



OFFICIAL USE ONLY
Agreement N°: 060133

### Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization University of Waterloo	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 3813 *
Organization's North American Industry Classification System (NAICS) Code N° 6113	To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02l-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02l-eng.htm</a>

incorrect)	Total number of employees in Canada	Organization's NAICS Code No 611310
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HEAD OFFICE			
Address (building number, street, suite, etc.) 200 University Avenue W.	City Waterloo	Province ON	Postal Code N2L 3G1
	Telephone Number 519 888 4567	Fax Number 519 746-3242	

EMPLOYMENT EQUITY CONTACT	
Name (print) Alfrieda Swasinston	Title Assistant Director, Human Resources
Telephone Number 519-888-4567 x32950	E-mail Address jaswains@uwaterloo.ca

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>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</li> <li>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).</li> </ul> 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: <a href="http://www.hrsdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.hrsdc.gc.ca/eng/labour/equality/fcp/index.shtml</a>  Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Feridun Hamdullahpur	Title President
Telephone Number 519 888 4567	E-mail Address president@uwaterloo.ca
Signature <i>Feridun Hamdullahpur</i>	Date 8-26-2013

RETURN INSTRUCTIONS
IMPORTANT <ul style="list-style-type: none"> <li>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: <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a></li> </ul>

\* DOES NOT INCLUDE STUDENTS WHO ARE EMPLOYED ON A TEMPORARY BASIS



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

Reporting Period 2014-10-31 to 2017-08-01

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	3912	269	0	4181	Kitchener - Cambridge - Waterloo	3912	269	0	4181
<b>Total Employees in Canada</b>				<b>4181</b>	<b>Total Employees in Canada</b>				<b>4181</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2014-10-31 to 2017-08-01

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
<b>Senior Managers</b>													
Top Range: \$100,000 and over													
Bottom Range: Under \$5,000													
		12	7										
<b>Total</b>		25	14	11									
<b>Middle and Other Managers</b>													
Top Range: \$100,000 and over		64	40	24									
Bottom Range: Under \$5,000		136	64	72							13	9	
		80	53	27							6		
<b>Total</b>		283	159	124				9	6		19	14	
<b>Professionals</b>		65	51	14							11	8	
Top Range: \$100,000 and over		695	532	163				11	8		102	79	23
Bottom Range: Under \$5,000		1025	504	521	8			34	15	19	113	58	55
		234	60	174				6			22		17
<b>Total</b>		2019	1147	872	11			52	26	26	248	150	98
<b>Semi-Professionals and Technicians</b>		42	32	10							6		
Top Range: \$100,000 and over		175	115	60							19	12	7
Bottom Range: Under \$5,000		23	12	11									
<b>Total</b>		244	161	83				10	8		29	19	10



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2014-10-31 to 2017-08-01

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
<b>Supervisors</b>		19	7	12									
<b>Top Range: \$100,000 and over</b>		80	28	52									
<b>Bottom Range: Under \$5,000</b>		12		7									
	<b>Total</b>	112	40	72							6		
<b>Supervisors: Crafts and Trades</b>													
<b>Top Range: \$100,000 and over</b>													
<b>Bottom Range: \$ 55,000 - \$59,999</b>		6	6										
	<b>Total</b>	19	18										
<b>Administrative and Senior Clerical Personnel</b>		37		33									
<b>Top Range: \$100,000 and over</b>		271	28	243							21		17
<b>Bottom Range: Under \$5,000</b>		94		90							9		8
		16		16									
	<b>Total</b>	418	36	382				8		6	36		31
<b>Skilled Sales and Service Personnel</b>													
<b>Top Range: \$ 85,000 - \$89,999</b>		6											
<b>Bottom Range: \$ 30,000 - \$34,999</b>		12	9										
		7											
	<b>Total</b>	26	18	8									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2014-10-31 to 2017-08-01

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
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 95,000 - \$99,999  Bottom Range: Under \$5,000		6	6										
		110	110										
		6	6										
	<b>Total</b>	124	124										
<b>Clerical Personnel</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: Under \$5,000		83	17	66									
		213	29	184				7		6	15		13
		11		11									3
	<b>Total</b>	307	46	261				11		10	22		19
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 65,000 - \$69,999  Bottom Range: \$ 45,000 - \$49,999													
	<b>Total</b>	7	6										
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: \$ 40,000 - \$44,999				3									
		11	7	4									
		12	12										
	<b>Total</b>	28	20	8									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2014-10-31 to 2017-08-01

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
<b>Other Sales and Service Personnel</b>		8	6										
<b>Top Range: \$ 70,000 - \$74,999</b>		246	134	112	7			8			30	19	11
<b>Bottom Range: Under \$5,000</b>		18		16									
		8											
	<b>Total</b>	280	145	135	8			8			34	20	14
<b>Other Manual Workers</b>		19	18										
<b>Top Range: \$ 50,000 - \$54,999</b>													
<b>Bottom Range: Under \$5,000</b>													
	<b>Total</b>	20	18										
<b>Total Number of Employees</b>		<b>3912</b>	<b>1952</b>	<b>1960</b>	<b>35</b>	<b>19</b>	<b>16</b>	<b>106</b>	<b>51</b>	<b>55</b>	<b>409</b>	<b>224</b>	<b>185</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2014-10-31 to 2017-08-01

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
<b>Middle and Other Managers</b>  Top Range: \$ 65,000 - \$69,999  Bottom Range: Under \$5,000													
	<b>Total</b>	130	89	41							18	15	
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: Under \$5,000													
		11		6									
		21		18									
	<b>Total</b>	51	15	36							6		6
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 65,000 - \$69,999  Bottom Range: Under \$5,000													
		6											
	<b>Total</b>	16		13									
<b>Supervisors</b>  Top Range: \$ 30,000 - \$34,999  Bottom Range: \$ 30,000 - \$34,999													
	<b>Total</b>												



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2014-10-31 to 2017-08-01

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
<b>Administrative and Senior Clerical Personnel</b>													
Top Range: \$ 50,000 - \$54,999													
Bottom Range: \$ 30,000 - \$34,999													
<b>Total</b>		7		7									
<b>Skilled Sales and Service Personnel</b>													
Top Range: Under \$5,000													
Bottom Range: Under \$5,000													
<b>Total</b>													
<b>Skilled Crafts and Trades Workers</b>													
Top Range: \$ 30,000 - \$34,999													
Bottom Range: \$ 30,000 - \$34,999													
<b>Total</b>													
<b>Clerical Personnel</b>		6		6									
Top Range: \$ 40,000 - \$44,999		13		11									
Bottom Range: Under \$5,000													
<b>Total</b>		25		23									





FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / Ontario

Reporting Period 2014-10-31 to 2017-08-01

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	
<b>Other Sales and Service Personnel</b>  Top Range: \$ 30,000 - \$34,999  Bottom Range: Under \$5,000														
		30		28										
	<b>Total</b>	32		28										
<b>Total Number of Employees</b>		<b>269</b>	<b>118</b>	<b>151</b>				<b>8</b>			<b>6</b>	<b>30</b>	<b>17</b>	<b>13</b>



s.19(1)  
s.20(1)(c)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

Reporting Period 2014-10-31 to 2017-08-01

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	193	82	111							21	8	13
\$ 30,000 - \$34,999	22		19									
\$ 35,000 - \$37,499	8		7									
\$ 37,500 - \$39,999	10		8									
\$ 40,000 - \$44,999	248	126	122	8			7			28	14	14
\$ 45,000 - \$49,999	167	55	112							13		8
\$ 50,000 - \$59,999	451	133	318				14		9	46	20	26
\$ 60,000 - \$69,999	520	197	323				10		6	38	13	25
\$ 70,000 - \$84,999	569	241	328				15		10	44	16	28
\$ 85,000 - \$99,999	381	192	189				13	8		44	23	21
\$100,000 and over	1343	920	423				37	22	15	170	124	46
<b>Total Number of Employees</b>	<b>3912</b>	<b>1952</b>	<b>1960</b>	<b>35</b>	<b>19</b>	<b>16</b>	<b>106</b>	<b>51</b>	<b>55</b>	<b>409</b>	<b>224</b>	<b>185</b>



s.19(1)  
s.20(1)(c)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / Ontario

Reporting Period 2014-10-31 to 2017-08-01

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$5,000	179	96	83	3	1	2	7	2	5	22	16	6
\$ 12,500 - \$14,999												
\$ 17,500 - \$19,999												
\$ 20,000 - \$22,499												
\$ 22,500 - \$24,999												
\$ 25,000 - \$29,999	9		6									
\$ 30,000 - \$34,999	18	6	12									
\$ 35,000 - \$39,999												
\$ 40,000 - \$49,999	17		16									
\$ 50,000 and over	34	8	26									
<b>Total Number of Employees</b>	<b>269</b>	<b>118</b>	<b>151</b>				<b>8</b>		<b>6</b>	<b>30</b>	<b>17</b>	<b>13</b>



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Full-Time / Ontario**  
**Reporting Period 2014-10-31 to 2017-08-01**

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												
Middle and Other Managers	35	22	13									
Professionals	352	159	193				7			44	20	24
Semi-Professionals and Technicians	49	30	19							7		
Supervisors	15		11									
Supervisors: Crafts and Trades	7	7										
Administrative and Senior Clerical Personnel	83	12	71							13		10
Skilled Sales and Service Personnel	7											
Skilled Crafts and Trades Workers	26	26										
Clerical Personnel	97	13	84							8		7
Semi-Skilled Manual Workers	9	8										
Other Sales and Service Personnel	56	40	16							7		
Other Manual Workers												
<b>Total Number of Employees Hired</b>	<b>746</b>	<b>333</b>	<b>413</b>	<b>6</b>			<b>9</b>	<b>5</b>		<b>88</b>	<b>37</b>	<b>51</b>



s.19(1)  
s.20(1)(c)

**University of Waterloo (certificate # 060133)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**  
**Part-Time / Ontario**  
**Reporting Period 2014-10-31 to 2017-08-01**

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
<b>Middle and Other Managers</b>	7											
<b>Professionals</b>	11		8									
<b>Semi-Professionals and Technicians</b>												
<b>Supervisors</b>												
<b>Administrative and Senior Clerical Personnel</b>												
<b>Clerical Personnel</b>	7											
<b>Other Sales and Service Personnel</b>												
<b>Total Number of Employees Hired</b>	<b>38</b>	<b>12</b>	<b>26</b>									



**University of Waterloo (certificate # 060133)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Ontario**  
**Reporting Period 2014-10-31 to 2017-08-01**

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
<b>Senior Managers</b>												
<b>Middle and Other Managers</b>	23	14	9									
<b>Professionals</b>	113	38	75							12		7
<b>Semi-Professionals and Technicians</b>	12	10										
<b>Supervisors</b>	18	9	9									
<b>Supervisors: Crafts and Trades</b>												
<b>Administrative and Senior Clerical Personnel</b>	61	5	56									
<b>Skilled Sales and Service Personnel</b>												
<b>Skilled Crafts and Trades Workers</b>												
<b>Clerical Personnel</b>	28	6	22									
<b>Semi-Skilled Manual Workers</b>												
<b>Other Sales and Service Personnel</b>												
<b>Other Manual Workers</b>												
<b>Total Number of Employees Promoted</b>	<b>272</b>	<b>92</b>	<b>180</b>							<b>26</b>	<b>9</b>	<b>17</b>
<b>Total Number of Promotions</b>	<b>272</b>	<b>92</b>	<b>180</b>							<b>26</b>	<b>9</b>	<b>17</b>



**University of Waterloo (certificate # 060133)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Part-Time / Ontario**  
**Reporting Period 2014-10-31 to 2017-08-01**

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
<b>Middle and Other Managers</b>												
<b>Professionals</b>												
<b>Clerical Personnel</b>												
<b>Other Sales and Service Personnel</b>												
<b>Total Number of Employees Promoted</b>	<b>14</b>		<b>9</b>									
<b>Total Number of Promotions</b>	<b>14</b>		<b>9</b>									



**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
Full-Time / Ontario  
Reporting Period 2014-10-31 to 2017-08-01

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												
Middle and Other Managers	40	16	24									
Professionals	170	81	89							17	10	7
Semi-Professionals and Technicians	35	25	10									
Supervisors	11		8									
Supervisors: Crafts and Trades	9	9										
Administrative and Senior Clerical Personnel	41		37									
Skilled Sales and Service Personnel	6											
Skilled Crafts and Trades Workers	12	12										
Clerical Personnel	35	6	29									
Intermediate Sales and Service Personnel												
Semi-Skilled Manual Workers												
Other Sales and Service Personnel	25	11	14									
Other Manual Workers												
<b>Total Number of Employees Terminated</b>	<b>395</b>	<b>182</b>	<b>213</b>	<b>6</b>			<b>10</b>	<b>6</b>		<b>37</b>	<b>22</b>	<b>15</b>





**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

**Part-Time / Ontario**

**Reporting Period 2014-10-31 to 2017-08-01**

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
<b>Middle and Other Managers</b>												
<b>Professionals</b>	10											
<b>Semi-Professionals and Technicians</b>												
<b>Supervisors</b>												
<b>Administrative and Senior Clerical Personnel</b>												
<b>Clerical Personnel</b>												
<b>Total Number of Employees Terminated</b>	<b>18</b>			<b>13</b>								



Workplace Equity Information Management System - University of Waterloo

Workforce Analysis - Detailed Report

Date: 2017-08-01

s.19(1)  
s.20(1)(c)

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	25	11	44.0 %	27.4 %	7		National
<b>02 : Middle and Other Managers</b>	National	415	167	40.2 %	38.9 %	161	6	National
<b>03 : Professionals</b>		2070	908	43.9 %	46.8 %	969	-61	
1111 : Financial auditors and accountants	National	54	41	75.9 %	55.1 %	30	11	National
1112 : Financial and investment analysts	National	7		71.4 %	50.1 %			National
1121 : Human resources professionals	National	20	17	85.0 %	71.1 %	14		National
1122 : Professional occupations in business management consulting	National	71	56	78.9 %	42.0 %	30	26	National
1123 : Professional occupations in advertising, marketing and public relations	National	151	118	78.1 %	66.4 %	100	18	National
2111 : Physicists and astronomers	National		0	0.0 %	16.0 %	0	0	National
2112 : Chemists	National		0	0.0 %	40.6 %	0	0	National
2113 : Geoscientists and oceanographers	National			75.0 %	22.4 %			National
2131 : Civil engineers	National		0	0.0 %	15.3 %	0	0	National
2132 : Mechanical engineers	National	9		22.2 %	9.0 %			National
2133 : Electrical and electronics engineers	National		0	0.0 %	11.3 %	0	0	National
2171 : Information systems analysts and consultants	National	250	78	31.2 %	28.3 %	71	7	National
2172 : Database analysts and data administrators	National	17	14	82.4 %	35.2 %	6	8	National
2174 : Computer programmers and interactive media developers	National	11	7	63.6 %	17.9 %			National
2175 : Web designers and developers	National	18	7	38.9 %	32.9 %	6		National
3012 : Registered nurses and registered psychiatric nurses	National	11	11	100.0 %	92.9 %	10		National
3121 : Optometrists	National			66.7 %	49.2 %			National
3132 : Dietitians and nutritionists	National			100.0 %	93.8 %		0	National
3142 : Physiotherapists	National			50.0 %	78.6 %		-1	National
3144 : Other professional occupations in therapy and assessment	National	7	7	100.0 %	76.5 %	5		National
4011 : University professors and lecturers	National	1154	336	29.1 %	43.3 %	500	-164	National



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
4012 : Post-secondary teaching and research assistants	National	85	52	61.2 %	52.6 %	45	7	National
4033 : Educational counsellors	National	73	54	74.0 %	76.3 %	56	-2	National
4112 : Lawyers and Quebec notaries	National	6		83.3 %	42.5 %			National
4151 : Psychologists	National	22	17	77.3 %	74.4 %	16		National
4153 : Family, marriage and other related counsellors	National			100.0 %	74.6 %		0	National
4156 : Employment counsellors	National	20	19	95.0 %	74.6 %	15	4	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	6		33.3 %	41.0 %		0	National
4164 : Social policy researchers, consultants and program officers	National			100.0 %	67.3 %			National
4165 : Health policy researchers, consultants and program officers	National	21	17	81.0 %	73.5 %	15		National
4166 : Education policy researchers, consultants and program officers	National			100.0 %	71.2 %			National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	10	7	70.0 %	70.2 %	7	0	National
5111 : Librarians	National	22	20	90.9 %	83.1 %	18		National
5112 : Conservators and curators	National		0	0.0 %	59.7 %		-1	National
5121 : Authors and writers	National			100.0 %	54.9 %		0	National
<b>04 : Semi-Professionals and Technicians</b>		260	96	36.9 %	36.5 %	95		
2211 : Chemical technologists and technicians	Ontario	20	12	60.0 %	46.4 %	9		Ontario
2212 : Geological and mineral technologists and technicians	Ontario			20.0 %	20.2 %		0	Ontario
2221 : Biological technologists and technicians	Ontario	7		57.1 %	51.3 %		0	Ontario
2225 : Landscape and horticulture technicians and specialists	Ontario		0	0.0 %	30.9 %		-1	Ontario
2231 : Civil engineering technologists and technicians	Ontario	7		28.6 %	15.7 %			Ontario
2232 : Mechanical engineering technologists and technicians	Ontario	11		9.1 %	6.3 %		0	Ontario
2234 : Construction estimators	Ontario		0	0.0 %	10.5 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	70	9	12.9 %	12.1 %	8		Ontario
2243 : Industrial instrument technicians and mechanics	Ontario		0	0.0 %	7.2 %	0	0	Ontario



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Employment Equity Occupational Group	Internal Location	Women					
		All Employees #	Representation # %	Availability %	Gap #	Recruitment Area	
2251 : Architectural technologists and technicians	Ontario		0 0.0 %	29.6 %	-1	Ontario	
2253 : Drafting technologists and technicians	Ontario		33.3 %	26.4 %	0	Ontario	
2255 : Technical occupations in geomatics and meteorology	Ontario	6	16.7 %	28.8 %	-1	Ontario	
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	7	28.6 %	35.1 %	0	Ontario	
2282 : User support technicians	Ontario	20	10 50.0 %	24.2 %		Ontario	
3212 : Medical laboratory technicians and pathologists' assistants	Ontario		50.0 %	80.8 %	-1	Ontario	
3213 : Animal health technologists and veterinary technicians	Ontario		75.0 %	90.3 %	-1	Ontario	
3231 : Opticians	Ontario		40.0 %	52.2 %	-1	Ontario	
3233 : Licensed practical nurses	Ontario		100.0 %	93.0 %	0	Ontario	
4211 : Paralegal and related occupations	Ontario		100.0 %	82.0 %		Ontario	
4212 : Social and community service workers	Ontario	8	62.5 %	78.1 %	-1	Ontario	
4214 : Early childhood educators and assistants	Ontario		100.0 %	96.5 %	0	Ontario	
4215 : Instructors of persons with disabilities	Ontario		100.0 %	85.2 %	0	Ontario	
4311 : Police officers (except commissioned)	Ontario	16	18.8 %	20.8 %	0	Ontario	
5211 : Library and public archive technicians	Ontario	21	16 76.2 %	89.2 %	-3	Ontario	
5225 : Audio and video recording technicians	Ontario		0 0.0 %	15.4 %	-1	Ontario	
5226 : Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	Ontario		33.3 %	41.5 %	0	Ontario	
5227 : Support occupations in motion pictures, broadcasting, photography and the performing arts	Ontario		100.0 %	33.5 %	0	Ontario	
5241 : Graphic designers and illustrators	Ontario		100.0 %	44.9 %		Ontario	
5242 : Interior designers and interior decorators	Ontario		100.0 %	78.6 %	0	Ontario	
5244 : Artisans and craftspersons	Ontario		0 0.0 %	67.5 %	-1	Ontario	
5252 : Coaches	Ontario		0 0.0 %	54.2 %	-2	Ontario	
<b>05 : Supervisors</b>		115	73 63.5 %	54.2 %	62 11		
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	115	73 63.5 %	54.2 %	62 11	Kitchener - Cambridge	



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>06 : Supervisors: Crafts and Trades</b>		19		5.3 %	8.3 %		-1	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Ontario		0	0.0 %	5.3 %	0	0	Ontario
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Ontario		0	0.0 %	13.7 %	0	0	Ontario
7204 : Contractors and supervisors, carpentry trades	Ontario	7	0	0.0 %	2.7 %	0	0	Ontario
7301 : Contractors and supervisors, mechanic trades	Ontario		0	0.0 %	5.5 %	0	0	Ontario
7303 : Supervisors, printing and related occupations	Ontario			100.0 %	36.8 %	0		Ontario
8255 : Contractors and supervisors, landscaping, grounds maintenance and horticulture services	Ontario		0	0.0 %	14.6 %	0	0	Ontario
9212 : Supervisors, petroleum, gas and chemical processing and utilities	Ontario		0	0.0 %	20.4 %	0	0	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		425	389	91.5 %	83.0 %	353	36	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	425	389	91.5 %	83.0 %	353	36	Kitchener - Cambridge
<b>08 : Skilled Sales and Service Personnel</b>		27	8	29.6 %	33.5 %	9	-1	
6222 : Retail and wholesale buyers	Ontario			66.7 %	58.5 %		0	Ontario
6321 : Chefs	Ontario	19		21.1 %	23.1 %		0	Ontario
6332 : Bakers	Ontario			40.0 %	57.9 %		-1	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		126	0	0.0 %	4.2 %		-5	
7232 : Tool and die makers	Ontario	11	0	0.0 %	3.1 %	0	0	Ontario
7237 : Welders and related machine operators	Ontario		0	0.0 %	5.1 %	0	0	Ontario
7241 : Electricians (except industrial and power system)	Ontario	19	0	0.0 %	1.5 %	0	0	Ontario
7251 : Plumbers	Ontario	6	0	0.0 %	1.9 %	0	0	Ontario
7253 : Gas fitters	Ontario		0	0.0 %	1.0 %	0	0	Ontario
7271 : Carpenters	Ontario	20	0	0.0 %	1.8 %	0	0	Ontario
7281 : Bricklayers	Ontario		0	0.0 %	1.1 %	0	0	Ontario
7291 : Roofers and shinglers	Ontario		0	0.0 %	2.7 %	0	0	Ontario
7294 : Painters and decorators (except interior decorators)	Ontario	15	0	0.0 %	13.9 %		-2	Ontario



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7311 : Construction millwrights and industrial mechanics	Ontario	26	0	0.0 %	1.6 %	0	0	Ontario
7313 : Refrigeration and air conditioning mechanics	Ontario		0	0.0 %	1.6 %	0	0	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario		0	0.0 %	2.0 %	0	0	Ontario
7384 : Other trades and related occupations, n.e.c.	Ontario		0	0.0 %	5.8 %	0	0	Ontario
9241 : Power engineers and power systems operators	Ontario	14	0	0.0 %	8.8 %		-1	Ontario
<b>10 : Clerical Personnel</b>		332	284	85.5 %	67.9 %	225	59	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	332	284	85.5 %	67.9 %	225	59	Kitchener - Cambridge
<b>11 : Intermediate Sales and Service Personnel</b>		7		14.3 %	69.4 %		-4	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	7		14.3 %	69.4 %		-4	Kitchener - Cambridge
<b>12 : Semi-Skilled Manual Workers</b>		28	8	28.6 %	23.0 %	6		
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	28	8	28.6 %	23.0 %	6		Kitchener - Cambridge
<b>13 : Other Sales and Service Personnel</b>		312	163	52.2 %	58.0 %	181	-18	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	312	163	52.2 %	58.0 %	181	-18	Kitchener - Cambridge
<b>14 : Other Manual Workers</b>		20		10.0 %	30.2 %	6	-4	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	20		10.0 %	30.2 %	6	-4	Kitchener - Cambridge
<b>Total</b>		<b>4181</b>	<b>2111</b>	<b>50.5 %</b>	<b>49.9 %</b>	<b>2086</b>	<b>25</b>	

Total may not equal sum of components due to rounding.

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



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area
			Representation #	%	Availability %	Gap #	
<b>01 : Senior Managers</b>	National	25	0	0.0 %	2.9 %	-1	National
<b>02 : Middle and Other Managers</b>	National	415		0.7 %	2.2 %	-6	National
<b>03 : Professionals</b>		2070	11	0.5 %	1.7 %	-24	
1111 : Financial auditors and accountants	National	54		1.9 %	1.3 %	0	National
1112 : Financial and investment analysts	National	7		14.3 %	0.9 %	0	National
1121 : Human resources professionals	National	20	0	0.0 %	2.7 %	-1	National
1122 : Professional occupations in business management consulting	National	71		2.8 %	1.6 %		National
1123 : Professional occupations in advertising, marketing and public relations	National	151	0	0.0 %	2.1 %	-3	National
2111 : Physicists and astronomers	National		0	0.0 %	0.0 %	0	National
2112 : Chemists	National		0	0.0 %	0.6 %	0	National
2113 : Geoscientists and oceanographers	National		0	0.0 %	1.4 %	0	National
2131 : Civil engineers	National		0	0.0 %	1.0 %	0	National
2132 : Mechanical engineers	National	9	0	0.0 %	0.7 %	0	National
2133 : Electrical and electronics engineers	National	2	0	0.0 %	0.7 %	0	National
2171 : Information systems analysts and consultants	National	250		0.8 %	1.1 %	-1	National
2172 : Database analysts and data administrators	National	17	0	0.0 %	1.3 %	0	National
2174 : Computer programmers and interactive media developers	National	11	0	0.0 %	1.0 %	0	National
2175 : Web designers and developers	National	18	0	0.0 %	1.5 %	0	National
3012 : Registered nurses and registered psychiatric nurses	National	11	0	0.0 %	2.3 %	0	National
3121 : Optometrists	National		0	0.0 %	0.6 %	0	National
3132 : Dietitians and nutritionists	National		0	0.0 %	1.9 %	0	National
3142 : Physiotherapists	National		0	0.0 %	0.9 %	0	National
3144 : Other professional occupations in therapy and assessment	National	7	0	0.0 %	2.1 %	0	National
4011 : University professors and lecturers	National	1154		0.3 %	1.3 %	-12	National



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area	
			Representation #	%	Availability %	Gap #		
4012 : Post-secondary teaching and research assistants	National	85		1.2 %	1.6 %		0	National
4033 : Educational counsellors	National	73		1.4 %	6.0 %		-3	National
4112 : Lawyers and Quebec notaries	National	6	0	0.0 %	1.6 %	0	0	National
4151 : Psychologists	National	22	0	0.0 %	1.4 %	0	0	National
4153 : Family, marriage and other related counsellors	National		0	0.0 %	7.2 %	0	0	National
4156 : Employment counsellors	National	20	0	0.0 %	7.8 %		-2	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	6	0	0.0 %	2.7 %	0	0	National
4164 : Social policy researchers, consultants and program officers	National		0	0.0 %	6.2 %	0	0	National
4165 : Health policy researchers, consultants and program officers	National	21	0	0.0 %	4.4 %		-1	National
4166 : Education policy researchers, consultants and program officers	National		0	0.0 %	4.3 %	0	0	National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	10	0	0.0 %	4.8 %	0	0	National
5111 : Librarians	National	22	0	0.0 %	2.0 %	0	0	National
5112 : Conservators and curators	National		0	0.0 %	2.5 %	0	0	National
5121 : Authors and writers	National		0	0.0 %	1.9 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		260		1.9 %	2.1 %		0	
2211 : Chemical technologists and technicians	Ontario	20	0	0.0 %	1.9 %	0	0	Ontario
2212 : Geological and mineral technologists and technicians	Ontario		0	0.0 %	5.4 %	0	0	Ontario
2221 : Biological technologists and technicians	Ontario	7		14.3 %	1.0 %	0		Ontario
2225 : Landscape and horticulture technicians and specialists	Ontario	2	0	0.0 %	3.2 %	0	0	Ontario
2231 : Civil engineering technologists and technicians	Ontario	7		14.3 %	2.2 %	0		Ontario
2232 : Mechanical engineering technologists and technicians	Ontario	11	0	0.0 %	1.4 %	0	0	Ontario
2234 : Construction estimators	Ontario		0	0.0 %	0.9 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	70		2.9 %	1.8 %			Ontario
2243 : Industrial instrument technicians and mechanics	Ontario		0	0.0 %	2.5 %	0	0	Ontario





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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	%	Availability %			
2251 : Architectural technologists and technicians	Ontario		0	0.0 %	0.9 %	0	Ontario	
2253 : Drafting technologists and technicians	Ontario		0	0.0 %	1.3 %	0	Ontario	
2255 : Technical occupations in geomatics and meteorology	Ontario	6	0	0.0 %	4.7 %	0	Ontario	
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	7	0	0.0 %	2.1 %	0	Ontario	
2282 : User support technicians	Ontario	20	0	0.0 %	1.6 %	0	Ontario	
3212 : Medical laboratory technicians and pathologists' assistants	Ontario		0	0.0 %	1.6 %	0	Ontario	
3213 : Animal health technologists and veterinary technicians	Ontario		0	0.0 %	2.0 %	0	Ontario	
3231 : Opticians	Ontario		0	0.0 %	1.3 %	0	Ontario	
3233 : Licensed practical nurses	Ontario		0	0.0 %	2.3 %	0	Ontario	
4211 : Paralegal and related occupations	Ontario		0	0.0 %	1.5 %	0	Ontario	
4212 : Social and community service workers	Ontario	8	0	0.0 %	6.0 %	0	Ontario	
4214 : Early childhood educators and assistants	Ontario		0	0.0 %	3.0 %	0	Ontario	
4215 : Instructors of persons with disabilities	Ontario		0	0.0 %	1.7 %	0	Ontario	
4311 : Police officers (except commissioned)	Ontario	16	0	0.0 %	3.2 %	-1	Ontario	
5211 : Library and public archive technicians	Ontario	21	0	0.0 %	1.3 %	0	Ontario	
5225 : Audio and video recording technicians	Ontario		0	0.0 %	2.1 %	0	Ontario	
5226 : Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	Ontario			33.3 %	0.6 %		Ontario	
5227 : Support occupations in motion pictures, broadcasting, photography and the performing arts	Ontario		0	0.0 %	2.0 %	0	Ontario	
5241 : Graphic designers and illustrators	Ontario		0	0.0 %	1.6 %	0	Ontario	
5242 : Interior designers and interior decorators	Ontario		0	0.0 %	1.2 %	0	Ontario	
5244 : Artisans and craftspersons	Ontario		0	0.0 %	3.9 %	0	Ontario	
5252 : Coaches	Ontario		0	0.0 %	1.1 %	0	Ontario	
<b>05 : Supervisors</b>		115		0.9 %	1.0 %		0	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	115		0.9 %	1.0 %		0	Kitchener - Cambridge



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	%	Availability %			
<b>06 : Supervisors: Crafts and Trades</b>		19	0	0.0 %	2.1 %	0	0	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Ontario		0	0.0 %	2.5 %	0	0	Ontario
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Ontario		0	0.0 %	2.0 %	0	0	Ontario
7204 : Contractors and supervisors, carpentry trades	Ontario	7	0	0.0 %	2.0 %	0	0	Ontario
7301 : Contractors and supervisors, mechanic trades	Ontario		0	0.0 %	1.8 %	0	0	Ontario
7303 : Supervisors, printing and related occupations	Ontario		0	0.0 %	1.5 %	0	0	Ontario
8255 : Contractors and supervisors, landscaping, grounds maintenance and horticulture services	Ontario		0	0.0 %	2.0 %	0	0	Ontario
9212 : Supervisors, petroleum, gas and chemical processing and utilities	Ontario		0	0.0 %	2.9 %	0	0	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		425		0.5 %	1.6 %	7		
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	425		0.5 %	1.6 %	7		Kitchener - Cambridge
<b>08 : Skilled Sales and Service Personnel</b>		27	0	0.0 %	1.9 %			
6222 : Retail and wholesale buyers	Ontario		0	0.0 %	1.4 %	0	0	Ontario
6321 : Chefs	Ontario	19	0	0.0 %	1.8 %	0	0	Ontario
6332 : Bakers	Ontario		0	0.0 %	2.4 %	0	0	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		126	0	0.0 %	2.4 %			
7232 : Tool and die makers	Ontario	11	0	0.0 %	0.9 %	0	0	Ontario
7237 : Welders and related machine operators	Ontario		0	0.0 %	2.6 %	0	0	Ontario
7241 : Electricians (except industrial and power system)	Ontario	19	0	0.0 %	1.8 %	0	0	Ontario
7251 : Plumbers	Ontario	6	0	0.0 %	1.6 %	0	0	Ontario
7253 : Gas fitters	Ontario		0	0.0 %	1.7 %	0	0	Ontario
7271 : Carpenters	Ontario	20	0	0.0 %	4.4 %			Ontario
7281 : Bricklayers	Ontario		0	0.0 %	2.6 %	0	0	Ontario
7291 : Roofers and shinglers	Ontario		0	0.0 %	4.7 %	0	0	Ontario
7294 : Painters and decorators (except interior decorators)	Ontario	15	0	0.0 %	1.6 %	0	0	Ontario



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Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7311 : Construction millwrights and industrial mechanics	Ontario	26	0	0.0 %	2.7 %	-1	Ontario	
7313 : Refrigeration and air conditioning mechanics	Ontario		0	0.0 %	1.0 %	0	Ontario	
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario		0	0.0 %	1.8 %	0	Ontario	
7384 : Other trades and related occupations, n.e.c.	Ontario		0	0.0 %	1.8 %	0	Ontario	
9241 : Power engineers and power systems operators	Ontario	14	0	0.0 %	2.4 %	0	Ontario	
<b>10 : Clerical Personnel</b>		332		1.5 %	0.9 %			
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	332		1.5 %	0.9 %		Kitchener - Cambridge	
<b>11 : Intermediate Sales and Service Personnel</b>		7	0	0.0 %	1.5 %	0		
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	7	0	0.0 %	1.5 %	0	Kitchener - Cambridge	
<b>12 : Semi-Skilled Manual Workers</b>		28	0	0.0 %	1.2 %	0		
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	28	0	0.0 %	1.2 %	0	Kitchener - Cambridge	
<b>13 : Other Sales and Service Personnel</b>		312	10	3.2 %	2.3 %	7		
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	312	10	3.2 %	2.3 %	7	Kitchener - Cambridge	
<b>14 : Other Manual Workers</b>		20		5.0 %	1.8 %	0		
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	20		5.0 %	1.8 %	0	Kitchener - Cambridge	
<b>Total</b>		<b>4181</b>	<b>38</b>	<b>0.9 %</b>	<b>1.8 %</b>	<b>72</b>	<b>-34</b>	

Total may not equal sum of components due to rounding.

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



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Workplace Equity Information Management System - University of Waterloo

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	25		8.0 %	10.1 %		-1	National
<b>02 : Middle and Other Managers</b>	National	415		8.9 %	15.0 %		-25	National
<b>03 : Professionals</b>		2070		12.3 %	21.0 %		-181	
1111 : Financial auditors and accountants	National	54		13.0 %	27.5 %		-8	National
1112 : Financial and investment analysts	National	7		14.3 %	35.4 %		-1	National
1121 : Human resources professionals	National	20		10.0 %	14.1 %		-1	National
1122 : Professional occupations in business management consulting	National	71		14.1 %	21.6 %		-5	National
1123 : Professional occupations in advertising, marketing and public relations	National	151		5.3 %	16.9 %		-18	National
2111 : Physicists and astronomers	National		0	0.0 %	22.9 %	0	0	National
2112 : Chemists	National			100.0 %	37.3 %	0		National
2113 : Geoscientists and oceanographers	National		0	0.0 %	13.2 %		-1	National
2131 : Civil engineers	National		0	0.0 %	26.0 %	0	0	National
2132 : Mechanical engineers	National	9		22.2 %	28.6 %		-1	National
2133 : Electrical and electronics engineers	National		0	0.0 %	34.9 %		-1	National
2171 : Information systems analysts and consultants	National	250		11.6 %	31.4 %		-50	National
2172 : Database analysts and data administrators	National	17		11.8 %	32.3 %		-3	National
2174 : Computer programmers and interactive media developers	National	11		9.1 %	31.5 %		-2	National
2175 : Web designers and developers	National	18		11.1 %	22.8 %		-2	National
3012 : Registered nurses and registered psychiatric nurses	National	11		9.1 %	18.3 %		-1	National
3121 : Optometrists	National		0	0.0 %	24.0 %		-1	National
3132 : Dietitians and nutritionists	National		0	0.0 %	16.3 %	0	0	National
3142 : Physiotherapists	National		0	0.0 %	15.4 %	0	0	National
3144 : Other professional occupations in therapy and assessment	National	7		0.0 %	12.4 %		-1	National
4011 : University professors and lecturers	National	1154		13.9 %	19.1 %		-60	National



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### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
4012 : Post-secondary teaching and research assistants	National	85	10	11.8 %	31.6 %	27	-17	National
4033 : Educational counsellors	National	73	9	12.3 %	14.7 %	11	-2	National
4112 : Lawyers and Quebec notaries	National	6		16.7 %	12.5 %		0	National
4151 : Psychologists	National	22		18.2 %	8.5 %			National
4153 : Family, marriage and other related counsellors	National		0	0.0 %	10.5 %	0	0	National
4156 : Employment counsellors	National	20		10.0 %	15.5 %		-1	National
4161 : Natural and applied science policy researchers, consultants and program officers	National	6	0	0.0 %	13.6 %		-1	National
4164 : Social policy researchers, consultants and program officers	National			33.3 %	18.5 %		0	National
4165 : Health policy researchers, consultants and program officers	National	21		4.8 %	21.0 %		-3	National
4166 : Education policy researchers, consultants and program officers	National		0	0.0 %	12.4 %	0	0	National
4167 : Recreation, sports and fitness policy researchers, consultants and program officers	National	10	0	0.0 %	10.6 %		-1	National
5111 : Librarians	National	22	0	0.0 %	11.9 %		-3	National
5112 : Conservators and curators	National		0	0.0 %	5.4 %	0	0	National
5121 : Authors and writers	National		0	0.0 %	10.7 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		<b>260</b>	<b>29</b>	<b>11.2 %</b>	<b>24.1 %</b>	<b>63</b>	<b>-34</b>	
2211 : Chemical technologists and technicians	Ontario	20	6	30.0 %	30.7 %	6	0	Ontario
2212 : Geological and mineral technologists and technicians	Ontario			20.0 %	13.3 %		0	Ontario
2221 : Biological technologists and technicians	Ontario	7	0	0.0 %	22.6 %		-2	Ontario
2225 : Landscape and horticulture technicians and specialists	Ontario		0	0.0 %	7.8 %	0	0	Ontario
2231 : Civil engineering technologists and technicians	Ontario	7		28.6 %	22.7 %		0	Ontario
2232 : Mechanical engineering technologists and technicians	Ontario	11	0	0.0 %	20.5 %		-2	Ontario
2234 : Construction estimators	Ontario		0	0.0 %	17.4 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	70	12	17.1 %	31.4 %	22	-10	Ontario
2243 : Industrial instrument technicians and mechanics	Ontario		0	0.0 %	13.6 %		-1	Ontario



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	Members of Visible Minorities					Recruitment Area
		All Employees #	Representation #	Representation %	Availability %	Gap #	
2251 : Architectural technologists and technicians	Ontario		0	0.0 %	24.7 %	-1	Ontario
2253 : Drafting technologists and technicians	Ontario		0	0.0 %	30.2 %	-1	Ontario
2255 : Technical occupations in geomatics and meteorology	Ontario	6	0	0.0 %	15.3 %	-1	Ontario
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	7	0	0.0 %	16.6 %	-1	Ontario
2282 : User support technicians	Ontario	20		25.0 %	35.9 %	-2	Ontario
3212 : Medical laboratory technicians and pathologists' assistants	Ontario		0	0.0 %	41.1 %	-1	Ontario
3213 : Animal health technologists and veterinary technicians	Ontario		0	0.0 %	9.6 %	0	Ontario
3231 : Opticians	Ontario		0	0.0 %	36.3 %	-2	Ontario
3233 : Licensed practical nurses	Ontario		0	0.0 %	22.0 %	-1	Ontario
4211 : Paralegal and related occupations	Ontario		0	0.0 %	22.3 %	-1	Ontario
4212 : Social and community service workers	Ontario	8		25.0 %	19.4 %	0	Ontario
4214 : Early childhood educators and assistants	Ontario		0	0.0 %	26.1 %	-1	Ontario
4215 : Instructors of persons with disabilities	Ontario		0	0.0 %	15.3 %	0	Ontario
4311 : Police officers (except commissioned)	Ontario	16	0	0.0 %	10.8 %	-2	Ontario
5211 : Library and public archive technicians	Ontario	21		4.8 %	14.5 %	-2	Ontario
5225 : Audio and video recording technicians	Ontario		0	0.0 %	18.2 %	-1	Ontario
5226 : Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	Ontario		0	0.0 %	11.6 %	0	Ontario
5227 : Support occupations in motion pictures, broadcasting, photography and the performing arts	Ontario		0	0.0 %	16.2 %	0	Ontario
5241 : Graphic designers and illustrators	Ontario		0	0.0 %	24.0 %	-1	Ontario
5242 : Interior designers and interior decorators	Ontario		0	0.0 %	19.6 %	0	Ontario
5244 : Artisans and craftspersons	Ontario		0	0.0 %	13.2 %	0	Ontario
5252 : Coaches	Ontario		0	0.0 %	14.1 %	-1	Ontario
<b>05 : Supervisors</b>		115	6	5.2 %	12.0 %	-8	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	115	6	5.2 %	12.0 %	-8	Kitchener - Cambridge



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>06 : Supervisors: Crafts and Trades</b>		19	0	0.0 %	12.7 %		-2	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Ontario		0	0.0 %	11.9 %	0	0	Ontario
7202 : Contractors and supervisors, electrical trades and telecommunications occupations	Ontario		0	0.0 %	17.1 %	0	0	Ontario
7204 : Contractors and supervisors, carpentry trades	Ontario	7	0	0.0 %	11.5 %		-1	Ontario
7301 : Contractors and supervisors, mechanic trades	Ontario	4	0	0.0 %	14.5 %		-1	Ontario
7303 : Supervisors, printing and related occupations	Ontario		0	0.0 %	19.0 %	0	0	Ontario
8255 : Contractors and supervisors, landscaping, grounds maintenance and horticulture services	Ontario		0	0.0 %	6.9 %	0	0	Ontario
9212 : Supervisors, petroleum, gas and chemical processing and utilities	Ontario		0	0.0 %	16.9 %	0	0	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		425	36	8.5 %	9.5 %	40	-4	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	425	36	8.5 %	9.5 %	40	-4	Kitchener - Cambridge
<b>08 : Skilled Sales and Service Personnel</b>		27		14.8 %	40.8 %	11	-7	
6222 : Retail and wholesale buyers	Ontario		0	0.0 %	27.3 %		-1	Ontario
6321 : Chefs	Ontario	19		10.5 %	45.9 %	9	-7	Ontario
6332 : Bakers	Ontario			40.0 %	29.6 %			Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		126		4.0 %	14.2 %	18	-13	
7232 : Tool and die makers	Ontario	11		9.1 %	19.0 %		-1	Ontario
7237 : Welders and related machine operators	Ontario		0	0.0 %	22.5 %	0	0	Ontario
7241 : Electricians (except industrial and power system)	Ontario	19	0	0.0 %	13.1 %		-2	Ontario
7251 : Plumbers	Ontario	6	0	0.0 %	9.9 %		-1	Ontario
7253 : Gas fitters	Ontario		0	0.0 %	14.4 %	0	0	Ontario
7271 : Carpenters	Ontario	20	0	0.0 %	10.5 %		-2	Ontario
7281 : Bricklayers	Ontario		0	0.0 %	7.3 %	0	0	Ontario
7291 : Roofers and shinglers	Ontario		0	0.0 %	12.9 %	0	0	Ontario
7294 : Painters and decorators (except interior decorators)	Ontario	15	0	0.0 %	18.3 %		-3	Ontario



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
7311 : Construction millwrights and industrial mechanics	Ontario	26	0	7.7 %	14.1 %	0	-2	Ontario
7313 : Refrigeration and air conditioning mechanics	Ontario	0	0	0.0 %	15.6 %	0	0	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Ontario	0	0	0.0 %	21.1 %	0	-1	Ontario
7384 : Other trades and related occupations, n.e.c.	Ontario	0	0	0.0 %	7.9 %	0	0	Ontario
9241 : Power engineers and power systems operators	Ontario	14	0	14.3 %	15.4 %	0	0	Ontario
<b>10 : Clerical Personnel</b>		332	25	7.5 %	11.5 %	38	-13	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	332	25	7.5 %	11.5 %	38	-13	Kitchener - Cambridge
<b>11 : Intermediate Sales and Service Personnel</b>		7	0	28.6 %	13.8 %	0	-3	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	7	0	28.6 %	13.8 %	0	-3	Kitchener - Cambridge
<b>12 : Semi-Skilled Manual Workers</b>		28	0	7.1 %	18.5 %	0	-3	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	28	0	7.1 %	18.5 %	0	-3	Kitchener - Cambridge
<b>13 : Other Sales and Service Personnel</b>		312	37	11.9 %	16.9 %	53	-16	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	312	37	11.9 %	16.9 %	53	-16	Kitchener - Cambridge
<b>14 : Other Manual Workers</b>		20	0	0.0 %	17.4 %	0	-3	
<b>Employment Equity Occupational Group</b>	Kitchener - Cambridge - Waterloo	20	0	0.0 %	17.4 %	0	-3	Kitchener - Cambridge
<b>Total</b>		4181	439	10.5 %	17.9 %	748	-309	

Total may not equal sum of components due to rounding.

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





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**Workforce Analysis - Detailed Report**

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**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	440	13	3.0 %	4.3 %	19	-6	National
03 : Professionals	National	2070	53	2.6 %	3.8 %	79	-26	National
04 : Semi-Professionals and Technicians	National	260	10	3.8 %	4.6 %	12	-2	National
05 : Supervisors	National	115		1.7 %	13.9 %	16	-14	National
06 : Supervisors: Crafts and Trades	National	19	0	0.0 %	7.8 %		-1	National
07 : Administrative and Senior Clerical Personnel	National	425	8	1.9 %	3.4 %	14	-6	National
08 : Skilled Sales and Service Personnel	National	27		7.4 %	3.5 %			National
09 : Skilled Crafts and Trades Workers	National	126		2.4 %	3.8 %	5	-2	National
10 : Clerical Personnel	National	332	11	3.3 %	7.0 %	23	-12	National
11 : Intermediate Sales and Service Personnel	National	7	0	0.0 %	5.6 %	0	0	National
12 : Semi-Skilled Manual Workers	National	28		3.6 %	4.8 %		0	National
13 : Other Sales and Service Personnel	National	312	11	3.5 %	6.3 %	20	-9	National
14 : Other Manual Workers	National	20	0	0.0 %	5.3 %		-1	National
<b>Total</b>		<b>4181</b>	<b>114</b>	<b>2.7 %</b>	<b>4.6 %</b>	<b>192</b>	<b>-78</b>	

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

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### 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
14 : Other Manual Workers	EEOG	CMA



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Date: 2017-08-01

### 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
14 : Other Manual Workers	EEOG	National



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**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	25	11	44.0 %	27.4 %	7	
02 : Middle and Other Managers	415	167	40.2 %	38.9 %	161	6
03 : Professionals	2070	908	43.9 %	46.8 %	969	-61
04 : Semi-Professionals and Technicians	260	96	36.9 %	36.5 %	95	
05 : Supervisors	115	73	63.5 %	54.2 %	62	11
06 : Supervisors: Crafts and Trades	19		5.3 %	8.3 %		-1
07 : Administrative and Senior Clerical Personnel	425	389	91.5 %	83.0 %	353	36
08 : Skilled Sales and Service Personnel	27	8	29.6 %	33.5 %	9	-1
09 : Skilled Crafts and Trades Workers	126	0	0.0 %	4.2 %		-5
10 : Clerical Personnel	332	284	85.5 %	67.9 %	225	59
11 : Intermediate Sales and Service Personnel	7		14.3 %	69.4 %		-4
12 : Semi-Skilled Manual Workers	28	8	28.6 %	23.0 %	6	
13 : Other Sales and Service Personnel	312	163	52.2 %	58.0 %	181	-18
14 : Other Manual Workers	20		10.0 %	30.2 %	6	-4
<b>Total</b>	<b>4181</b>	<b>2111</b>	<b>50.5 %</b>	<b>49.9 %</b>	<b>2086</b>	<b>25</b>

Total may not equal sum of components due to rounding.



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Date: 2017-08-01

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	25	0	0.0 %	2.9 %		-1
02 : Middle and Other Managers	415		0.7 %	2.2 %	9	-6
03 : Professionals	2070	11	0.5 %	1.7 %	35	-24
04 : Semi-Professionals and Technicians	260		1.9 %	2.1 %		0
05 : Supervisors	115		0.9 %	1.0 %		0
06 : Supervisors: Crafts and Trades	19	0	0.0 %	2.1 %	0	0
07 : Administrative and Senior Clerical Personnel	425		0.5 %	1.6 %	7	-5
08 : Skilled Sales and Service Personnel	27	0	0.0 %	1.9 %		-1
09 : Skilled Crafts and Trades Workers	126	0	0.0 %	2.4 %		-3
10 : Clerical Personnel	332		1.5 %	0.9 %		
11 : Intermediate Sales and Service Personnel	7	0	0.0 %	1.5 %	0	0
12 : Semi-Skilled Manual Workers	28	0	0.0 %	1.2 %	0	0
13 : Other Sales and Service Personnel	312	10	3.2 %	2.3 %	7	
14 : Other Manual Workers	20		5.0 %	1.8 %	0	
<b>Total</b>	<b>4181</b>	<b>38</b>	<b>0.9 %</b>	<b>1.8 %</b>	<b>72</b>	<b>-34</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Waterloo

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**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	25		8.0 %	10.1 %		-1
02 : Middle and Other Managers	415	37	8.9 %	15.0 %	62	-25
03 : Professionals	2070	254	12.3 %	21.0 %	435	-181
04 : Semi-Professionals and Technicians	260	29	11.2 %	24.1 %	63	-34
05 : Supervisors	115	6	5.2 %	12.0 %	14	-8
06 : Supervisors: Crafts and Trades	19	0	0.0 %	12.7 %		-2
07 : Administrative and Senior Clerical Personnel	425	36	8.5 %	9.5 %	40	-4
08 : Skilled Sales and Service Personnel	27		14.8 %	40.8 %	11	-7
09 : Skilled Crafts and Trades Workers	126		4.0 %	14.2 %	18	-13
10 : Clerical Personnel	332	25	7.5 %	11.5 %	38	-13
11 : Intermediate Sales and Service Personnel	7		28.6 %	13.8 %		
12 : Semi-Skilled Manual Workers	28		7.1 %	18.5 %		-3
13 : Other Sales and Service Personnel	312	37	11.9 %	16.9 %	53	-16
14 : Other Manual Workers	20	0	0.0 %	17.4 %		-3
<b>Total</b>	<b>4181</b>	<b>439</b>	<b>10.5 %</b>	<b>17.9 %</b>	<b>748</b>	<b>-309</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - University of Waterloo

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Date: 2017-08-01

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**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	440	13	3.0 %	4.3 %	19	-6
03 : Professionals	2070	53	2.6 %	3.8 %	79	-26
04 : Semi-Professionals and Technicians	260	10	3.8 %	4.6 %	12	-2
05 : Supervisors	115		1.7 %	13.9 %	16	-14
06 : Supervisors: Crafts and Trades	19	0	0.0 %	7.8 %		-1
07 : Administrative and Senior Clerical Personnel	425	8	1.9 %	3.4 %	14	-6
08 : Skilled Sales and Service Personnel	27		7.4 %	3.5 %		
09 : Skilled Crafts and Trades Workers	126		2.4 %	3.8 %	5	-2
10 : Clerical Personnel	332	11	3.3 %	7.0 %	23	-12
11 : Intermediate Sales and Service Personnel	7	0	0.0 %	5.6 %	0	0
12 : Semi-Skilled Manual Workers	28		3.6 %	4.8 %		0
13 : Other Sales and Service Personnel	312	11	3.5 %	6.3 %	20	-9
14 : Other Manual Workers	20	0	0.0 %	5.3 %		-1
<b>Total</b>	<b>4181</b>	<b>114</b>	<b>2.7 %</b>	<b>4.6 %</b>	<b>192</b>	<b>-78</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2017-08-01

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

<b>Employment Equity Occupational Group</b>	<b>Perform Analysis By</b>	<b>Recruitment Area</b>
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
14 : Other Manual Workers	EEOG	CMA





## Workforce Analysis - Summary Report

Date: 2017-08-01

### 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
14 : Other Manual Workers	EEOG	National

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**University of Waterloo**  
**[Date: 2017-08-01]**

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	10	31

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	08	01

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 1: Women</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
01	Senior Managers	20	█	27.40
02	Middle & Other Managers	281	133	38.90
03	Professionals	2,015	823	46.40
04	Semi-Professionals & Technicians	211	76	38.40
05	Supervisors	100	69	54.20
06	Supervisors: Crafts & Trades	17	█	11.50
07	Administrative & Senior Clerical Personnel	290	268	83.00
08	Skilled Sales & Service Personnel	19	█	41.90
09	Skilled Crafts & Trades Workers	88	█	4.10
10	Clerical Personnel	297	254	67.90
11	Intermediate Sales & Service Personnel	19	6	69.40
12	Semi-Skilled Manual Workers	30	6	23.00
13	Other Sales & Service Personnel	188	105	58.00
14	Other Manual Workers	17	█	30.20
<b>Total</b>		<b>3,592</b>	<b>1,753</b>	<b>49.4</b>

**\* Source:**  
2011 National Household Survey

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 5: Women</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
01	Senior Managers	25	11	27.4
02	Middle & Other Managers	415	167	38.9
03	Professionals	2,070	908	46.8
04	Semi-Professionals & Technicians	260	96	36.5
05	Supervisors	115	73	54.2
06	Supervisors: Crafts & Trades	19	█	8.3
07	Administrative & Senior Clerical Personnel	425	389	83.0
08	Skilled Sales & Service Personnel	27	8	33.5
09	Skilled Crafts & Trades Workers	126	0	4.2
10	Clerical Personnel	332	284	67.9
11	Intermediate Sales & Service Personnel	7	█	69.4
12	Semi-Skilled Manual Workers	28	8	23.0
13	Other Sales & Service Personnel	312	163	58.0
14	Other Manual Workers	20	█	30.2
<b>Total</b>		<b>4,181</b>	<b>2,111</b>	<b>49.9</b>

**\* Source:**  
2011 National Household Survey

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**University of Waterloo**

**[Date: 2017-08-01]**

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**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	10	31

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	08	01

**Table 2: Aboriginal Peoples**

**First/Previous Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	20	0	2.90
02	Middle & Other Managers	281	0	2.20
03	Professionals	2,015	8	1.60
04	Semi-Professionals & Technicians	211	0	2.00
05	Supervisors	100	0	1.00
06	Supervisors: Crafts & Trades	17	0	2.20
07	Administrative & Senior Clerical Personnel	290	0	1.60
08	Skilled Sales & Service Personnel	19	0	2.90
09	Skilled Crafts & Trades Workers	88	0	2.30
10	Clerical Personnel	297	0	0.90
11	Intermediate Sales & Service Personnel	19	0	1.50
12	Semi-Skilled Manual Workers	30	0	1.20
13	Other Sales & Service Personnel	188	0	2.30
14	Other Manual Workers	17	0	1.80
<b>Total</b>		<b>3,592</b>	<b>21</b>	<b>1.7</b>

**\* Source:**

2011 National Household Survey

**Table 6: Aboriginal Peoples**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		25	0	2.9
		415	0	2.2
		2,070	11	1.7
		260	0	2.1
		115	0	1.0
		19	0	2.1
		425	0	1.6
		27	0	1.9
		126	0	2.4
		332	0	0.9
		7	0	1.5
		28	0	1.2
		312	10	2.3
		20	0	1.8
<b>Total</b>		<b>4,181</b>	<b>38</b>	<b>1.8</b>

**\* Source:**

2011 National Household Survey

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**University of Waterloo**

**[Date: 2017-08-01]**

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**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	10	31

**Data from Subsequent/Current Workforce Analysis**

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Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	08	01

**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	20	10	10.10
02	Middle & Other Managers	281	14	15.00
03	Professionals	2,015	249	20.80
04	Semi-Professionals & Technicians	211	19	23.80
05	Supervisors	100	9	12.00
06	Supervisors: Crafts & Trades	17	2	13.40
07	Administrative & Senior Clerical Personnel	290	18	9.50
08	Skilled Sales & Service Personnel	19	6	32.10
09	Skilled Crafts & Trades Workers	88	13	14.50
10	Clerical Personnel	297	17	11.50
11	Intermediate Sales & Service Personnel	19	3	13.80
12	Semi-Skilled Manual Workers	30	5	18.50
13	Other Sales & Service Personnel	188	13	16.90
14	Other Manual Workers	17	0	17.40
<b>Total</b>		<b>3,592</b>	<b>350</b>	<b>18.1</b>

**\* Source:**

2011 National Household Survey

**Table 7: Members of Visible Minorities**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
		25	10	10.1
		415	37	15.0
		2,070	254	21.0
		260	29	24.1
		115	6	12.0
		19	0	12.7
		425	36	9.5
		27	11	40.8
		126	18	14.2
		332	25	11.5
		7	1	13.8
		28	5	18.5
		312	37	16.9
		20	0	17.4
<b>Total</b>		<b>4,181</b>	<b>439</b>	<b>17.9</b>

**\* Source:**

2011 National Household Survey

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**University of Waterloo**  
**[Date: 2017-08-01]**

**Data from First/Previous Workforce Analysis**

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2014	10	31

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	08	01

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 4: Persons with Disabilities</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Persons with Disabilities</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
01/02	Managers	301	█	4.30
03	Professionals	2,015	19	3.80
04	Semi-Professionals & Technicians	211	█	4.60
05	Supervisors	100	0	13.90
06	Supervisors: Crafts & Trades	17	0	7.80
07	Administrative & Senior Clerical Personnel	290	█	3.40
08	Skilled Sales & Service Personnel	19	0	3.50
09	Skilled Crafts & Trades Workers	88	0	3.80
10	Clerical Personnel	297	█	7.00
11	Intermediate Sales & Service Personnel	19	0	5.60
12	Semi-Skilled Manual Workers	30	0	4.80
13	Other Sales & Service Personnel	188	█	6.30
14	Other Manual Workers	17	0	5.30
<b>Total</b>		<b>3,592</b>	<b>38</b>	<b>4.6</b>

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 8: Persons with Disabilities</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Persons with Disabilities</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
	Managers	440	13	4.3
	Professionals	2,070	53	3.8
	Semi-Professionals & Technicians	260	10	4.6
	Supervisors	115	█	13.9
	Supervisors: Crafts & Trades	19	0	7.8
	Administrative & Senior Clerical Personnel	425	8	3.4
	Skilled Sales & Service Personnel	27	█	3.5
	Skilled Crafts & Trades Workers	126	█	3.8
	Clerical Personnel	332	11	7.0
	Intermediate Sales & Service Personnel	7	0	5.6
	Semi-Skilled Manual Workers	28	█	4.8
	Other Sales & Service Personnel	312	11	6.3
	Other Manual Workers	20	0	5.3
<b>Total</b>		<b>4,181</b>	<b>114</b>	<b>4.6</b>

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

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

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>University of Waterloo</b>
<b>[Date: 2017-08-01]</b>

Start Date of Flow Data		
YYYY	MM	DD
2014	10	31

End Date of Flow Data		
YYYY	MM	DD
2017	08	01

<b>Data from Form 4 - Employees Hired</b>
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<b>Data from Form 5 - Employees Promoted</b>
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<b>Data from Form 6 - Employees Terminated</b>
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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			0	0			0	0		0	0	0
02 Middle & Other Managers	35	13	7	8	23	9		0	40	24		0
03 Professionals	352	193	11	8	113	75		0	170	89	10	
04 Semi-Professionals & Technicians	49	19		0	12		0	0	35	10		0
05 Supervisors	15	11		0	18	9	0	0	11	8		0
06 Supervisors: Crafts & Trades	7	0	0	0		0	0	0	9	0	0	0
07 Administrative & Senior Clerical Personnel	83	71		0	61	56	0	0	41	37		0
08 Skilled Sales & Service Personnel	7		0	0			0	0	6		0	0
09 Skilled Crafts & Trades Workers	26	0	0	0		0	0	0	12	0	0	0
10 Clerical Personnel	97	84	7	8	28	22		0	35	29		0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0		0	0	0
12 Semi-Skilled Manual Workers	9		0	0		0	0	0		0	0	0
13 Other Sales & Service Personnel	56	16		0			0	0	25	14	0	0
14 Other Manual Workers		0	0	0		0	0	0		0	0	0
<b>Total</b>	<b>746</b>	<b>413</b>	<b>38</b>	<b>26</b>	<b>272</b>	<b>180</b>	<b>14</b>	<b>9</b>	<b>395</b>	<b>213</b>	<b>18</b>	<b>13</b>

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<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>University of Waterloo</b>
<b>[Date: 2017-08-01]</b>

Start Date of Flow Data		
YYYY	MM	DD
2014	10	31

End Date of Flow Data		
YYYY	MM	DD
2017	08	01

<b>Data from Form 4 - Employees Hired</b>
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<b>Data from Form 5 - Employees Promoted</b>
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<b>Data from Form 6 - Employees Terminated</b>
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Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers		0	0	0
02 Middle & Other Managers	35	0	7	0
03 Professionals	352	0	11	0
04 Semi-Professionals & Technicians	49	0		0
05 Supervisors	15			0
06 Supervisors: Crafts & Trades	7	0	0	0
07 Administrative & Senior Clerical Personnel	83			0
08 Skilled Sales & Service Personnel	7	0	0	0
09 Skilled Crafts & Trades Workers	26	0	0	0
10 Clerical Personnel	97	0	7	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	9	0	0	0
13 Other Sales & Service Personnel	56			0
14 Other Manual Workers			0	0
<b>Total</b>	<b>746</b>	<b>6</b>	<b>38</b>	<b>0</b>

	Table 6: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
	#	#	#	#
		0	0	0
	25	0	5	0
	113	0	3	0
	12		0	0
	18	0	0	0
		0	0	0
	61		0	0
		0	0	0
		0	0	0
	28		3	0
	0	0	0	0
		0	0	0
		0	3	0
		0	0	0
<b>Total</b>	<b>272</b>		<b>14</b>	<b>0</b>

	Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#
		0	0	0
	40	0		0
	170		10	0
	35	0		0
	11	0		0
	9	0	0	0
	41	0		0
	6		0	0
	12	0	0	0
	35			0
		0	0	0
		0	0	0
	25	0	0	0
		0	0	0
<b>Total</b>	<b>395</b>	<b>6</b>	<b>18</b>	<b>0</b>

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<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>University of Waterloo</b>
<b>[Date: 2017-08-01]</b>

Start Date of Flow Data		
YYYY	MM	DD
2014	10	31

End Date of Flow Data		
YYYY	MM	DD
2017	08	01

<b>Data from Form 4 - Employees Hired</b>
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<b>Data from Form 5 - Employees Promoted</b>
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<b>Data from Form 6 - Employees Terminated</b>
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Employment Equity Occupational Group (EEOG)
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Table 3: Persons with Disabilities			
Full-time / National		Part-time / National	
All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
#	#	#	#

Table 7: Persons with Disabilities			
Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#

Table 11: Persons with Disabilities			
Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#

	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	35	0	7	0
03 Professionals	352	7	11	0
04 Semi-Professionals & Technicians	49	0	5	0
05 Supervisors	15	0	0	0
06 Supervisors: Crafts & Trades	7	0	0	0
07 Administrative & Senior Clerical Personnel	83	0	0	0
08 Skilled Sales & Service Personnel	7	0	0	0
09 Skilled Crafts & Trades Workers	26	0	0	0
10 Clerical Personnel	97	0	7	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	9	0	0	0
13 Other Sales & Service Personnel	56	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>746</b>	<b>9</b>	<b>38</b>	<b>2</b>

	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	23	0	0	0
03 Professionals	113	0	0	0
04 Semi-Professionals & Technicians	12	0	0	0
05 Supervisors	18	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	61	0	0	0
08 Skilled Sales & Service Personnel	4	0	0	0
09 Skilled Crafts & Trades Workers	3	0	0	0
10 Clerical Personnel	28	0	0	0
11 Intermediate Sales & Service Personnel	0	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
<b>Total</b>	<b>272</b>	<b>0</b>	<b>14</b>	<b>0</b>

	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	40	0	0	0
03 Professionals	170	0	10	0
04 Semi-Professionals & Technicians	35	0	0	0
05 Supervisors	11	0	0	0
06 Supervisors: Crafts & Trades	9	0	0	0
07 Administrative & Senior Clerical Personnel	41	0	0	0
08 Skilled Sales & Service Personnel	6	0	0	0
09 Skilled Crafts & Trades Workers	12	0	0	0
10 Clerical Personnel	35	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	25	0	0	0
14 Other Manual Workers	0	0	0	0
<b>Total</b>	<b>395</b>	<b>10</b>	<b>18</b>	<b>0</b>



**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**University of Waterloo**  
**[Date: 2017-08-01]**

Start Date of Flow Data		
YYYY	MM	DD
2014	10	31

End Date of Flow Data		
YYYY	MM	DD
2017	08	01

**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			0	0		0	0	0		0	0	0
02 Middle & Other Managers	35	4	7		23			0	40	4		0
03 Professionals	352	44	11	0	113	12			170	17	10	0
04 Semi-Professionals & Technicians	49	7		0	12		0	0	35	4		0
05 Supervisors	15			0	18	0	0	0	11			
06 Supervisors: Crafts & Trades	7	0	0	0	7	0	0	0	9	0	0	0
07 Administrative & Senior Clerical Personnel	83	13		0	61		0	0	41			0
08 Skilled Sales & Service Personnel	7	0	0	0			0	0	6		0	0
09 Skilled Crafts & Trades Workers	26		0	0		0	0	0	12		0	0
10 Clerical Personnel	97	8	7		28				35			0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0			0	0
12 Semi-Skilled Manual Workers	9	0	0	0		0	0	0		0	0	0
13 Other Sales & Service Personnel	56	7		0				0	25		0	0
14 Other Manual Workers		0	0	0		0	0	0		0	0	0
<b>Total</b>	<b>746</b>	<b>88</b>	<b>38</b>		<b>272</b>	<b>26</b>	<b>14</b>		<b>395</b>	<b>37</b>	<b>18</b>	

**Federal Contractors Program Achievement Report**

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**Part 3: Goals**

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**University of Waterloo**

**[Date: 2017-08-01]**

**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 <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	

**Table 1: Women**

Employment Equity Occupational Group (EEOG)	All Employees								First/Previous Short-term Goals											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						
	2014-10-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2014-10-31	Annually	Over 3 Years	2014	2017								
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01 Senior Managers	20	7.7%		0	22.2%		0	0		0.0%	0		0	27.4%	-1	-1	20.0%	20.0%		
02 Middle & Other Managers	281	13.9%		0	11.8%		0	0	133	0.0%	0	-24	0	38.9%	24	24	47.3%	47.3%		
03 Professionals	2,015	0.9%		0	8.8%		0	0	823	0.0%	0	112	0	46.4%	-112	-112	40.8%	40.8%		
04 Semi-Professionals & Tech	211	7.2%		0	15.3%		0	0	76	0.0%	0		0	38.4%	-5	-5	36.0%	36.0%		
05 Supervisors	100	4.8%		0	11.2%		0	0	69	0.0%	0	-15	0	54.2%	15	15	69.0%	69.0%		
06 Supervisors: Crafts & Trades	17	3.8%		0	50.0%		0	0		0.0%	0		0	11.5%	-1	-1	5.9%	5.9%		
07 Administrative & Sr Clerical	290	13.6%		0	12.0%		0	0	268	0.0%	0	-27	0	83.0%	27	27	92.4%	92.4%		
08 Skilled Sales & Service	19	12.4%		0	26.1%		0	0		0.0%	0		0	41.9%	-3	-3	26.3%	26.3%		
09 Skilled Crafts & Trades	88	12.7%		0	11.2%		0	0		0.0%	0		0	4.1%	-3	-3	1.1%	1.1%		
10 Clerical Personnel	297	3.8%		0	12.1%		0	0	254	0.0%	0	-52	0	67.9%	52	52	85.5%	85.5%		
11 Intermediate Sales & Service	19	-28.3%		0	23.1%		0	0	6	0.0%	0	7	0	69.4%	-7	-7	31.6%	31.6%		
12 Semi-Skilled Manual	30	-2.3%		0	6.9%		0	0	6	0.0%	0		0	23.0%	-1	-1	20.0%	20.0%		
13 Other Sales & Service	188	18.4%		0	10.0%		0	0	105	0.0%	0		0	58.0%	-4	-4	55.9%	55.9%		
14 Other Manual Workers	17	5.6%		0	5.4%		0	0		0.0%	0		0	30.2%	-3	-3	11.8%	11.8%		
<b>Total</b>	<b>3,592</b>	<b>5.2%</b>		<b>0</b>	<b>10.6%</b>		<b>0</b>	<b>0</b>	<b>1,753</b>	<b>0.0%</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>49.4%</b>	<b>-21</b>	<b>-21</b>	<b>48.8%</b>	<b>48.8%</b>		

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

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.2	0	0.1	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.4	0	0.2	
04 Semi-Professionals & Tech	0	0.4	0	0.2	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.1	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.3	0	0.1	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.4	0	0.2	
12 Semi-Skilled Manual	0	0.2	0	0.1	
13 Other Sales & Service	0	0.6	0	0.3	
14 Other Manual Workers	0	0.1	0	0.1	
<b>Total</b>	<b>0</b>		<b>0</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

University of Waterloo

[Date: 2017-08-01]

s.19(1)

s.20(1)(c)

**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 <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	

**Table 3: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		All Employees							First/Previous Short-term Goals												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD			YYYY - YYYY								
		2014-10-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2014-10-31	Annually	Over 3 Years	2014	2017								
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01	Senior Managers	20	7.7%		0	22.2%		0	0	0	0.0%	0		0		2.9%	-1	-1	0.0%	0.0%	
02	Middle & Other Managers	281	13.9%		0	11.8%		0	0	0	0.0%	0		0		2.2%	-5	-5	0.4%	0.4%	
03	Professionals	2,015	0.9%		0	8.8%		0	0	8	0.0%	0		24		1.6%	-24	-24	0.4%	0.4%	
04	Semi-Professionals & Tech	211	7.2%		0	15.3%		0	0		0.0%	0		-1		2.0%	1	1	2.4%	2.4%	
05	Supervisors	100	4.8%		0	11.2%		0	0	0	0.0%	0				1.0%	-1	-1	0.0%	0.0%	
06	Supervisors: Crafts & Trades	17	3.8%		0	50.0%		0	0	0	0.0%	0		0		2.2%	0	0	0.0%	0.0%	
07	Administrative & Sr Clerical	290	13.6%		0	12.0%		0	0		0.0%	0				1.6%	-3	-3	0.7%	0.7%	
08	Skilled Sales & Service	19	12.4%		0	26.1%		0	0	0	0.0%	0				2.9%	-1	-1	0.0%	0.0%	
09	Skilled Crafts & Trades	88	12.7%		0	11.2%		0	0	0	0.0%	0				2.3%	-2	-2	0.0%	0.0%	
10	Clerical Personnel	297	3.8%		0	12.1%		0	0		0.0%	0				0.9%	-1	-1	0.7%	0.7%	
11	Intermediate Sales & Service	19	-28.3%		0	23.1%		0	0	0	0.0%	0		0		1.5%	0	0	0.0%	0.0%	
12	Semi-Skilled Manual	30	-2.3%		0	6.9%		0	0	0	0.0%	0		0		1.2%	0	0	0.0%	0.0%	
13	Other Sales & Service	188	18.4%		0	10.0%		0	0		0.0%	0				2.3%	-1	-1	1.6%	1.6%	
14	Other Manual Workers	17	5.6%		0	5.4%		0	0	0	0.0%	0		0		1.8%	0	0	0.0%	0.0%	
<b>Total</b>		<b>3,592</b>	<b>5.2%</b>		<b>0</b>	<b>10.6%</b>		<b>0</b>	<b>0</b>	<b>21</b>	<b>0.0%</b>	<b>0</b>		<b>40</b>		<b>1.7%</b>	<b>-40</b>	<b>-40</b>	<b>0.6%</b>	<b>0.6%</b>	

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	0	0.4	0	0.2	
03	Professionals	0	0.4	0	0.2	
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	0.7	0	0.4	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	3.4	0	1.7	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	1.6	0	0.8	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>0</b>		<b>0</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**s.19(1)**

**University of Waterloo**

**s.20(1)(c)**

**[Date: 2017-08-01]**

**Data for First/Previous Goals**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	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 (EOG)	All Employees										First/Previous Short-term Goals									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						
	2014-10-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2014-10-31	Annually	Over 3 Years	2014	2017								
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01/02 Managers	301	10.8%		0	17.0%		0	0		0.0%	0	10	0	4.3%	-10	-10	1.0%	1.0%		
03 Professionals	2,015	0.9%		0	8.8%		0	0	19	0.0%	0	58	0	3.8%	-58	-58	0.9%	0.9%		
04 Semi-Professionals & Tech	211	7.2%		0	15.3%		0	0		0.0%	0	7	0	4.6%	-7	-7	1.4%	1.4%		
05 Supervisors	100	4.8%		0	11.2%		0	0	0	0.0%	0	14	0	13.9%	-14	-14	0.0%	0.0%		
06 Supervisors: Crafts & Trades	17	3.8%		0	50.0%		0	0	0	0.0%	0		0	7.8%	-1	-1	0.0%	0.0%		
07 Administrative & Sr Clerical	290	13.6%		0	12.0%		0	0		0.0%	0		0	3.4%	-5	-5	1.7%	1.7%		
08 Skilled Sales & Service	19	12.4%		0	26.1%		0	0	0	0.0%	0		0	3.5%	-1	-1	0.0%	0.0%		
09 Skilled Crafts & Trades	88	12.7%		0	11.2%		0	0	0	0.0%	0		0	3.8%	-3	-3	0.0%	0.0%		
10 Clerical Personnel	297	3.8%		0	12.1%		0	0		0.0%	0	16	0	7.0%	-16	-16	1.7%	1.7%		
11 Intermediate Sales & Service	19	-28.3%		0	23.1%		0	0	0	0.0%	0		0	5.6%	-1	-1	0.0%	0.0%		
12 Semi-Skilled Manual	30	-2.3%		0	6.9%		0	0	0	0.0%	0		0	4.8%	-1	-1	0.0%	0.0%		
13 Other Sales & Service	188	18.4%		0	10.0%		0	0		0.0%	0	9	0	6.3%	-9	-9	1.6%	1.6%		
14 Other Manual Workers	17	5.6%		0	5.4%		0	0	0	0.0%	0		0	5.3%	-1	-1	0.0%	0.0%		
<b>Total</b>	<b>3,592</b>	<b>5.2%</b>		<b>0</b>	<b>10.6%</b>		<b>0</b>	<b>0</b>	<b>38</b>	<b>0.0%</b>	<b>0</b>	<b>127</b>	<b>0</b>	<b>4.6%</b>	<b>-127</b>	<b>-127</b>	<b>1.1%</b>	<b>1.1%</b>		

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

<sup>‡</sup> 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 (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	0	1.1	0	0.6	
03 Professionals	0	1.0	0	0.5	
04 Semi-Professionals & Tech	0	1.4	0	0.7	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.9	
07 Administrative & Sr Clerical	0	1.7	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	2.9	0	1.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	1.6	0	0.8	
14 Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>	<b>0</b>		<b>0</b>		

**Federal Contractors Program Achievement Report**

**s.19(1)**

**Part 3: Goals**

**s.20(1)(c)**

**University of Waterloo**

**[Date: 2017-08-01]**

**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 <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		All Employees							First/Previous Short-term Goals											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	YYYY - YYYY					
		2014-10-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2014-10-31	Annually	Over 3 Years	2014	2017							
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01	Senior Managers	20	7.7%		0	22.2%		0	0		0.0%	0		0	10.1%	-1	-1	5.0%	5.0%	
02	Middle & Other Managers	281	13.9%		0	11.8%		0	0	14	0.0%	0	28	0	15.0%	-28	-28	5.0%	5.0%	
03	Professionals	2,015	0.9%		0	8.8%		0	0	249	0.0%	0	170	0	20.8%	-170	-170	12.4%	12.4%	
04	Semi-Professionals & Tech	211	7.2%		0	15.3%		0	0	19	0.0%	0	31	0	23.8%	-31	-31	9.0%	9.0%	
05	Supervisors	100	4.8%		0	11.2%		0	0	9	0.0%	0		0	12.0%	-3	-3	9.0%	9.0%	
06	Supervisors: Crafts & Trades	17	3.8%		0	50.0%		0	0		0.0%	0		0	13.4%	-1	-1	5.9%	5.9%	
07	Administrative & Sr Clerical	290	13.6%		0	12.0%		0	0	18	0.0%	0	10	0	9.5%	-10	-10	6.2%	6.2%	
08	Skilled Sales & Service	19	12.4%		0	26.1%		0	0		0.0%	0		0	32.1%	-5	-5	5.3%	5.3%	
09	Skilled Crafts & Trades	88	12.7%		0	11.2%		0	0		0.0%	0	8	0	14.5%	-8	-8	5.7%	5.7%	
10	Clerical Personnel	297	3.8%		0	12.1%		0	0	17	0.0%	0	17	0	11.5%	-17	-17	5.7%	5.7%	
11	Intermediate Sales & Service	19	-28.3%		0	23.1%		0	0		0.0%	0		0	13.8%	-1	-1	10.5%	10.5%	
12	Semi-Skilled Manual	30	-2.3%		0	6.9%		0	0		0.0%	0		0	18.5%	-5	-5	3.3%	3.3%	
13	Other Sales & Service	188	18.4%		0	10.0%		0	0	13	0.0%	0	19	0	16.9%	-19	-19	6.9%	6.9%	
14	Other Manual Workers	17	5.6%		0	5.4%		0	0	0	0.0%	0		0	17.4%	-3	-3	0.0%	0.0%	
<b>Total</b>		<b>3,592</b>	<b>5.2%</b>		<b>0</b>	<b>10.6%</b>		<b>0</b>	<b>0</b>	<b>350</b>	<b>0.0%</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>18.1%</b>	<b>-300</b>	<b>-300</b>	<b>9.7%</b>	<b>9.7%</b>	

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

<sup>‡</sup> 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	5.0	0	2.5	
02	Middle & Other Managers	0	5.3	0	2.7	
03	Professionals	0	12.7	0	6.4	
04	Semi-Professionals & Tech	0	9.0	0	6.4	
05	Supervisors	0	9.0	0	4.5	
06	Supervisors: Crafts & Trades	0	5.9	0	3.0	
07	Administrative & Sr Clerical	0	6.2	0	3.1	
08	Skilled Sales & Service	0	5.3	0	2.7	
09	Skilled Crafts & Trades	0	5.7	0	2.3	
10	Clerical Personnel	0	5.7	0	2.3	
11	Intermediate Sales & Service	0	10.5	0	5.3	
12	Semi-Skilled Manual	0	3.3	0	1.7	
13	Other Sales & Service	0	7.4	0	3.7	
14	Other Manual Workers	0	0.0	0	0.0	
<b>Total</b>		<b>0</b>		<b>0</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

University of Waterloo

[Date: 2017-08-01]

s.19(1)

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**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 <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)

**Table 9: Women**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees	Women																		
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2017-08-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-08-01	Annually	Over 3 Years	2017	2020							
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	25	7.7%		0	22.2%		0	0	11	0.0%	0	-4	0		27.4%			44.0%	44.0%
02	Middle & Other Managers	415	13.9%		0	11.8%		0	0	167	0.0%	0	-6	0		38.9%	6	6	40.2%	40.2%
03	Professionals	2,070	0.9%		0	8.8%		0	0	908	0.0%	0	61	0	46.8%	46.8%	-61	-61	43.9%	43.9%
04	Semi-Professionals & Tech	260	7.2%		0	15.3%		0	0	96	0.0%	0	-1	0		36.5%			36.9%	36.9%
05	Supervisors	115	4.8%		0	11.2%		0	0	73	0.0%	0	-11	0		54.2%	11	11	63.5%	63.5%
06	Supervisors: Crafts & Trades	19	3.8%		0	50.0%		0	0		0.0%	0		0	8.3%	8.3%	-1	-1	5.3%	5.3%
07	Administrative & Sr Clerical	425	13.6%		0	12.0%		0	0	389	0.0%	0	-36	0		83.0%	36	36	91.5%	91.5%
08	Skilled Sales & Service	27	12.4%		0	26.1%		0	0	8	0.0%	0		0	33.5%	33.5%	-1	-1	29.6%	29.6%
09	Skilled Crafts & Trades	126	12.7%		0	11.2%		0	0	0	0.0%	0		0	4.2%	4.2%	-5	-5	0.0%	0.0%
10	Clerical Personnel	332	3.8%		0	12.1%		0	0	284	0.0%	0	-59	0		67.9%	59	59	85.5%	85.5%
11	Intermediate Sales & Service	7	-28.3%		0	23.1%		0	0		0.0%	0		0	50.0%	69.4%	-4	-4	14.3%	14.3%
12	Semi-Skilled Manual	28	-2.3%		0	6.9%		0	0	8	0.0%	0	-2	0		23.0%			28.6%	28.6%
13	Other Sales & Service	312	18.4%		0	10.0%		0	0	163	0.0%	0	18	0		58.0%	-18	-18	52.2%	52.2%
14	Other Manual Workers	20	5.6%		0	5.4%		0	0		0.0%	0		0	30.2%	30.2%	-4	-4	10.0%	10.0%
Total		4,181	5.2%		0	10.6%		0	0	2,111	0.0%	0	-25	0		49.9%	25	25	50.5%	50.5%

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

<sup>‡</sup> 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 (EOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0		
02 Middle & Other Managers	0.0		
03 Professionals	46.8	46.8	
04 Semi-Professionals & Tech	0.0		
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	8.3	8.3	
07 Administrative & Sr Clerical	0.0		
08 Skilled Sales & Service	33.5	33.5	
09 Skilled Crafts & Trades	4.2	4.2	
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	50.0	50.0	
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	30.2	30.2	
Total	0.0		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

University of Waterloo

[Date: 2017-08-01]

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**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 <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	

**Table 11: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		All Employees							Subsequent/Current Short-term Goals												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Terminated Employees		From - To								
		2017-08-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-08-01	Annually	Over 3 Years	2017	2020								
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01	Senior Managers	25	7.7%		0	22.2%		0	0	0	0.0%	0		0	2.9%	2.9%	-1	-1	0.0%	0.0%	
02	Middle & Other Managers	415	13.9%		0	11.8%		0	0	0	0.0%	0		0	2.2%	2.2%	-6	-6	0.7%	0.7%	
03	Professionals	2,070	0.9%		0	8.8%		0	0	11	0.0%	0	24	1.7%	1.7%		-24	-24	0.5%	0.5%	
04	Semi-Professionals & Tech	260	7.2%		0	15.3%		0	0		0.0%	0	0	0	2.1%	2.1%	0	0	1.9%	1.9%	
05	Supervisors	115	4.8%		0	11.2%		0	0		0.0%	0	0	0	1.0%	1.0%	0	0	0.9%	0.9%	
06	Supervisors: Crafts & Trades	19	3.8%		0	50.0%		0	0	0	0.0%	0	0	0	2.1%	2.1%	0	0	0.0%	0.0%	
07	Administrative & Sr Clerical	425	13.6%		0	12.0%		0	0		0.0%	0	0	0	1.6%	1.6%	-5	-5	0.5%	0.5%	
08	Skilled Sales & Service	27	12.4%		0	26.1%		0	0	0	0.0%	0		0	1.9%	1.9%	-1	-1	0.0%	0.0%	
09	Skilled Crafts & Trades	126	12.7%		0	11.2%		0	0	0	0.0%	0		0	2.4%	2.4%	-3	-3	0.0%	0.0%	
10	Clerical Personnel	332	3.8%		0	12.1%		0	0	5	0.0%	0	-2	0	0.9%	0.9%			1.5%	1.5%	
11	Intermediate Sales & Service	7	-28.3%		0	23.1%		0	0	0	0.0%	0	0	0	1.5%	1.5%	0	0	0.0%	0.0%	
12	Semi-Skilled Manual	28	-2.3%		0	6.9%		0	0	0	0.0%	0	0	0	1.2%	1.2%	0	0	0.0%	0.0%	
13	Other Sales & Service	312	18.4%		0	10.0%		0	0	10	0.0%	0	-3	0	2.3%	2.3%			3.2%	3.2%	
14	Other Manual Workers	20	5.6%		0	5.4%		0	0		0.0%	0	-1	0	1.8%	1.8%			5.0%	5.0%	
<b>Total</b>		<b>4,181</b>	<b>5.2%</b>		<b>0</b>	<b>10.6%</b>		<b>0</b>	<b>0</b>	<b>38</b>	<b>0.0%</b>	<b>0</b>	<b>37</b>	<b>0</b>	<b>1.8%</b>	<b>1.8%</b>	<b>-37</b>	<b>-37</b>	<b>0.9%</b>	<b>0.9%</b>	

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		2.9		2.9	
02	Middle & Other Managers		2.2		2.2	
03	Professionals		1.7		1.7	
04	Semi-Professionals & Tech		0.0			
05	Supervisors		0.0			
06	Supervisors: Crafts & Trades		0.0			
07	Administrative & Sr Clerical		1.6		1.6	
08	Skilled Sales & Service		1.9		1.9	
09	Skilled Crafts & Trades		2.4		2.4	
10	Clerical Personnel		0.0			
11	Intermediate Sales & Service		0.0			
12	Semi-Skilled Manual		0.0			
13	Other Sales & Service		0.0			
14	Other Manual Workers		0.0			
<b>Total</b>			<b>0.0</b>			

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

University of Waterloo

[Date: 2017-08-01]

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**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 <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	

**Table 13: Persons with Disabilities**

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	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					
	2017-08-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-08-01	Annually	Over 3 Years	#	%	2017	2020	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	%	#	%	%	#	#	%	%
01/02 Managers	440	10.8%		0	17.0%		0	0	13	0.0%	0	6	0	4.3%	4.3%	-6	-6	3.0%	3.0%
03 Professionals	2,070	0.9%		0	8.8%		0	0	53	0.0%	0	26	0	3.8%	3.8%	-26	-26	2.6%	2.6%
04 Semi-Professionals & Tech	260	7.2%		0	15.3%		0	0	10	0.0%	0		0	4.6%	4.6%	-2	-2	3.8%	3.8%
05 Supervisors	115	4.8%		0	11.2%		0	0		0.0%	0	14	0	13.9%	13.9%	-14	-14	1.7%	1.7%
06 Supervisors: Crafts & Trades	19	3.8%		0	50.0%		0	0	0	0.0%	0		0	7.8%	7.8%	-1	-1	0.0%	0.0%
07 Administrative & Sr Clerical	425	13.6%		0	12.0%		0	0	8	0.0%	0	6	0	3.4%	3.4%	-6	-6	1.9%	1.9%
08 Skilled Sales & Service	27	12.4%		0	26.1%		0	0		0.0%	0	-1	0	3.5%	3.5%			7.4%	7.4%
09 Skilled Crafts & Trades	126	12.7%		0	11.2%		0	0	3	0.0%	0		0	3.8%	3.8%	-2	-2	2.4%	2.4%
10 Clerical Personnel	332	3.8%		0	12.1%		0	0	11	0.0%	0	12	0	7.0%	7.0%	-12	-12	3.3%	3.3%
11 Intermediate Sales & Service	7	-28.3%		0	23.1%		0	0	0	0.0%	0	0	0	5.6%	5.6%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	28	-2.3%		0	6.9%		0	0		0.0%	0	0	0	4.8%	4.8%	0	0	3.6%	3.6%
13 Other Sales & Service	312	18.4%		0	10.0%		0	0	11	0.0%	0	9	0	6.3%	6.3%	-9	-9	3.5%	3.5%
14 Other Manual Workers	20	5.6%		0	5.4%		0	0	0	0.0%	0		0	5.3%	5.3%	-1	-1	0.0%	0.0%
<b>Total</b>	<b>4,181</b>	<b>5.2%</b>		<b>0</b>	<b>10.6%</b>		<b>0</b>	<b>0</b>	<b>114</b>	<b>0.0%</b>	<b>0</b>	<b>78</b>	<b>0</b>	<b>4.6%</b>	<b>4.6%</b>	<b>-78</b>	<b>-78</b>	<b>2.7%</b>	<b>2.7%</b>

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

<sup>‡</sup> 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 (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		4.3		4.3	
03 Professionals		3.8		3.8	
04 Semi-Professionals & Tech		4.6		4.6	
05 Supervisors		13.9		13.9	
06 Supervisors: Crafts & Trades		7.8		7.8	
07 Administrative & Sr Clerical		3.4		3.4	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		3.8		3.8	
10 Clerical Personnel		7.0		7.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		6.3		6.3	
14 Other Manual Workers		5.3		5.3	
<b>Total</b>		<b>0.0</b>		<b>0.0</b>	



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

University of Waterloo

[Date: 2017-08-01]

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**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 <sup>†</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		All Employees							Subsequent/Current Short-term Goals												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected	YYYY-MM-DD		Annually	Over 3 Years	Annually	Over 3 Years		From - To						
		2017-08-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-08-01	Annually	Over 3 Years	2017	2020	YYYY - YYYY							
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	25	7.7%		0	22.2%		0	0		0.0%	0		0	10.1%	10.1%	-1	-1	8.0%	8.0%	
02	Middle & Other Managers	415	13.9%		0	11.8%		0	0	37	0.0%	0	25	0	15.0%	15.0%	-25	-25	8.9%	8.9%	
03	Professionals	2,070	0.9%		0	8.8%		0	0	254	0.0%	0	181	0	21.0%	21.0%	-181	-181	12.3%	12.3%	
04	Semi-Professionals & Tech	260	7.2%		0	15.3%		0	0	29	0.0%	0	34	0	24.1%	24.1%	-34	-34	11.2%	11.2%	
05	Supervisors	115	4.8%		0	11.2%		0	0	6	0.0%	0	8	0	12.0%	12.0%	-8	-8	5.2%	5.2%	
06	Supervisors: Crafts & Trades	19	3.8%		0	50.0%		0	0	0	0.0%	0		0	12.7%	12.7%	-2	-2	0.0%	0.0%	
07	Administrative & Sr Clerical	425	13.6%		0	12.0%		0	0	36	0.0%	0		0	9.5%	9.5%	-4	-4	8.5%	8.5%	
08	Skilled Sales & Service	27	12.4%		0	26.1%		0	0		0.0%	0	7	0	40.8%	40.8%	-7	-7	14.8%	14.8%	
09	Skilled Crafts & Trades	126	12.7%		0	11.2%		0	0		0.0%	0	13	0	14.2%	14.2%	-13	-13	4.0%	4.0%	
10	Clerical Personnel	332	3.8%		0	12.1%		0	0	25	0.0%	0	13	0	11.5%	11.5%	-13	-13	7.5%	7.5%	
11	Intermediate Sales & Service	7	-28.3%		0	23.1%		0	0		0.0%	0	-1	0	13.8%	13.8%			28.6%	28.6%	
12	Semi-Skilled Manual	28	-2.3%		0	6.9%		0	0		0.0%	0		0	18.5%	18.5%	-3	-3	7.1%	7.1%	
13	Other Sales & Service	312	18.4%		0	10.0%		0	0	37	0.0%	0	16	0	16.9%	16.9%	-16	-16	11.9%	11.9%	
14	Other Manual Workers	20	5.6%		0	5.4%		0	0	0	0.0%	0		0	17.4%	17.4%	-3	-3	0.0%	0.0%	
<b>Total</b>		<b>4,181</b>	<b>5.2%</b>		<b>0</b>	<b>10.6%</b>		<b>0</b>	<b>0</b>	<b>439</b>	<b>0.0%</b>	<b>0</b>	<b>309</b>	<b>0</b>	<b>17.9%</b>	<b>17.9%</b>	<b>-309</b>	<b>-309</b>	<b>10.5%</b>	<b>10.5%</b>	

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

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

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		10.1		10.1	
02	Middle & Other Managers		15.0		15.0	
03	Professionals		21.0		21.0	
04	Semi-Professionals & Tech		24.1		24.1	
05	Supervisors		12.0		12.0	
06	Supervisors: Crafts & Trades		12.7		12.7	
07	Administrative & Sr Clerical		9.5		9.5	
08	Skilled Sales & Service		40.8		40.8	
09	Skilled Crafts & Trades		14.2		14.2	
10	Clerical Personnel		11.5		11.5	
11	Intermediate Sales & Service		0.0			
12	Semi-Skilled Manual		18.5		18.5	
13	Other Sales & Service		16.9		16.9	
14	Other Manual Workers		17.4		17.4	
<b>Total</b>			<b>0.0</b>			

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**University of Waterloo**

**[Date: 2017-08-01]**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
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	2014	20		20.0	27.4		-1	73.0																
	2017	25	11	44.0	27.4	7		160.6			60.0				50.0					0	0.0			-1
02 Middle & Other Managers	2014	281	133	47.3	38.9	109	24	121.7																
	2017	415	167	40.2	38.9	161	6	103.4	42	17	40.5	16		28	9	32.1	13	-4	41	25	61.0	19	6	
03 Professionals	2014	2,015	823	40.8	46.4	935	-112	88.0																
	2017	2,070	908	43.9	46.8	969	-61	93.7	363	201	55.4	170	31	116	78	67.2	47	31	180	94	52.2	74	20	
04 Semi-Professionals & Technicians	2014	211	76	36.0	38.4	81	-5	93.8																
	2017	260	96	36.9	36.5	95		101.2	54	23	42.6	20		12		16.7		-2	36	11	30.6	13	-2	
05 Supervisors	2014	100	69	69.0	54.2	54	15	127.3																
	2017	115	73	63.5	54.2	62	11	117.1	16	11	68.8	9		18	9	50.0	12	-3	12	9	75.0	8		
06 Supervisors: Crafts & Trades	2014	17		5.9	11.5		-1	51.2																
	2017	19		5.3	8.3		-1	63.4	7	0	0.0		-1		0	0.0	0	0	9	0	0.0		-1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women		Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	#	%	#	%				
01 Senior Managers	2017	9		55.6	0	0.0	0.2	27,777.8	0	0.0	0.1	55,555.6	
	2020	9		55.6		0.0	0.0			0.0	0.0		
02 Middle & Other Managers	2017	70	26	37.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	70	26	37.1		0.0	0.0			0.0	0.0		
03 Professionals	2017	479	279	58.2	0	0.0	0.4	14,206.4	0	0.0	0.2	29,123.2	
	2020	479	279	58.2		46.8	124.5			46.8	124.5		
04 Semi-Professionals & Technicians	2017	66	25	37.9	0	0.0	0.4	10521.9	0	0.0	0.2	21043.8	
	2020	66	25	37.9		0.0	0.0			0.0	0.0		
05 Supervisors	2017	34	20	58.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	34	20	58.8		0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	2017	9	0	0.0	0	0.0	0.1	0.0	0	0.0	0.0	0.0	
	2020	9	0	0.0		8.3	0.0			8.3	0.0		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**University of Waterloo**

**[Date: 2017-08-01]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Women								All Employees	Women			All Employees	Women			All Employees	Women				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2014	290	268	92.4	83.0	241	27	111.3																
	2017	425	389	91.5	83.0	353	36	110.3	85	73	85.9	71		61	56	91.8	56	0	43	39	90.7	40	-1	
08 Skilled Sales & Service Personnel	2014	19		26.3	41.9	8	-3	62.8																
	2017	27	8	29.6	33.5	9	-1	88.4	7		28.6		0		75.0				6		33.3			0
09 Skilled Crafts & Trades Workers	2014	88		1.1	4.1			27.7																
	2017	126	0	0.0	4.2		-5	0.0	26	0	0.0		-1		0	0.0	0	0	12	0	0.0	0	0	
10 Clerical Personnel	2014	297	254	85.5	67.9	202	52	126.0																
	2017	332	284	85.5	67.9	225	59	126.0	104	89	85.6	71	18	31	25	80.6	27	-2	38	32	84.2	32	0	
11 Intermediate Sales & Service Personnel	2014	19	6	31.6	69.4	13	-7	45.5																
	2017	7		14.3	69.4		-4	20.6	0	0	0.0	0	0	0	0	0.0	0	0			0.0		-1	
12 Semi-Skilled Manual Workers	2014	30	6	20.0	23.0	7	-1	87.0																
	2017	28	8	28.6	23.0	6	2	124.2	9		11.1		-1		0	0.0	0	0			0.0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women		Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2017	146	129	88.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	146	129	88.4			0.0	0.0			0.0	0.0	
08 Skilled Sales & Service Personnel	2017	11		45.5	0	0.0	0.3	17283.1	0	0.0	0.1	34965.0	
	2020	11		45.5			33.5	135.7			33.5	135.7	
09 Skilled Crafts & Trades Workers	2017	29	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	29	0	0.0			4.2	0.0			4.2	0.0	
10 Clerical Personnel	2017	135	114	84.4	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	135	114	84.4			0.0	0.0			0.0	0.0	
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.4	0.0	0	0.0	0.2	0.0	
	2020	0	0	0.0			50.0	0.0			50.0	0.0	
12 Semi-Skilled Manual Workers	2017	10		10.0	0	0.0	0.2	5000.0	0	0.0	0.1	10000.0	
	2020	10		10.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

s.19(1)

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**[Date: 2017-08-01]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2014	188	105	55.9	58.0	109	-4	96.3																
	2017	312	163	52.2	58.0	181	-18	90.1	61	19	31.1	35	-16			100.0				25	14	56.0	14	0
14 Other Manual Workers	2014	17		11.8	30.2		-3	39.0																
	2017	20		10.0	30.2	6	-4	33.1		0	0.0		-2		0	0.0	0	0		0	0.0	0	0	
Total	2014	3,592	1,753	48.8	49.4	1,774	-21	98.8																
	2017	4,181	2,111	50.5	49.9	2,086	25	101.2	784	439	56.0	391	48	286	189	66.1	140	49	413	226	54.7	202	24	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2017	66	24	36.4	0	0.0	0.6	6505.1	0	0.0	0.3	12987.0		
	2020	66	24	36.4			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2017	6	0	0.0	0	0.0	0.1	0.0	0	0.0	0.1	0.0		
	2020	6	0	0.0			30.2	0.0			30.2	0.0		
Total	2017	1,070	628	58.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1,070	628	58.7			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

s.19(1)

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**[Date: 2017-08-01]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	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	2014	20	0	0.0	2.9		-1	0.0																	
	2017	25	0	0.0	2.9		-1	0.0			0	0.0	0	0			0	0.0	0	0			0	0.0	0
02 Middle & Other Managers	2014	281		0.4	2.2	6	-5	16.2																	
	2017	415		0.7	2.2	9	-6	32.9	42	0	0.0		-1	28	0	0.0	0	0	0	0	0	0	0	0	0
03 Professionals	2014	2,015	8	0.4	1.6	32	-24	24.8																	
	2017	2,070	11	0.5	1.7	35	-24	31.3	363	0	0.0		-6	116	0	0.0	0	0	0	0	0	180		1.7	
04 Semi-Professionals & Technicians	2014	211		2.4	2.0			118.5																	
	2017	260		1.9	2.1		0	91.6	54	0	0.0		-1	12		8.3	0				36	0	0.0		-1
05 Supervisors	2014	100	0	0.0	1.0		-1	0.0																	
	2017	115		0.9	1.0		0	87.0	16		6.3	0		18	0	0.0	0	0	0	0	0	12	0	0.0	0
06 Supervisors: Crafts & Trades	2014	17	0	0.0	2.2	0	0	0.0																	
	2017	19	0	0.0	2.1	0	0	0.0	7	0	0.0	0	0	2	0	0.0	0	0	0	0	0	9	0	0.0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	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	2017	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	9	0	0.0			2.9	0.0			2.9	0.0	
02 Middle & Other Managers	2017	70	0	0.0	0	0.0	0.4	0.0	0	0.0	0.2	0.0	
	2020	70	0	0.0			2.2	0.0			2.2	0.0	
03 Professionals	2017	479	0	0.0	0	0.0	0.4	0.0	0	0.0	0.2	0.0	
	2020	479	0	0.0			1.7	0.0			1.7	0.0	
04 Semi-Professionals & Technicians	2017	66		1.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	66		1.5			0.0	0.0			0.0	0.0	
05 Supervisors	2017	34		2.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	34		2.9			0.0	0.0			0.0	0.0	
06 Supervisors: Crafts & Trades	2017	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	9	0	0.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

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**[Date: 2017-08-01]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples			EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	%	#	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2014	290		0.7	1.6		-3	43.1																	
	2017	425		0.5	1.6		-5	29.4	85		1.2		0	61		1.6	0		43	0	0.0	0	0	0	0
08 Skilled Sales & Service Personnel	2014	19	0	0.0	2.9		-1	0.0																	
	2017	27	0	0.0	1.9		-1	0.0	7	0	0.0	0	0		0	0.0	0	0	6		33.3	0			
09 Skilled Crafts & Trades Workers	2014	88	0	0.0	2.3		-2	0.0																	
	2017	126	0	0.0	2.4		-3	0.0	26	0	0.0		-1		0	0.0	0	0	12	0	0.0	0	0	0	0
10 Clerical Personnel	2014	297		0.7	0.9		-1	74.8																	
	2017	332		1.5	0.9		2	167.3	104	0	0.0		-1	31		3.2	0		38		2.6	0			
11 Intermediate Sales & Service Personnel	2014	19	0	0.0	1.5	0	0	0.0																	
	2017	7	0	0.0	1.5	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0
12 Semi-Skilled Manual Workers	2014	30	0	0.0	1.2	0	0	0.0																	
	2017	28	0	0.0	1.2	0	0	0.0	9	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 × 100	Part 3: Goals	E + G × 100	Part 3: Goals	F ÷ I × 100	Part 3: Goals	E + K × 100	Part 3: Goals	F ÷ M × 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	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	2017	146		1.4	0	0.0	0.7	195.7	0	0.0	0.4	342.5	
	2020	146		1.4			1.6	85.6			1.6	85.6	
08 Skilled Sales & Service Personnel	2017	11	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	11	0	0.0			1.9	0.0			1.9	0.0	
09 Skilled Crafts & Trades Workers	2017	29	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	29	0	0.0			2.4	0.0			2.4	0.0	
10 Clerical Personnel	2017	135		0.7	0	0.0	3.4	21.8	0	0.0	1.7	43.6	
	2020	135		0.7			0.0	0.0			0.0	0.0	
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	
12 Semi-Skilled Manual Workers	2017	10	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	10	0	0.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

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**Part 5: Results - Aboriginal Peoples**

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**[Date: 2017-08-01]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	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	2014	188		1.6	2.3		-1	69.4																
	2017	312	10	3.2	2.3	7		139.4	61		4.9			0	0.0	0	0	0	0	25	0	0.0	0	0
14 Other Manual Workers	2014	17	0	0.0	1.8	0	0	0.0																
	2017	20		5.0	1.8	0		277.8	5		20.0	0		0	0.0	0	0	0	0		0	0.0	0	0
Total	2014	3,592	21	0.6	1.7	61	-40	34.4																
	2017	4,181	38	0.9	1.8	75	-37	50.5	784	6	0.8	14	-8	286		1.0				413	6	1.5		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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	2017	66		4.5	0	0.0	1.6	284.1	0	0.0	0.8	568.2		
	2020	66		4.5		0.0	0.0			0.0	0.0			
14 Other Manual Workers	2017	6		16.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	6		16.7		0.0	0.0			0.0	0.0			
Total	2017	1,070	9	0.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1,070	9	0.8		0.0	0.0			0.0	0.0			

**Federal Contractors Program Achievement Report**

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**Part 6: Results - Persons with Disabilities**

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**[Date: 2017-08-01]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
01 & 02 Managers	2014	301		1.0	4.3	13	-10	23.2																
	2017	440	13	3.0	4.3	19	-6	68.7	47	2.1			-1	32	0	0.0	0	0	0	0	46	0	0.0	0
03 Professionals	2014	2,015	19	0.9	3.8	77	-58	24.8																
	2017	2,070	53	2.6	3.8	79	-26	67.4	363	8	2.2	14	-6	116	1.7						180	1.7		
04 Semi-Professionals & Technicians	2014	211		1.4	4.6	10	-7	30.9																
	2017	260	10	3.8	4.6	12	-2	83.6	54	0	0.0		-2	12	0	0.0	0	0	0	36	2.8			0
05 Supervisors	2014	100	0	0.0	13.9	14	-14	0.0																
	2017	115		1.7	13.9	16	-14	12.5	16	0	0.0		-2	18	0	0.0	0	0	0	12	0	0.0	0	0
06 Supervisors: Crafts & Trades	2014	17	0	0.0	7.8		-1	0.0																
	2017	19	0	0.0	7.8		-1	0.0	7	0	0.0		-1	2	0	0.0	0	0	0	9	11.1	0	0	1

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
01 & 02 Managers	2017	79		1.3	0	0.0	1.1	115.1	0	0.0	0.60	211.0		
	2020	79		1.3			4.3	29.4			4.30	29.4		
03 Professionals	2017	479	10	2.1	0	0.0	1.0	208.8	0	0.0	0.50	417.5		
	2020	479	10	2.1			3.8	54.9			3.80	54.9		
04 Semi-Professionals & Technicians	2017	66	0	0.0	0	0.0	1.4	0.0	0	0.0	0.70	0.0		
	2020	66	0	0.0			4.6	0.0			4.60	0.0		
05 Supervisors	2017	34	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2020	34	0	0.0			13.9	0.0			13.90	0.0		
06 Supervisors: Crafts & Trades	2017	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.90	0.0		
	2020	9	0	0.0			7.8	0.0			7.80	0.0		



**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

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**[Date: 2017-08-01]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities			EE Result	All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
07 Administrative & Senior Clerical	2014	290		1.7	3.4	10	-5	50.7																
	2017	425	8	1.9	3.4	14	-6	55.4	85		1.2	3	-2	61	4.9				43	4.7				
08 Skilled Sales & Service Personnel	2014	19	0	0.0	3.5		-1	0.0			0.0	0	0		0	0.0	0	0	6	33.3	0			
	2017	27		7.4	3.5			211.6	7	0	0.0	0	0		0	0.0	0	0						
09 Skilled Crafts & Trades Workers	2014	88	0	0.0	3.8		-3	0.0																
	2017	126	3	2.4	3.8		-2	62.7	26	0	0.0		-1		0	0.0	0	0	12	0	0.0	0	0	0
10 Clerical Personnel	2014	297		1.7	7.0	21	-16	24.1																
	2017	332	11	3.3	7.0	23	-12	47.3	104		1.0	7	-6	31	0	0.0		-1	38	5.3				
11 Intermediate Sales & Service Personnel	2014	19	0	0.0	5.6		-1	0.0																
	2017	7	0	0.0	5.6	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0		0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2014	30	0	0.0	4.8		-1	0.0																
	2017	28		3.6	4.8		0	74.4	9	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 × 100	Part 3: Goals	E + G × 100	Part 3: Goals	F ÷ I × 100	Part 3: Goals	E + K × 100	Part 3: Goals	F ÷ M × 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities					
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	#	%	%	#	%	%	%	#	%	%	%	
07 Administrative & Senior Clerical	2017	146		2.7	0	0.0	1.7	161.2	0	0.0	0.0	0.0	
	2020	146		2.7		3.4	80.6			3.4	80.6		
08 Skilled Sales & Service Personnel	2017	11	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	11	0	0.0		0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	29	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	29	0	0.0		3.8	0.0			3.8	0.0		
10 Clerical Personnel	2017	135		0.7	0	0.0	2.9	25.5	0	0.0	1.0	74.1	
	2020	135		0.7		7.0	10.6			7.0	10.6		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0		0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2017	10	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	10	0	0.0		0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 6: Results - Persons with Disabilities**

**University of Waterloo**

**[Date: 2017-08-01]**

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**s.20(1)(c)**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference			
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2014	188		1.6	6.3	12	-9	25.3																
	2017	312	11	3.5	6.3	20	-9	56.0	61	0	0.0		-4		0	0.0	0	0	0	25	0	0.0	0	0
14 Other Manual Workers	2014	17	0	0.0	5.3		-1	0.0																
	2017	20	0	0.0	5.3		-1	0.0		0	0.0	0	0	0	0	0.0	0	0	0		0	0.0	0	0
Total	2014	3,592	38	1.1	4.6	165	-127	23.0																
	2017	4,181	114	2.7	4.6	192	-78	59.3	784	11	1.4	36	-25	286		1.7				413	11	2.7		7

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	#	%	%	#	%	%		
13 Other Sales & Service Personnel	2017	66	0	0.0	0	0.0	0.0	1.6	0.0	0	0.0	0.8	0.0	
	2020	66	0	0.0			6.3	0.0			6.3	0.0		
14 Other Manual Workers	2017	6	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	6	0	0.0			5.3	0.0			5.3	0.0		
Total	2017	1,070	16	1.5	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	1,070	16	1.5			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 7: Results - Members of Visible Minorities**

s.19(1)

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[Date: 2017-08-01]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
01 Senior Managers	2014	20		5.0	10.1		-1	49.5																
	2017	25		8.0	10.1		-1	79.2			20.0			0		0	0.0	0	0		0	0.0	0	0
02 Middle & Other Managers	2014	281	14	5.0	15.0	42	-28	33.2																
	2017	415	37	8.9	15.0	62	-25	59.4	42	6	14.3	6	0	28		7.1				41		9.8		
03 Professionals	2014	2,015	249	12.4	20.8	419	-170	59.4																
	2017	2,070	254	12.3	21.0	435	-181	58.4	363	44	12.1	76	-32	116	13	11.2	14	-1	180	17	9.4	22	-5	
04 Semi-Professionals & Technicians	2014	211	19	9.0	23.8	50	-31	37.8																
	2017	260	29	11.2	24.1	63	-34	46.3	54	7	13.0	13	-6	12		25.0			36		11.1			
05 Supervisors	2014	100	9	9.0	12.0	12	-3	75.0																
	2017	115	6	5.2	12.0	14	-8	43.5	16		12.5			18	0	0.0		-2	12		25.0			
06 Supervisors: Crafts & Trades	2014	17		5.9	13.4		-1	43.9																
	2017	19	0	0.0	12.7		-2	0.0	7	0	0.0		-1		0	0.0	0	0	9	0	0.0			

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	2017	9		11.1	0	0.0	5.0	222.2	0	0.0	2.5	444.4	
	2020	9		11.1			10.1	110.0			10.1	110.0	
02 Middle & Other Managers	2017	70	8	11.4	0	0.0	5.3	215.6	0	0.0	2.7	423.3	
	2020	70	8	11.4			15.0	76.2			15.0	76.2	
03 Professionals	2017	479	57	11.9	0	0.0	12.7	93.7	0	0.0	6.4	185.9	
	2020	479	57	11.9			21.0	56.7			21.0	56.7	
04 Semi-Professionals & Technicians	2017	66	10	15.2	0	0.0	9.0	168.4	0	0.0	6.4	236.7	
	2020	66	10	15.2			24.1	62.9			24.1	62.9	
05 Supervisors	2017	34		5.9	0	0.0	9.0	65.4	0	0.0	4.5	130.7	
	2020	34		5.9			12.0	49.0			12.0	49.0	
06 Supervisors: Crafts & Trades	2017	9	0	0.0	0	0.0	5.9	0.0	0	0.0	3.0	0.0	
	2020	9	0	0.0			12.7	0.0			12.7	0.0	

**Federal Contractors Program Achievement Report**

s.19(1)

**Part 7: Results - Members of Visible Minorities**

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**University of Waterloo**

**[Date: 2017-08-01]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07 Administrative & Senior Clerical	2014	290	18	6.2	9.5	28	-10	65.3																
	2017	425	36	8.5	9.5	40	-4	89.2	85	13	15.3	8			61		8.2				43		4.7	-1
08 Skilled Sales & Service Personnel	2014	19		5.3	32.1	6	-5	16.4																
	2017	27		14.8	40.8	11	-7	36.3	7	0	0.0						25.0	0			6		33.3	0
09 Skilled Crafts & Trades Workers	2014	88		5.7	14.5	13	-8	39.2																
	2017	126		4.0	14.2	18	-13	27.9	26	2	7.7						0	0.0	0	0	12		16.7	
10 Clerical Personnel	2014	297	17	5.7	11.5	34	-17	49.8																
	2017	332	25	7.5	11.5	38	-13	65.5	104	9	8.7	12	-3	31		9.7					38		5.3	0
11 Intermediate Sales & Service Personnel	2014	19		10.5	13.8		-1	76.3																
	2017	7		28.6	13.8		1	207.0	0	0	0.0	0	0	0	0	0.0	0	0	0				33.3	0
12 Semi-Skilled Manual Workers	2014	30		3.3	18.5	6	-5	18.0																
	2017	28		7.1	18.5		-3	38.6	9	0	0.0						0	0.0	0	0			0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2017	146	18	12.3	0	0.0	6.2	198.9	0	0.0	3.1	397.7	
	2020	146	18	12.3			9.5	129.8			9.5	129.8	
08 Skilled Sales & Service Personnel	2017	11		9.1	0	0.0	5.3	171.5	0	0.0	2.7	336.7	
	2020	11		9.1			40.8	22.3			40.8	22.3	
09 Skilled Crafts & Trades Workers	2017	29		6.9	0	0.0	5.7	121.0	0	0.0	2.3	299.9	
	2020	29		6.9			14.2	48.6			14.2	48.6	
10 Clerical Personnel	2017	135	12	8.9	0	0.0	5.7	155.9	0	0.0	2.3	386.5	
	2020	135	12	8.9			11.5	77.3			11.5	77.3	
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	10.5	0.0	0	0.0	5.3	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	
12 Semi-Skilled Manual Workers	2017	10	0	0.0	0	0.0	3.3	0.0	0	0.0	1.7	0.0	
	2020	10	0	0.0			18.5	0.0			18.5	0.0	

**Federal Contractors Program Achievement Report**

s.19(1)

**Part 7: Results - Members of Visible Minorities**

s.20(1)(c)

**University of Waterloo**

**[Date: 2017-08-01]**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
13 Other Sales & Service Personnel	2014	188	13	6.9	16.9	32	-19	40.9																	
	2017	312	37	11.9	16.9	53	-16	70.2	61	7	11.5	10	-3			20.0	0		25		4.0			-1	
14 Other Manual Workers	2014	17	0	0.0	17.4		-3	0.0																	
	2017	20	0	0.0	17.4		-3	0.0		0	0.0		-1		0	0.0	0	0		0	0.0	0	0.0	0	
Total	2014	3,592	350	9.7	18.1	650	-300	53.8																	
	2017	4,181	439	10.5	17.9	748	-309	58.7	784	91	11.6	140	-49	286	28	9.8	28	0	413	38	9.2	40		-2	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	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	2017	66	8	12.1	0	0.0	7.4	163.8	0	0.0	3.7	327.6		
	2020	66	8	12.1			16.9	71.7			16.9	71.7		
14 Other Manual Workers	2017	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	6	0	0.0			17.4	0.0			17.4	0.0		
Total	2017	1,070	119	11.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1,070	119	11.1			0.0	0.0			0.0	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>University of Waterloo</b>
<b>[Date: 2017-08-01]</b>

## Efforts

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

### Required measures:

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

### Other measures:

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

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

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

The recent Ontario government has cut tuition fees by 10%. The University is developing an action plan to manage these cuts for the fiscal year 2020.

- Any reorganization or other corporate structural changes.

No

- Acquisitions, mergers or transfers of employees.

No

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

No

[Redacted]

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

No

- Other.

N/A

**Additional Details**

Please provide any additional information (optional):

[Redacted]



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

**Employer Name:** University of Waterloo

**Primary Location:** Waterloo (Ontario)

**Number of Employees:** 4181

**Organization Overview:**

NAICS 6113 – Universities

University of Waterloo was founded in 1957 and offers undergraduate and graduate programs. The university has six faculties and counts 40,000 full and part-time students cumulatively between undergraduate and graduate programs.

**Key Dates – First Year Assessment**

Initiated: 2014-10-17

Received: 2015-11-02

Closed: 2015-11-28

Workforce Analysis: 2014-10-31

**Key Dates – Subsequent Assessment**

Initiated: 2017-10-21

Received: 2019-04-15

Workforce Analysis: 2017-08-01

**DATA VERIFICATION**

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

Yes  No

Comments: None

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

Yes  No

Comments: None

## ASSESSMENT OF REASONABLE PROGRESS

- The workforce analysis revealed 46 gaps during the previous assessment and 35 short-term goals were set.
- The organisation established goals as percentage.

### Women

01	Senior Managers	Goal met at 278%
03	Professionals	Goal met at 142%
04	Semi-Professionals & Technicians	Goal met at 105%
06	Supervisors: Crafts & Trades	Goal not met (0% achieved)
08	Skilled Sales & Service Personnel	Goal met at 173%
09	Skilled Crafts & Trades Workers	Goal not met (28% achieved)
11	Intermediate Sales & Service Personnel	Goal not met (46% achieved)
12	Semi-Skilled Manual Workers	Goal met at 87%
13	Other Sales & Service Personnel	Goal not met (65% achieved)
14	Other Manual Workers	Goal not met (0% achieved)

### Assessment/Observations

- EEOG 06: There were nine new entrants and none were women. Given the Labour Market Availability (LMA) of 11.5, at least one woman would have been expected.
- EEOG 11: There were no new entrant in this EEOG.
- EEOG 13: There were 66 new entrants and 24 were women. This represents a hiring rate of 36.4%, which is below the 58% LMA. At this LMA, at least 38 would have been expected.
- EEOG 14: There were six new entrants and none were women. Given the LMA of 30.2%, at least one woman would have been expected.

### Aboriginal Peoples

01	Senior Managers	Goal not met (0% achieved)
02	Middle & Other Managers	Goal not met (0% achieved)
03	Professionals	Goal not met (0% achieved)
05	Supervisors	No goal set
07	Administrative & Senior Clerical Personnel	Goal met at 196%
08	Skilled Sales & Service Personnel	No goal set
09	Skilled Crafts & Trades Workers	No goal set
10	Clerical Personnel	Goal not met (22% achieved)
13	Other Sales & Service Personnel	Goal not met 284%

### Assessment/Observations

- EEOG 01: There were nine new entrants and none were Aboriginal persons. This is to be expected given the labour market availability (LMA) of 2.9%.

- EEOG 02: There were 70 new entrants and none were Aboriginal persons. With an availability rate of 2.2%, at least one would have been expected.
- EEOG 03: There were 479 new entrants and none were Aboriginal persons. With an availability rate of 1.6%, at least seven would have been expected.
- EEOG 10: There were 135 new entrants including a Aboriginal persons. This is to be expected given the labour market availability (LMA) of 0.9%.

### ***Persons with Disabilities***

01/02	Managers	Goal met at 115%
03	Professionals	Goal met at 209%
04	Semi-Professionals & Technicians	Goal not met (0% achieved)
05	Supervisors	No goal set
06	Supervisors: Crafts & Trades	No goal set
07	Administrative & Senior Clerical Personnel	Goal met at 161%
08	Skilled Sales & Service Personnel	No goal set
09	Skilled Crafts & Trades Workers	No goal set
10	Clerical Personnel	Goal not met (25% achieved)
11	Intermediate Sales & Service Personnel	No goal set
12	Semi-Skilled Manual Workers	No goal set
13	Other Sales & Service Personnel	Goal not met (0% achieved)
14	Other Manual Workers	No goal set

### **Assessment/Observations**

- EEOG 04: There were 66 new entrants in this occupational group and none were persons with disabilities. With an availability rate of 4.6%, at least three would have been expected.
- EEOG 10: There were 135 new entrants including a person with disabilities. This represents a hiring rate of 0.7%, which is below the 7.0% LMA. Considering this LMA, at least nine persons with disabilities would have been expected.
- EEOG 13: There were 66 new entrants in this occupational group and none were persons with disabilities. With an availability rate of 6.3%, at least four would have been expected.

### ***Members of Visible Minorities***

01	Senior Managers	Goal met at 222%
02	Middle & Other Managers	Goal met at 215%
03	Professionals	Goal met at 94%
04	Semi-Professionals & Technicians	Goal met at 168%
05	Supervisors	Goal not met (65% achieved)
06	Supervisors: Crafts & Trades	Goal not met (0% achieved)
07	Administrative & Senior Clerical Personnel	Goal met at 199%
08	Skilled Sales & Service Personnel	Goal met at 172%

09	Skilled Crafts & Trades Workers	Goal met at 121%
10	Clerical Personnel	Goal met at 156%
11	Intermediate Sales & Service Personnel	Goal not met (0% achieved)
12	Semi-Skilled Manual Workers	Goal not met (0% achieved)
13	Other Sales & Service Personnel	Goal met at 164%
14	Other Manual Workers	No goal set

#### Assessment/Observations

- EEOG 05: There were 34 new entrants including two members of visible minorities. This represents a hiring rate of 5.9%. At LMA rate of 12.0%, at least four would have been expected.
- EEOG 06: There were nine new entrants and none were members of visible minorities. With an availability rate of 13.4%, at least one would have been expected.
- EEOG 11: There were no new entrants in this EEOG.
- EEOG 12: There were ten new entrants and none were members of visible minorities. With an availability rate of 13.4%, at least one would have been expected.

#### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- The organization established 35 short-term goals and achieved 19. This equals 54% of goals met, which does not meet the 80% threshold necessary to demonstrate reasonable efforts.
  - In four instances up to 15 where goals were not met, there were insufficient hiring and promotion opportunities to expect reasonable progress. In 11 instances, there were sufficient hiring and promotion opportunities to expect reasonable progress.
  - The organisation implemented all the required measures. However, no specific or targeted measures have been put in place to encourage the hiring or promotion of members of four designated groups.
  - The reporting period for the current assessment go from October 2014 to August 2017. The original compliance assessment documentation received in 2017 did not comply with the program requirements. The organization was reluctant to set goals in all categories that revealed gaps. The revised submission was obtained after several requests and meetings with the employer. The employer cooperation during the process was very poor.

#### ASSESSMENT OF GOALS

- A goal has been set for every gap in representation uncovered by the workforce analysis. All short-term and long-term goals were set in percentage format and are, at minimum, equal to LMA.

**Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
03	Professionals	-61	46.8	46.8	43.9	46.8
06	Supervisors: Crafts & Trades	-1	8.3	8.3	5.3	8.3
08	Skilled Sales & Service Personnel	-1	33.5	33.5	29.6	33.5
09	Skilled Crafts & Trades Workers	-5	4.2	4.2	0.0	4.2
11	Intermediate Sales & Service Personnel	-4	50.0	50.0	14.3	69.4
13	Other Sales & Service Personnel	-18	-	-	52.2	58.0
14	Other Manual Workers	-4	30.2	30.2	10.0	30.2

## Observations:

- No goals are required for EEOG 13 given that the current representation is above 50%.

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01	Senior Managers	-1	2.9	2.9	0.0	2.9
02	Middle & Other Managers	-6	2.2	2.2	0.7	2.2
03	Professionals	-24	1.7	1.7	0.5	1.7
07	Admin & Senior Clerical Personnel	-5	1.6	1.6	0.5	1.6
08	Skilled Sales & Service Personnel	-1	1.9	1.9	0.0	1.9
09	Skilled Crafts & Trades Workers	-3	2.4	2.4	0.0	2.4

Observations: None

**Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01/02	Managers	-6	3.0	4.3	3.0	4.3
03	Professionals	-26	2.6	3.8	2.6	3.8
04	Semi-Professionals & Technicians	-2	3.8	4.6	3.8	4.6
05	Supervisors	-14	1.7	13.9	1.7	13.9
06	Supervisors: Crafts & Trades	-1	0.0	7.8	0.0	7.8
07	Admin & Senior Clerical Personnel	-6	1.9	3.4	1.9	3.4
09	Skilled Crafts & Trades Workers	-2	2.4	3.8	2.4	3.8
10	Clerical Personnel	-12	3.3	7.0	3.3	7.0
13	Other Sales & Service Personnel	-9	3.5	6.3	3.5	6.3
14	Other Manual Workers	-1	0.0	5.3	0.0	5.3

Observations: None

**Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(+3 years)	%
01	Senior Managers	-1	10.1	10.1	8.0	10.1
02	Middle & Other Managers	-25	15.0	15.0	8.9	15.0
03	Professionals	-181	21.0	21.0	12.3	21.0
04	Semi-Professionals & Technicians	-34	24.1	24.1	11.2	24.1
05	Supervisors	-8	12.0	12.0	5.2	12.0
06	Supervisors: Crafts & Trades	-2	12.7	12.7	0.0	12.7
07	Admin & Senior Clerical Personnel	-4	9.5	9.5	8.5	9.5
08	Skilled Sales & Service Personnel	-7	40.8	40.8	14.8	40.8
09	Skilled Crafts & Trades Workers	-13	14.2	14.2	4.0	14.2
10	Clerical Personnel	-13	11.5	11.5	7.5	11.5

12	Semi-Skilled Manual Workers	-3	18.5	18.5	7.1	18.5
13	Other Sales & Service Personnel	-16	16.9	16.9	11.9	16.9
14	Other Manual Workers	-3	17.4	17.4	0.0	17.4

Observations: None

## 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, considering their unique circumstances, I recommend the closing letter include the following:

- University of Waterloo met 19 of the 35 goals set during the previous assessment. Out of 15 goals not met, there were sufficient hiring and promotion opportunities in 11 instances to expect reasonable progress.
- To ensure that University of Waterloo continues to see reasonable progress towards achieving a representative workplace, it is strongly recommended that the company consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of members of the designated groups. Guidance on how to conduct an employment systems review is available on the Labour Program website ([Step 2-2 of the training modules under the WEIMS help page](#)).
- The workforce analysis revealed high gaps in the professionals' occupational group in each designated group. We recommend paying close attention to the recruitment and promotion of employees in this occupational group. University of Waterloo could focus on the early stages of the recruitment process to ensure that no barriers are in place preventing employment equity.
- We recommend that this organization implement tailored hiring practices that encourage recruitment in the designated groups to reduce the gaps in representation. The organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing or eliminating the gaps.

**Name of Analyst: Maurice N. Yakibonge**

**Date: 2019-04-19**

## Nyirasafari, Ange AN [NC]

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**From:** Yakibonge, Ntambwe N [NC] on behalf of EE-EME  
**Sent:** May 26, 2019 12:39 PM  
**To:** 'president@uwaterloo.ca'  
**Cc:** [REDACTED]  
**Subject:** Government of Canada Agreement Number: 060133 – Notification of Compliance with the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Dear [REDACTED]

I am writing to inform you that the subsequent compliance assessment initiated on October 21, 2017 has been completed. As a result of the assessment, University of Waterloo 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 University of Waterloo's employment equity program.

- University of Waterloo met 19 of the 35 goals set during the previous assessment. Out of 15 goals not met, there were sufficient hiring and promotion opportunities in 11 instances to expect reasonable progress.
- To ensure that University of Waterloo continues to see reasonable progress towards achieving a representative workplace, it is strongly recommended that the company consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of members of the designated groups. Guidance on how to conduct an employment systems review is available on the Labour Program website (Step 2-2 of the training modules under the WEIMS help page).
- The workforce analysis revealed high gaps in the professionals' occupational group in each designated group. We recommend paying close attention to the recruitment and promotion of employees in this occupational group. University of Waterloo could focus on the early stages of the recruitment process to ensure that no barriers are in place preventing employment equity.
- We recommend that this organization implement tailored hiring practices that encourage recruitment in the designated groups to reduce the gaps in representation. The organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing or eliminating the gaps.

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 **October 21, 2020**. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, University of Waterloo 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](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish University of Waterloo 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](mailto: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!