 |
| 10 Clerical Personnel | 2016 | 136 | 3 | 2.2 | 0.8 | 1 | 2 | 275.7 | | | | | | | | | | | | | | | | | |
| | 2018 | 123 | 2 | 1.6 | 0.8 | 1 | 1 | 203.3 | 1 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 11 | 1 | 9.1 | 0 | 1 | |
| 11 Intermediate Sales & Service Personnel | 2016 | 214 | 0 | 0.0 | 0.8 | 2 | -2 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 219 | 0 | 0.0 | 0.9 | 2 | -2 | 0.0 | 38 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 45 | 0 | 0.0 | 0 | 0 | |
| 12 Semi-Skilled Manual Workers | 2016 | 1 | 0 | 0.0 | 0.7 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| | 2018 | 1 | 0 | 0.0 | 0.7 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---------------------------------------------|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|-----|--|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | |
| # | # | % | % | # | % | % | % | # | % | % | % | | | |
| 07 Administrative & Senior Clerical | 2018 | 8 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 8 | 0 | 0.0 | | | 0.8 | 0.0 | | | 0.0 | 0.0 | | |
| 08 Skilled Sales & Service Personnel | 2018 | 2 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 2 | 0 | 0.0 | | | 1.0 | 0.0 | | | 0.0 | 0.0 | | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 10 Clerical Personnel | 2018 | 2 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 2 | 0 | 0.0 | | | 0.8 | 0.0 | | | 0.0 | 0.0 | | |
| 11 Intermediate Sales & Service Personnel | 2018 | 39 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | 2 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 39 | 0 | 0.0 | | | 0.9 | 0.0 | | | 0.9 | 0.0 | | |
| 12 Semi-Skilled Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.7 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------|----------|
| 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 | 18 | 0 | 0.0 | 1.6 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 14 | 0 | 0.0 | 1.8 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 |
| 14 Other Manual Workers | 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 |
| Total | 2016 | 1,193 | 5 | 0.4 | 1.4 | 17 | -12 | 29.9 | | | | | | | | | | | | | | | | |
| | 2018 | 1,236 | 4 | 0.3 | 1.4 | 17 | -13 | 23.1 | 211 | 0 | 0.0 | 3 | -3 | 39 | 0 | 0.0 | 0 | 0 | 0 | 186 | 1 | 0.5 | 1 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | Goals | | | | | | | | Comments |
|---------------------------------------------|------|---------------|--------------------|------|---------------------|------|---------------------|------|---------------------|------|---------------------|-----|----------|
| | | Flow Data | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Aboriginal Peoples | | Aboriginal Peoples | | | | Aboriginal Peoples | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | |
| # | # | # | % | # | % | % | % | # | % | % | % | | |
| 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 | | | 1.8 | 0.0 | | | | 0.0 | |
| 14 Other Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | | 0.0 | |
| Total | 2018 | 250 | 0 | 0.0 | 3 | 0.0 | 0.0 | 0.0 | 7 | 0.0 | 0.0 | 0.0 | |
| | 2021 | 250 | 0 | 0.0 | | | 1.4 | 0.0 | | | | 0.0 | |

Federal Contractors - Program Achievement Report

Part 6: Results - Persons with Disabilities

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------|----------|
| 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 | 166 | 3 | 1.8 | 4.3 | 7 | -4 | 42.0 | | | | | | | | | | | | | | | | | | |
| | 2018 | 183 | 2 | 1.1 | 4.3 | 8 | -6 | 25.4 | 35 | 0 | 0.0 | 2 | -2 | 17 | 1 | 5.9 | 0 | 1 | 32 | 1 | 3.1 | 1 | 0 | | | |
| 03 Professionals | 2016 | 543 | 7 | 1.3 | 3.8 | 21 | -14 | 33.9 | | | | | | | | | | | | | | | | | | |
| | 2018 | 591 | 7 | 1.2 | 3.8 | 22 | -15 | 31.2 | 125 | 1 | 0.8 | 5 | -4 | 14 | 2 | 14.3 | 0 | 2 | 74 | 1 | 1.4 | 1 | 0 | | | |
| 04 Semi-Professionals & Technicians | 2016 | 47 | 0 | 0.0 | 4.6 | 2 | -2 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2018 | 42 | 0 | 0.0 | 4.6 | 2 | -2 | 0.0 | 3 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 | 7 | 0 | 0.0 | 0 | 0 | | | |
| 05 Supervisors | 2016 | 40 | 1 | 2.5 | 13.9 | 6 | -5 | 18.0 | | | | | | | | | | | | | | | | | | |
| | 2018 | 35 | 1 | 2.9 | 13.9 | 5 | -4 | 20.6 | 0 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 0 | 0 | | | |
| 06 Supervisors: Crafts & Trades | 2016 | 2 | 0 | 0.0 | 7.8 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | | | |
| | 2018 | 2 | 0 | 0.0 | 7.8 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | | |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---------------------------------------------|------|---------------|---------------------------|------|---------------------|---------------------------|---------------------|------|---------------------|---------------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Persons with Disabilities | | | Persons with Disabilities | | | | Persons with Disabilities | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 01 & 02 Managers | 2018 | 52 | 1 | 1.9 | 1 | 100.0 | 0.0 | 0.0 | 1 | 100.0 | 0.0 | 0.0 | | |
| | 2021 | 52 | 1 | 1.9 | | | 4.3 | 44.7 | | | 4.3 | 44.7 | | |
| 03 Professionals | 2018 | 139 | 3 | 2.2 | 1 | 300.0 | 0.0 | 0.0 | 3 | 100.0 | 0.0 | 0.0 | | |
| | 2021 | 139 | 3 | 2.2 | | | 3.8 | 56.8 | | | 3.8 | 56.8 | | |
| 04 Semi-Professionals & Technicians | 2018 | 7 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 7 | 0 | 0.0 | | | 4.6 | 0.0 | | | 4.6 | 0.0 | | |
| 05 Supervisors | 2018 | 1 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | 2 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 1 | 0 | 0.0 | | | 13.9 | 0.0 | | | 13.9 | 0.0 | | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 7.8 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors - Program Achievement Report

Part 6: Results - Persons with Disabilities

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis | | | | | | | | Flow Data Analysis | | | | | | | | | | | | | | |
|---------------------------------------------|------|--------------------|---------------------------|--------------|-----|-----------|--------|----------|------------|--------------------|---------------------------|----------|------------|---------------|---------------------------|----------|------------|---------------|---------------------------|----|---|-----|---|---|
| | | Workforce | | | | | | | | Hires | | | | Promotions | | | | Terminations | | | | | | |
| | | All Employees | Persons with Disabilities | | | | | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | All Employees | Persons with Disabilities | | | | | |
| | | | Representation | Availability | Gap | EE Result | Actual | Expected | Difference | | Actual | Expected | Difference | | Actual | Expected | Difference | | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | | |
| 07 Administrative & Senior Clerical | 2016 | 12 | 1 | 8.3 | 3.4 | 0 | 1 | 245.1 | | | | | | | | | | | | | | | | |
| | 2018 | 15 | 1 | 6.7 | 3.4 | 1 | 0 | 196.1 | 7 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel | 2016 | 14 | 1 | 7.1 | 3.5 | 0 | 1 | 204.1 | | | | | | | | | | | | | | | | |
| | 2018 | 11 | 1 | 9.1 | 3.5 | 0 | 1 | 259.7 | 2 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers | 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 |
| 10 Clerical Personnel | 2016 | 136 | 0 | 0.0 | 7.0 | 10 | -10 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 123 | 0 | 0.0 | 7.0 | 9 | -9 | 0.0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 11 | 0 | 0.0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel | 2016 | 214 | 1 | 0.5 | 5.6 | 12 | -11 | 8.3 | | | | | | | | | | | | | | | | |
| | 2018 | 219 | 1 | 0.5 | 5.6 | 12 | -11 | 8.2 | 38 | 0 | 0.0 | 2 | -2 | 1 | 0 | 0.0 | 0 | 0 | 0 | 45 | 0 | 0.0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers | 2016 | 1 | 1 | 100.0 | 4.8 | 0 | 1 | 2,083.3 | | | | | | | | | | | | | | | | |
| | 2018 | 1 | 1 | 100.0 | 4.8 | 0 | 1 | 2,083.3 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants | | | | Goals | | | | | | | | Comments |
|---------------------------------------------|------|---------------|---------------------------|------|---------------------|---------------------------|---------------------|------|---------------------|---------------------------|---------------------|------|---------------------|----------|
| | | Flow Data | | | | Short-term Goals | | | | Long-term Goals | | | | |
| | | All Employees | Persons with Disabilities | | | Persons with Disabilities | | | | Persons with Disabilities | | | | |
| | | | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 07 Administrative & Senior Clerical | 2018 | 8 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 8 | 0 | 0.0 | | | 3.4 | 0.0 | | | 0.0 | 0.0 | | |
| 08 Skilled Sales & Service Personnel | 2018 | 2 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 2 | 0 | 0.0 | | | 3.5 | 0.0 | | | 0.0 | 0.0 | | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 10 Clerical Personnel | 2018 | 2 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 2 | 0 | 0.0 | | | 7.0 | 0.0 | | | 7.0 | 0.0 | | |
| 11 Intermediate Sales & Service Personnel | 2018 | 39 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | 2 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 39 | 0 | 0.0 | | | 5.6 | 0.0 | | | 5.6 | 0.0 | | |
| 12 Semi-Skilled Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 4.8 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

Federal Contractors - Program Achievement Report

Part 6: Results - Persons with Disabilities

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------|
| 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 | | | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | # | % | # | # | | |
| 13 Other Sales & Service Personnel | 2016 | 18 | 1 | 5.6 | 6.3 | 1 | 0 | 88.2 | | | | | | | | | | | | | | | | | |
| | 2018 | 14 | 1 | 7.1 | 6.3 | 1 | 0 | 113.4 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 4 | 0 | 0.0 | 0 | 0 | |
| 14 Other Manual Workers | 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 | |
| Total | 2016 | 1,193 | 16 | 1.3 | 5.0 | 60 | -44 | 26.8 | | | | | | | | | | | | | | | | | |
| | 2018 | 1,236 | 15 | 1.2 | 4.9 | 61 | -46 | 24.8 | 211 | 1 | 0.5 | 10 | -9 | 39 | 3 | 7.7 | 1 | 2 | 186 | 2 | 1.1 | 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 | 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 | | | 6.3 | 0.0 | | | 0.0 | 0.0 | | |
| 14 Other Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| Total | 2018 | 250 | 4 | 1.6 | 5 | 80.0 | 0.0 | 0.0 | 9 | 44.4 | 0.0 | 0.0 | | |
| | 2021 | 250 | 4 | 1.6 | | | 4.9 | 32.7 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------|----------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|
| 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 | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | | |
| 01 Senior Managers | 2016 | 11 | 2 | 18.2 | 10.1 | 1 | 1 | 180.0 | | | | | | | | | | | | | | | | |
| | 2018 | 14 | 3 | 21.4 | 10.1 | 1 | 2 | 212.2 | 3 | 0 | 0.0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 | 3 | 0 | 0.0 | 1 | -1 | |
| 02 Middle & Other Managers | 2016 | 155 | 19 | 12.3 | 15.0 | 23 | -4 | 81.7 | | | | | | | | | | | | | | | | |
| | 2018 | 169 | 32 | 18.9 | 15.0 | 25 | 7 | 126.2 | 32 | 14 | 43.8 | 5 | 9 | 15 | 2 | 13.3 | 2 | 0 | 29 | 4 | 13.8 | 4 | 0 | |
| 03 Professionals | 2016 | 543 | 137 | 25.2 | 20.0 | 109 | 28 | 126.2 | | | | | | | | | | | | | | | | |
| | 2018 | 591 | 173 | 29.3 | 22.1 | 131 | 42 | 132.5 | 125 | 59 | 47.2 | 28 | 31 | 14 | 3 | 21.4 | 4 | -1 | 74 | 24 | 32.4 | 19 | 5 | |
| 04 Semi-Professionals & Technicians | 2016 | 47 | 14 | 29.8 | 22.1 | 10 | 4 | 134.8 | | | | | | | | | | | | | | | | |
| | 2018 | 42 | 12 | 28.6 | 22.7 | 10 | 2 | 125.9 | 3 | 1 | 33.3 | 1 | 0 | 4 | 2 | 50.0 | 1 | 1 | 7 | 4 | 57.1 | 2 | 2 | |
| 05 Supervisors | 2016 | 40 | 9 | 22.5 | 41.4 | 17 | -8 | 54.3 | | | | | | | | | | | | | | | | |
| | 2018 | 35 | 9 | 25.7 | 40.8 | 14 | -5 | 63.0 | 0 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | 5 | 0 | 0.0 | 1 | -1 | |
| 06 Supervisors: Crafts & Trades | 2016 | 2 | 0 | 0.0 | 14.6 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 2 | 0 | 0.0 | 14.6 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 |

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

| Employment Equity Occupational Group (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 | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 01 Senior Managers | 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 | | | 0.0 | 0.0 | | |
| 02 Middle & Other Managers | 2018 | 47 | 16 | 34.0 | 1 | 1,600.0 | 0.0 | 0.0 | 1 | 1,600.0 | 0.0 | 0.0 | | |
| | 2021 | 47 | 16 | 34.0 | | | 0.2 | 22695.0 | | | 0.0 | 0.0 | | |
| 03 Professionals | 2018 | 139 | 62 | 44.6 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 139 | 62 | 44.6 | | | 0.2 | 20182.9 | | | 0.0 | 0.0 | | |
| 04 Semi-Professionals & Technicians | 2018 | 7 | 3 | 42.9 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 7 | 3 | 42.9 | | | 0.2 | 18879.8 | | | 0.0 | 0.0 | | |
| 05 Supervisors | 2018 | 1 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 1 | 0 | 0.0 | | | 0.4 | 0.0 | | | 40.8 | 0.0 | | |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.1 | 0.0 | | | 0.0 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------|
| 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 | | | | | | | |
| # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | | |
| 07 Administrative & Senior Clerical | 2016 | 12 | 2 | 16.7 | 37.3 | 4 | -2 | 44.7 | | | | | | | | | | | | | | | | |
| | 2018 | 15 | 3 | 20.0 | 37.3 | 6 | -3 | 53.6 | 7 | 2 | 28.6 | 3 | -1 | 1 | 1 | 100.0 | 0 | 1 | 4 | 1 | 25.0 | 1 | 0 | |
| 08 Skilled Sales & Service Personnel | 2016 | 14 | 4 | 28.6 | 19.2 | 3 | 1 | 148.8 | | | | | | | | | | | | | | | | |
| | 2018 | 11 | 5 | 45.5 | 19.6 | 2 | 3 | 231.9 | 2 | 2 | 100.0 | 0 | 2 | 0 | 0 | 0.0 | 0 | 0 | 4 | 1 | 25.0 | 1 | 0 | |
| 09 Skilled Crafts & Trades Workers | 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 | |
| 10 Clerical Personnel | 2016 | 136 | 35 | 25.7 | 40.9 | 56 | -21 | 62.9 | | | | | | | | | | | | | | | | |
| | 2018 | 123 | 32 | 26.0 | 41.3 | 51 | -19 | 63.0 | 1 | 0 | 0.0 | 0 | 0 | 1 | 1 | 100.0 | 0 | 1 | 11 | 4 | 36.4 | 3 | 1 | |
| 11 Intermediate Sales & Service Personnel | 2016 | 214 | 46 | 21.5 | 42.3 | 91 | -45 | 50.8 | | | | | | | | | | | | | | | | |
| | 2018 | 219 | 58 | 26.5 | 40.6 | 89 | -31 | 65.2 | 38 | 15 | 39.5 | 15 | 0 | 1 | 1 | 100.0 | 0 | 1 | 45 | 13 | 28.9 | 10 | 3 | |
| 12 Semi-Skilled Manual Workers | 2016 | 1 | 0 | 0.0 | 57.5 | 1 | -1 | 0.0 | | | | | | | | | | | | | | | | |
| | 2018 | 1 | 0 | 0.0 | 57.5 | 1 | -1 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | |

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

| Employment Equity Occupational Group (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 | | | |
| # | # | # | % | # | % | % | % | # | % | % | % | | | |
| 07 Administrative & Senior Clerical | 2018 | 8 | 3 | 37.5 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 8 | 3 | 37.5 | | | 0.4 | 10053.6 | | | 37.3 | 100.5 | | |
| 08 Skilled Sales & Service Personnel | 2018 | 2 | 2 | 100.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 2 | 2 | 100.0 | | | 0.2 | 51020.4 | | | 0.0 | 0.0 | | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| 10 Clerical Personnel | 2018 | 2 | 1 | 50.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 2 | 1 | 50.0 | | | 0.4 | 12106.5 | | | 41.3 | 121.1 | | |
| 11 Intermediate Sales & Service Personnel | 2018 | 39 | 16 | 41.0 | 6 | 266.7 | 0.0 | 0.0 | 9 | 177.8 | 0.0 | 0.0 | | |
| | 2021 | 39 | 16 | 41.0 | | | 0.4 | 10104.8 | | | 40.6 | 101.0 | | |
| 12 Semi-Skilled Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.6 | 0.0 | | | 57.5 | 0.0 | | |

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Carswell, A Division of Thomson Canada Ltd.

[Date: 2018-03-07]

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------|----------|----------------------------|----------------------------|-------------|----------------------------|-------------|----------|-------------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------------------------|----------------------------|-------------|-------------|----------|----------|
| 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 | 18 | 5 | 27.8 | 40.2 | 7 | -2 | 69.1 | | | | | | | | | | | | | | | | |
| | 2018 | 14 | 4 | 28.6 | 38.6 | 5 | -1 | 74.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 4 | 1 | 25.0 | 1 | 0 |
| 14 Other Manual Workers | 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 |
| Total | 2016 | 1,193 | 273 | 22.9 | 26.9 | 321 | -48 | 85.1 | | | | | | | | | | | | | | | | |
| | 2018 | 1,236 | 331 | 26.8 | 27.1 | 335 | -4 | 98.8 | 211 | 93 | 44.1 | 57 | 36 | 39 | 10 | 25.6 | 9 | 1 | 186 | 52 | 28.0 | 43 | 9 | |

| | | | | | | | | | | | |
|---------------|----------------------------|----------------------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| 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 | 1 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.4 | 0.0 | | | 37.6 | 0.0 | | |
| 14 Other Manual Workers | 2018 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | |
| | 2021 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | |
| Total | 2018 | 250 | 103 | 41.2 | 8 | 1287.5 | 0.0 | 0.0 | 12 | 858.3 | 0.0 | 0.0 | | |
| | 2021 | 250 | 103 | 41.2 | | | 0.3 | 15203.0 | | | 0.0 | 0.0 | | |

| |
|-------------------------------------------------------|
| Federal Contractors Program Achievement Report |
| Part 8: Reasonable Efforts |
| Carswell, A Division of Thomson Canada Ltd. |
| [Date: 2018-02-21] |

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):

2017 - TR launched a global eLearning on Diversity & Inclusion in the Hiring Process (mandatory for managers, HR)

2017 (ongoing) - Legal Diversity & Inclusion Council introduced quarterly newsletter to provide updates on diversity/inclusion strategies/inititives for all employees; provided access to learning opportunities (including speakers) as we seek to create more diverse/inclusive environments that can support our business challenges

2017 and 2018 - encouraged employees to participate in events driving awareness of International Women's Day

2018 - plan to introduce two new Business Resources Groups: Women in Technology (Canada) and Pride at Work (Canada); working with 2 new external recruiting agencies to source diverse talent (specifically in sales); introducing series of workshops around diversity/inclusion for sr. leadership team to drive awareness; created Inclusion Discussion guide for managers to meet with teams/individuals; planning Diversity listening session to understand barriers in the workplace and to develop a strategy to overcome.

2017/2018: Recruitment - Have utilized Textio, an augmented writing platform that evaluates our

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.

2017 - local hiring freeze for non-revenue generating roles had an impact on recruitment/replacement of vacant positions (see more details re: hiring freeze in Additional Details section)

2018 - local hiring freeze implemented as a result of the Blackstone announcement; will have an impact on recruitment/replacement of vacant positions as well as internal transfers between TR divisions in Canada

- Any reorganization or other corporate structural changes.

2017 - New Toronto Technology Centre located in downtown core; hired 200 employees since January 2017; Significant internal reorganization of employees in Legal and Tax divisions following the retirement of several senior leaders in 2016 - employees realigned to new leaders/new roles & responsibilities

2018 - Announcement that F&R will be acquired by Blackstone later this year; will have an impact on Canadian headcount overall (TBD)

- 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):

During any hiring freeze, every vacancy is carefully examined to determine if the individual will be replaced via an external hire or through redeployment of an existing employee (i.e. taking on an expanded role or making a lateral move), or if the position will be eliminated. In many cases, vacancies have not been replaced through external hiring and positions have often been closed. This decrease in external hiring has had a negative impact on our ability to meet our goals over time. It is likely that this trend will continue into the future, which will continue to negatively

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Thomson Reuters Canada Ltd.

Primary Location: Toronto, Ontario

Number of Employees: 1236

Ontario: 990

Québec: 196

New Brunswick: 19

Alberta: 15

British Columbia: 14

Manitoba: 2

Organization Overview:

NAICS # 5111: *Newspaper, periodical, book and directory publishers*

Thomson Reuters Canada Ltd. is a multinational mass media and information firm, and offers corporate and litigation support services across Canada.

Key Dates – First Year Assessment

Initiated: 2016-09-02

Received: 2016-10-07

Closed: 2016-10-28

Workforce Analysis: 2016-06-30

There was no Workforce Analysis sent at the time of the previous assessment. Instead, the organization prepared a full report to outline some of the necessary information. The date of June 30, 2016 was taken as the date provided in the report provided that they indicated the Workforce Analysis was completed.

Key Dates – Subsequent Assessment

Initiated: 2018-02-04

Extension Granted: 2018-03-02

Received: 2018-03-09

Workforce Analysis: 2018-01-31

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

As there was no WFA provided at the time of the previous assessment, it appears as though a program officer pulled the WFA from the system and pre-populated the achievement report manually for this employer.

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

Yes No

ASSESSMENT OF REASONABLE PROGRESS**Women**

| | | |
|----|---------------------------------|--------------------------------|
| 13 | Other Sales & Service Personnel | Goal not met - (0.0% achieved) |
|----|---------------------------------|--------------------------------|

Assessment/Observations

- EEOG 13: There was one new entrant and it was not a woman. However with an LMA rate of 54.5%, the goal was unattainable.

Aboriginal Peoples

| | | |
|----|----------------------------------------|--------------------------------|
| 02 | Middle & Other Managers | Goal not met - (0.0% achieved) |
| 03 | Professionals | Goal not met - (0.0% achieved) |
| 04 | Semi-Professionals & Technicians | No goal set |
| 11 | Intermediate Sales & Service Personnel | Goal not met - (0.0% achieved) |

Assessment/Observations

- EEOG 02: There were 47 new entrants and none were Aboriginal people. At LMA rate of 2.2%, at least one would have been expected.
- EEOG 03: There were 139 new entrants and none were Aboriginal people. At LMA rate of 1.6%, at least two would have been expected.
- EEOG 04: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -1 however a long-term goal has been set to eliminate the gap.
- EEOG 11: There were 39 new entrants and none were Aboriginal people. However with an LMA rate of 0.8%, the goal was unattainable.

Persons with Disabilities

| | | |
|-------|----------------------------------|--------------------------------|
| 01/02 | Managers | Goal met at 100.0% |
| 03 | Professionals | Goal met at 300.0% |
| 04 | Semi-Professionals & Technicians | Goal not met - (0.0% achieved) |

| | | |
|----|----------------------------------|--------------------------------|
| 05 | Supervisors | Goal not met - (0.0% achieved) |
| 10 | Clerical Personnel | No goal set |
| 11 | Inter. Sales & Service Personnel | Goal not met - (0.0% achieved) |

Assessment/Observations

- EEOG 04: There were seven new entrants and none were persons with disabilities. However, with an LMA rate of 4.6%, the goal was unattainable.
- EEOG 05: There was one new entrant and it was not a person with disabilities. However, with an LMA rate of 13.9%, the goal was unattainable.
- EEOG 10: A gap of -10 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -9 and a long-term goal still needs to be set to eliminate the gap in this EEOG.
- EEOG 11: There were 39 new entrants and none were persons with disabilities. At LMA rate of 5.6%, at least two would have been expected.

Members of Visible Minorities

| | | |
|----|--------------------------------------------|------------------------------|
| 02 | Middle & Other Managers | Goal met at 1,600.0% |
| 05 | Supervisors | Goal not met (0.0% achieved) |
| 07 | Administrative & Senior Clerical Personnel | No goal set |
| 10 | Clerical Personnel | No goal set |
| 11 | Intermediate Sales & Service Personnel | Goal met at 266.7% |
| 12 | Semi-Skilled Manual Workers | No goal set |
| 13 | Other Sales & Service Personnel | No goal set |

Assessment/Observations

- EEOG 05: There was one new entrant and it was not a of a visible minority. However with an LMA rate of 41.4%, the goal was unattainable.
- EEOG 07: A gap of -2 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -3 and a long-term goal still needs to be set to eliminate the gap in this EEOG.
- EEOG 10: A gap of -21 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -19 and a long-term goal still needs to be set to eliminate the gap in this EEOG.
- EEOG 12: A gap of -1 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -1 however a long-term goal has been set to eliminate the gap.
- EEOG13: A gap of -2 was revealed but no short-term goal was set and this was accepted during the previous compliance assessment. There remains a gap of -1 however a long-term goal has been set to eliminate the gap.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - Out of 18 required goals:
 - Four were met at 80% or above;
 - Eight had zero percent achieved;
 - Six had no identified goal set.
 - To give additional operational context, this organization underwent a hiring freeze which had an impact on the recruitment and replacement of vacant positions. During the hiring freeze, this organization saw a higher number of staff being deployed from other areas of the organization in order to fill the vacancy (rather than hire externally which was done previously.) This decrease in external hiring had a negative impact on Thomson Reuters Canada Ltd's ability to meet the established goals, as they were forced to only recruit from an already under-represented workforce.
 - Although Thomson Reuters was unable to meet at least 80% of their goals, they did implement strategic and promising measures to address Diversity & Inclusion in their organization. As these changes were implemented in 2017, we can expect to see the results of these measures during their next compliance assessment. Examples of some of their newly implemented measures are:
 - Launched a global eLearning on Diversity and Inclusion in the hiring process – a course that is now mandatory for all managers and HR;
 - Diversity and Inclusion Council launched a quarterly newsletter to provide updates on strategies and initiatives, and provide access to learning opportunities and seminars to help create a more diverse and inclusive atmosphere;
 - The organization encouraged employees to participate in events on International Women's Day, and also plan to introduce two new Business Groups – 'Women in Technology Canada' and 'Pride at Work Canada';
 - The senior leadership teams provided with workshop opportunities related to Diversity and Inclusion;
 - Creation of an Inclusion Discussion Guide for managers to use while meeting with their staff;
 - Evaluation of their job postings using Textio to ensure they attract more diverse candidates;
 - Started work with recruiting agencies to broaden candidate pool.

ASSESSMENT OF GOALS***Women***

Observations: There are currently no gaps for women in this organization.

Aboriginal Peoples

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---------------------------------------------|----------------------------------|-------------|---------------------------|----------------------|----------------|-----|
| Employment Equity Occupational Group (EEOG) | | Present Gap | Short-term (1 to 3 years) | Long-term (3+ years) | | |
| # | Description | # | % | % | % | % |
| 02 | Middle & Other Managers | -4 | 2.2 | 2.2 | 0.0 | 2.2 |
| 03 | Professionals | -7 | 1.5 | 1.5 | 0.3 | 1.5 |
| 04 | Semi-Professionals & Technicians | -1 | 1.9 | 1.9 | 0.0 | 1.9 |
| 11 | Inter. Sales & Service Personnel | -2 | 0.9 | 0.9 | 0.0 | 0.9 |

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

Members of Visible Minorities

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---------------------------------------------|------------------------------------|-------------|---------------------------|----------------------|----------------|------|
| Employment Equity Occupational Group (EEOG) | | Present Gap | Short-term (1 to 3 years) | Long-term (3+ years) | | |
| # | Description | # | % | % | % | % |
| 05 | Supervisors | -5 | 40.8 | 40.8 | 25.7 | 40.8 |
| 07 | Admin. & Senior Clerical Personnel | -3 | 37.3 | 37.3 | 20.0 | 37.3 |
| 10 | Clerical Personnel | -19 | 41.3 | 41.3 | 26.0 | 41.3 |
| 11 | Inter. Sales & Service Personnel | -31 | 40.6 | 40.6 | 26.5 | 40.6 |
| 12 | Semi-Skilled Manual Workers | -1 | 57.5 | 57.5 | 0.0 | 57.5 |
| 13 | Other Sales & Service Personnel | -1 | 37.6 | 37.6 | 28.6 | 38.6 |

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

Persons with Disabilities

| Workforce Analysis Results | | | Goals | | Representation | LMA |
|---------------------------------------------|-------------|-------------|---------------------------|----------------------|----------------|-----|
| Employment Equity Occupational Group (EEOG) | | Present Gap | Short-term (1 to 3 years) | Long-term (3+ years) | | |
| # | Description | # | % | % | % | % |

| | | | | | | |
|-----------|----------------------------------|-----|------|------|-----|------|
| 01/ 02 | Managers | -6 | 4.3 | 4.3 | 1.1 | 4.3 |
| 03 | Professionals | -15 | 3.8 | 3.8 | 1.2 | 3.8 |
| 04 | Semi-Professionals & Technicians | -2 | 4.6 | 4.6 | 0.0 | 4.6 |
| 05 | Supervisors | -4 | 13.9 | 13.9 | 2.9 | 13.9 |
| 10 | Clerical Personnel | -9 | 7.0 | 7.0 | 0.0 | 7.0 |
| 11 | Inter. Sales & Service Personnel | -11 | 5.6 | 5.6 | 0.5 | 5.6 |

Observations:

- Goals have been set appropriately at, or higher, than LMA where there is a gap present.

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:

- As a number of gaps are still present, 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 in all these designated groups.
 - A guide for completing an ESR can be found at the following link:
<https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- In addition, the organization might consider partnering with universities and reaching out to professional associations, as well as, forging links with trade programs, career fairs and professional associations, in order to identify qualified potential employees that are members of the designated groups.

Name of Analyst: Céline Brown

Date: December 19, 2018

Nyirasafari, Ange AN [NC]

From: Brown, Celine E [NC] on behalf of EE-EME
Sent: December 20, 2018 10:45 AM
To: 'barbara.conway@thomsonreuters.com'
Cc: 'jayne.jackson@thomsonreuters.com'; 'terri.labelle@thomsonreuters.com'
Subject: Government of Canada Agreement Number: 061048 – Notification of Compliance with the Federal Contractors Program (Thomson Reuters Canada Ltd.)

Cette information est également disponible en français sur demande.

Dear Barb Conway:

I am writing to inform you that the subsequent compliance assessment initiated on February 4, 2018 has been completed. As a result of the assessment, Thomson Reuters Canada Ltd. 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 Thomson Reuters Canada Ltd.'s employment equity program.

- As a number of gaps are still present, 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 in all these designated groups.
 - A guide for completing an ESR can be found at the following link:
<https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
 - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- In addition, the organization might consider partnering with universities and reaching out to professional associations, as well as, forging links with trade programs, career fairs and professional associations, in order to identify qualified potential employees that are members of the designated groups.

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 February 2, 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, Thomson Reuters Canada Ltd. 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.

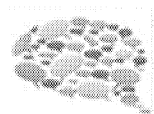
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish Thomson Reuters Canada Ltd. 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!