

OFFICIAL USE ONLY

Agreement N°:

### Agreement to Implement Employment Equity

(All sections must be completed)

New Agreement

Revised Agreement

ORGANIZATION	
Legal Name of Organization Woodward's Oil Limited	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Num [REDACTED] Total number of employees in Canada (Permanent Full-Time and Part-Time) 200
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/liste-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/liste-liste-eng.htm</a> 41, 48-49	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 16 Loring Drive	City Happy Valley-Goose Bay	Province NL	Postal Code A0B 1C0
Telephone Number 709 896-2421			

EMPLOYMENT EQUITY CONTACT			
Name (print) Ian Watts	Title Controller		
Telephone Number 709 896-6563	E-mail Address ianwatts@woodwards.nf.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

CERTIFICATION
The above-named organization:
<ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time and permanent part-time employees 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.esdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</a>
<b>Important note:</b> 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			
<b>NOTE:</b> 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) Peter Woodward	Title President, Director and CEO		
Telephone Number 709 896-2421	E-mail Address pwoodward@woodwards.nf.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature 		Date (YYYY-MM-DD) 2015-08-18	

**Privacy Notice:**  
The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).  
Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.  
The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.  
Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml>. *Info Source* may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS
<b>IMPORTANT</b>
<ul style="list-style-type: none"> <li>• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: <a href="mailto:ee-eme@hrsdcc-rhdcc.gc.ca">ee-eme@hrsdcc-rhdcc.gc.ca</a>.</li> </ul>



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

Reporting Period 2016-06-14 to 2019-06-19

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	
Newfoundland and Labrador	116	4	0	120	St. John's	12	0	0	12
Total Employees in Canada				120	Nfld.Lab. less CMA	104	4	0	108
					Total Employees in Canada				120



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-06-14 to 2019-06-19

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: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	3					1	1				
	<b>Total</b>	3	3					1	1				
<b>Middle and Other Managers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	17	9	8	4	1	3				1	1	
	<b>Total</b>	17	9	8	4	1	3				1	1	
<b>Professionals</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	4	1	1	1							
	<b>Total</b>	5	4	1	1	1							
<b>Semi-Professionals and Technicians</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-06-14 to 2019-06-19

008555

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>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	4	1							1		1
	<b>Total</b>	5	4	1							1		1
<b>Skilled Crafts and Trades Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	5		2	2							
	<b>Total</b>	5	5		2	2							
<b>Clerical Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	14	1	13	5		5	1	1		2		2
	<b>Total</b>	14	1	13	5		5	1	1		2		2
<b>Intermediate Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	1	4	2	1	1	1		1			
	<b>Total</b>	5	1	4	2	1	1	1		1			



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2016-06-14 to 2019-06-19

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>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	40	39	1	15	14	1				3	3	
	<b>Total</b>	40	39	1	15	14	1				3	3	
<b>Other Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	17	10	7	6	5	1				11	5	6
	<b>Total</b>	17	10	7	6	5	1				11	5	6
<b>Other Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	4		1	1					1	1	
	<b>Total</b>	4	4		1	1					1	1	
<b>Total Number of Employees</b>		<b>116</b>	<b>81</b>	<b>35</b>	<b>36</b>	<b>25</b>	<b>11</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>19</b>	<b>10</b>	<b>9</b>



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2016-06-14 to 2019-06-19

008557

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>Intermediate Sales and Service Personnel</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2									
	<b>Total</b>		2		2								
<b>Semi-Skilled Manual Workers</b>  Top Range: Under \$5,000  Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2		1	1							
	<b>Total</b>		2	2		1	1						
<b>Total Number of Employees</b>		4	2	2	1	1							



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2016-06-14 to 2019-06-19

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
<b>Under \$15,000</b>	<b>116</b>	<b>81</b>	<b>35</b>	<b>36</b>	<b>25</b>	<b>11</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>19</b>	<b>10</b>	<b>9</b>
<b>Total Number of Employees</b>	<b>116</b>	<b>81</b>	<b>35</b>	<b>36</b>	<b>25</b>	<b>11</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>19</b>	<b>10</b>	<b>9</b>



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

Reporting Period 2016-06-14 to 2019-06-19

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
<b>Under \$5,000</b>	4	2	2	1	1							
<b>Total Number of Employees</b>	4	2	2	1	1							





FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2016-06-14 to 2019-06-19

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>	5	2	3	2		2						
<b>Professionals</b>	1	1		1	1							
<b>Supervisors</b>	2	1	1							1		1
<b>Skilled Crafts and Trades Workers</b>	1	1		1	1							
<b>Clerical Personnel</b>	5		5	3		3						
<b>Intermediate Sales and Service Personnel</b>	2		2	1		1						
<b>Semi-Skilled Manual Workers</b>	16	16		5	5					2	2	
<b>Other Sales and Service Personnel</b>	13	7	6	3	3					11	5	6
<b>Other Manual Workers</b>	1	1								1	1	
<b>Total Number of Employees Hired</b>	<b>46</b>	<b>29</b>	<b>17</b>	<b>16</b>	<b>10</b>	<b>6</b>				<b>15</b>	<b>8</b>	<b>7</b>



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2016-06-14 to 2019-06-19

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>	3	2	1	1		1						
<b>Professionals</b>	1	1								1	1	
<b>Skilled Crafts and Trades Workers</b>	2	2		1	1							
<b>Clerical Personnel</b>	1		1									
<b>Intermediate Sales and Service Personnel</b>	1	1										
<b>Semi-Skilled Manual Workers</b>	16	16		8	8							
<b>Other Sales and Service Personnel</b>	4	2	2	3	1	2						
<b>Other Manual Workers</b>	2	2		1	1							
<b>Total Number of Employees Terminated</b>	<b>30</b>	<b>26</b>	<b>4</b>	<b>14</b>	<b>11</b>	<b>3</b>				<b>1</b>	<b>1</b>	



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2016-06-14 to 2019-06-19

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>Semi-Skilled Manual Workers</b>	2	2		1	1							
<b>Other Sales and Service Personnel</b>	3	2	1	3	2	1						
<b>Total Number of Employees Terminated</b>	5	4	1	4	3	1						



Workplace Equity Information Management System - Woodward's Oil Ltd

Workforce Analysis - Detailed Report

Date: 2019-06-19

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	3	0	0.0 %	27.6 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	17	8	47.1 %	39.4 %	7	1	National
<b>03 : Professionals</b>		5	1	20.0 %	36.6 %	2	-1	
1111 : Financial auditors and accountants	National	2	1	50.0 %	56.0 %	1	0	National
2131 : Civil engineers	National	1	0	0.0 %	17.7 %	0	0	National
2132 : Mechanical engineers	National	1	0	0.0 %	9.5 %	0	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	43.9 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		1	0	0.0 %	35.1 %	0	0	
2263 : Inspectors in public and environmental health and occupational health and safety	Newfoundland and Labrador	1	0	0.0 %	35.1 %	0	0	Newfoundland and Labrador
<b>05 : Supervisors</b>		5	1	20.0 %	68.3 %	3	-2	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	5	1	20.0 %	68.3 %	3	-2	Nfld.Lab. less CMA
<b>09 : Skilled Crafts and Trades Workers</b>		5	0	0.0 %	1.5 %	0	0	
7271 : Carpenters	Newfoundland and Labrador	1	0	0.0 %	2.0 %	0	0	Newfoundland and Labrador
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Newfoundland and Labrador	4	0	0.0 %	1.4 %	0	0	Newfoundland and Labrador
<b>10 : Clerical Personnel</b>		14	13	92.9 %	74.0 %	10	3	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	14	13	92.9 %	74.0 %	10	3	Nfld.Lab. less CMA
<b>11 : Intermediate Sales and Service Personnel</b>		7	6	85.7 %	79.7 %	6	0	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	6	5	83.3 %	81.6 %	5	0	Nfld.Lab. less CMA
<b>Employment Equity Occupational Group</b>	St. John's	1	1	100.0 %	68.2 %	1	0	St. John's
<b>12 : Semi-Skilled Manual Workers</b>		42	1	2.4 %	15.7 %	7	-6	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	38	1	2.6 %	16.3 %	6	-5	Nfld.Lab. less CMA
<b>Employment Equity Occupational Group</b>	St. John's	4	0	0.0 %	10.2 %	0	0	St. John's
<b>13 : Other Sales and Service Personnel</b>		17	7	41.2 %	62.9 %	11	-4	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	17	7	41.2 %	62.9 %	11	-4	Nfld.Lab. less CMA



Workplace Equity Information Management System - Woodward's Oil Ltd

**Workforce Analysis - Detailed Report**

Date: 2019-06-19

008564

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>14 : Other Manual Workers</b>		4	0	0.0 %	24.3 %	1	-1	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	4	0	0.0 %	24.3 %	1	-1	Nfld.Lab. less CMA
<b>Total</b>		120	37	30.9 %	39.5 %	48	-11	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - Woodward's Oil Ltd

Workforce Analysis - Detailed Report

Date: 2019-06-19

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	3	0	0.0 %	3.2 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	17	4	23.5 %	2.7 %	0	4	National
<b>03 : Professionals</b>		5	1	20.0 %	1.4 %	0	1	
1111 : Financial auditors and accountants	National	2	0	0.0 %	1.4 %	0	0	National
2131 : Civil engineers	National	1	0	0.0 %	1.4 %	0	0	National
2132 : Mechanical engineers	National	1	1	100.0 %	1.0 %	0	1	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	1.9 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		1	0	0.0 %	6.6 %	0	0	
2263 : Inspectors in public and environmental health and occupational health and safety	Newfoundland and Labrador	1	0	0.0 %	6.6 %	0	0	Newfoundland and Labrador
<b>05 : Supervisors</b>		5	0	0.0 %	12.8 %	1	-1	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	5	0	0.0 %	12.8 %	1	-1	Nfld.Lab. less CMA
<b>09 : Skilled Crafts and Trades Workers</b>		5	2	40.0 %	8.7 %	0	2	
7271 : Carpenters	Newfoundland and Labrador	1	0	0.0 %	10.6 %	0	0	Newfoundland and Labrador
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Newfoundland and Labrador	4	2	50.0 %	8.2 %	0	2	Newfoundland and Labrador
<b>10 : Clerical Personnel</b>		14	5	35.7 %	14.9 %	2	3	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	14	5	35.7 %	14.9 %	2	3	Nfld.Lab. less CMA
<b>11 : Intermediate Sales and Service Personnel</b>		7	2	28.6 %	12.2 %	1	1	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	6	2	33.3 %	13.6 %	1	1	Nfld.Lab. less CMA
<b>Employment Equity Occupational Group</b>	St. John's	1	0	0.0 %	3.7 %	0	0	St. John's
<b>12 : Semi-Skilled Manual Workers</b>		42	16	38.1 %	10.0 %	4	12	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	38	15	39.5 %	10.9 %	4	11	Nfld.Lab. less CMA
<b>Employment Equity Occupational Group</b>	St. John's	4	1	25.0 %	2.2 %	0	1	St. John's
<b>13 : Other Sales and Service Personnel</b>		17	6	35.3 %	14.0 %	2	4	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	17	6	35.3 %	14.0 %	2	4	Nfld.Lab. less CMA



Workplace Equity Information Management System - Woodward's Oil Ltd

**Workforce Analysis - Detailed Report**

Date: 2019-06-19

003566

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>14 : Other Manual Workers</b>		4	1	25.0 %	13.6 %	1	0	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	4	1	25.0 %	13.6 %	1	0	Nfld.Lab. less CMA
<b>Total</b>		120	37	30.8 %	9.9 %	11	26	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



Workplace Equity Information Management System - Woodward's Oil Ltd

Workforce Analysis - Detailed Report

Date: 2019-06-19

008567

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	3	0	0.0 %	11.5 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	17	1	5.9 %	17.6 %	3	-2	National
<b>03 : Professionals</b>		5	0	0.0 %	27.9 %	1	-1	
1111 : Financial auditors and accountants	National	2	0	0.0 %	32.3 %	1	-1	National
2131 : Civil engineers	National	1	0	0.0 %	30.0 %	0	0	National
2132 : Mechanical engineers	National	1	0	0.0 %	30.7 %	0	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	14.2 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		1	0	0.0 %	0.9 %	0	0	
2263 : Inspectors in public and environmental health and occupational health and safety	Newfoundland and Labrador	1	0	0.0 %	0.9 %	0	0	Newfoundland and Labrador
<b>05 : Supervisors</b>		5	1	20.0 %	2.5 %	0	1	
Employment Equity Occupational Group	Nfld.Lab. less CMA	5	1	20.0 %	2.5 %	0	1	Nfld.Lab. less CMA
<b>09 : Skilled Crafts and Trades Workers</b>		5	0	0.0 %	1.7 %	0	0	
7271 : Carpenters	Newfoundland and Labrador	1	0	0.0 %	0.4 %	0	0	Newfoundland and Labrador
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Newfoundland and Labrador	4	0	0.0 %	2.0 %	0	0	Newfoundland and Labrador
<b>10 : Clerical Personnel</b>		14	2	14.3 %	0.9 %	0	2	
Employment Equity Occupational Group	Nfld.Lab. less CMA	14	2	14.3 %	0.9 %	0	2	Nfld.Lab. less CMA
<b>11 : Intermediate Sales and Service Personnel</b>		7	0	0.0 %	1.5 %	0	0	
Employment Equity Occupational Group	Nfld.Lab. less CMA	6	0	0.0 %	1.0 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	St. John's	1	0	0.0 %	4.8 %	0	0	St. John's
<b>12 : Semi-Skilled Manual Workers</b>		42	3	7.1 %	0.5 %	0	3	
Employment Equity Occupational Group	Nfld.Lab. less CMA	38	3	7.9 %	0.4 %	0	3	Nfld.Lab. less CMA
Employment Equity Occupational Group	St. John's	4	0	0.0 %	1.7 %	0	0	St. John's
<b>13 : Other Sales and Service Personnel</b>		17	11	64.7 %	1.3 %	0	11	
Employment Equity Occupational Group	Nfld.Lab. less CMA	17	11	64.7 %	1.3 %	0	11	Nfld.Lab. less CMA





Workplace Equity Information Management System - Woodward's Oil Ltd

**Workforce Analysis - Detailed Report**

Date: 2019-06-19

**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>14 : Other Manual Workers</b>		4	1	25.0 %	0.2 %	0	1	
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	4	1	25.0 %	0.2 %	0	1	Nfld.Lab. less CMA
<b>Total</b>		120	19	15.8 %	4.7 %	4	15	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



## Workforce Analysis - Detailed Report

Date: 2019-06-19

### 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	20	1	5.0 %	5.0 %	1	0	National
03 : Professionals	National	5	0	0.0 %	8.9 %	0	0	National
04 : Semi-Professionals and Technicians	National	1	0	0.0 %	7.6 %	0	0	National
05 : Supervisors	National	5	0	0.0 %	27.5 %	1	-1	National
09 : Skilled Crafts and Trades Workers	National	5	0	0.0 %	7.8 %	0	0	National
10 : Clerical Personnel	National	14	1	7.1 %	9.3 %	1	0	National
11 : Intermediate Sales and Service Personnel	National	7	1	14.3 %	10.8 %	1	0	National
12 : Semi-Skilled Manual Workers	National	42	0	0.0 %	10.3 %	4	-4	National
13 : Other Sales and Service Personnel	National	17	0	0.0 %	10.7 %	2	-2	National
14 : Other Manual Workers	National	4	0	0.0 %	6.8 %	0	0	National
<b>Total</b>		<b>120</b>	<b>3</b>	<b>2.5 %</b>	<b>9.8 %</b>	<b>10</b>	<b>-7</b>	

Total may not equal sum of components due to rounding.

Sources: 2017 Canadian Survey on Disability and employer's internal data



### Workforce Analysis - Detailed Report

Date: 2019-06-19

008570

#### 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
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 - Detailed Report

Date: 2019-06-19

008571

#### 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
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



Workplace Equity Information Management System - Woodward's Oil Ltd

**Workforce Analysis - Summary Report**

Date: 2019-06-19

**Women**

Employment Equity Occupational Group	Women					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	3	0	0.0 %	27.6 %	1	-1
02 : Middle and Other Managers	17	8	47.1 %	39.4 %	7	1
03 : Professionals	5	1	20.0 %	36.6 %	2	-1
04 : Semi-Professionals and Technicians	1	0	0.0 %	35.1 %	0	0
05 : Supervisors	5	1	20.0 %	68.3 %	3	-2
09 : Skilled Crafts and Trades Workers	5	0	0.0 %	1.5 %	0	0
10 : Clerical Personnel	14	13	92.9 %	74.0 %	10	3
11 : Intermediate Sales and Service Personnel	7	6	85.7 %	79.7 %	6	0
12 : Semi-Skilled Manual Workers	42	1	2.4 %	15.7 %	7	-6
13 : Other Sales and Service Personnel	17	7	41.2 %	62.9 %	11	-4
14 : Other Manual Workers	4	0	0.0 %	24.3 %	1	-1
<b>Total</b>	<b>120</b>	<b>37</b>	<b>30.9 %</b>	<b>39.5 %</b>	<b>48</b>	<b>-11</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Woodward's Oil Ltd

**Workforce Analysis - Summary Report**

Date: 2019-06-19

008573

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	3	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	17	4	23.5 %	2.7 %	0	4
03 : Professionals	5	1	20.0 %	1.4 %	0	1
04 : Semi-Professionals and Technicians	1	0	0.0 %	6.6 %	0	0
05 : Supervisors	5	0	0.0 %	12.8 %	1	-1
09 : Skilled Crafts and Trades Workers	5	2	40.0 %	8.7 %	0	2
10 : Clerical Personnel	14	5	35.7 %	14.9 %	2	3
11 : Intermediate Sales and Service Personnel	7	2	28.6 %	12.2 %	1	1
12 : Semi-Skilled Manual Workers	42	16	38.1 %	10.0 %	4	12
13 : Other Sales and Service Personnel	17	6	35.3 %	14.0 %	2	4
14 : Other Manual Workers	4	1	25.0 %	13.6 %	1	0
<b>Total</b>	<b>120</b>	<b>37</b>	<b>30.8 %</b>	<b>9.9 %</b>	<b>11</b>	<b>26</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Woodward's Oil Ltd

**Workforce Analysis - Summary Report**

Date: 2019-06-19

**Members of Visible Minorities**

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	3	0	0.0 %	11.5 %	0	0
02 : Middle and Other Managers	17	1	5.9 %	17.6 %	3	-2
03 : Professionals	5	0	0.0 %	27.9 %	1	-1
04 : Semi-Professionals and Technicians	1	0	0.0 %	0.9 %	0	0
05 : Supervisors	5	1	20.0 %	2.5 %	0	1
09 : Skilled Crafts and Trades Workers	5	0	0.0 %	1.7 %	0	0
10 : Clerical Personnel	14	2	14.3 %	0.9 %	0	2
11 : Intermediate Sales and Service Personnel	7	0	0.0 %	1.5 %	0	0
12 : Semi-Skilled Manual Workers	42	3	7.1 %	0.5 %	0	3
13 : Other Sales and Service Personnel	17	11	64.7 %	1.3 %	0	11
14 : Other Manual Workers	4	1	25.0 %	0.2 %	0	1
<b>Total</b>	<b>120</b>	<b>19</b>	<b>15.8 %</b>	<b>4.7 %</b>	<b>4</b>	<b>15</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2019-06-19

**Persons with Disabilities**

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	20	1	5.0 %	5.0 %	1	0
03 : Professionals	5	0	0.0 %	8.9 %	0	0
04 : Semi-Professionals and Technicians	1	0	0.0 %	7.6 %	0	0
05 : Supervisors	5	0	0.0 %	27.5 %	1	-1
09 : Skilled Crafts and Trades Workers	5	0	0.0 %	7.8 %	0	0
10 : Clerical Personnel	14	1	7.1 %	9.3 %	1	0
11 : Intermediate Sales and Service Personnel	7	1	14.3 %	10.8 %	1	0
12 : Semi-Skilled Manual Workers	42	0	0.0 %	10.3 %	4	-4
13 : Other Sales and Service Personnel	17	0	0.0 %	10.7 %	2	-2
14 : Other Manual Workers	4	0	0.0 %	6.8 %	0	0
<b>Total</b>	<b>120</b>	<b>3</b>	<b>2.5 %</b>	<b>9.8 %</b>	<b>10</b>	<b>-7</b>

Total may not equal sum of components due to rounding.





## Workforce Analysis - Summary Report

Date: 2019-06-19

### 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
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: 2019-06-19

008577

#### 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
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**  
**Woodward's Oil Limited**  
**[Date: 2019-06-19]**

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	07	21

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	06	19

Employment Equity Occupational Group (EEOG)		<b>Table 1: Women</b>		
		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
01	Senior Managers	3	0	0.00
02	Middle & Other Managers	15	6	40.00
03	Professionals	5	1	20.00
04	Semi-Professionals & Technicians	1	0	0.00
05	Supervisors	1	0	0.00
06	Supervisors: Crafts & Trades	6	0	0.00
07	Administrative & Senior Clerical Personnel	0	0	0.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	11	10	90.90
11	Intermediate Sales & Service Personnel	6	5	83.30
12	Semi-Skilled Manual Workers	45	1	2.20
13	Other Sales & Service Personnel	13	4	30.80
14	Other Manual Workers	6	0	0.00
<b>Total</b>		<b>112</b>	<b>27</b>	<b>24.1</b>

		<b>Table 5: Women</b>		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
	3	0	27.60	
	17	8	39.40	
	5	1	36.60	
	1	0	35.10	
	5	1	68.30	
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
	5	0	1.50	
	14	13	74.00	
	7	6	79.70	
	42	1	15.70	
	17	7	62.90	
	4	0	24.30	
	<b>120</b>	<b>37</b>	<b>0.0</b>	

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

**\* Source:**  
2016 Census

# Federal Contractors Program Achievement Report

## Part 1: Workforce Analysis

### Woodward's Oil Limited

[Date: 2019-06-19]

#### Data from First/Previous Workforce Analysis

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	07	21

#### Data from Subsequent/Current Workforce Analysis

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	06	19

#### Table 2: Aboriginal Peoples

##### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	3	0	0.00
02	Middle & Other Managers	15	3	20.00
03	Professionals	5	0	0.00
04	Semi-Professionals & Technicians	1	0	0.00
05	Supervisors	1	0	0.00
06	Supervisors: Crafts & Trades	6	0	0.00
07	Administrative & Senior Clerical Personnel	0	0	0.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	2	33.30
10	Clerical Personnel	11	2	18.20
11	Intermediate Sales & Service Personnel	6	2	33.30
12	Semi-Skilled Manual Workers	45	20	44.40
13	Other Sales & Service Personnel	13	11	84.60
14	Other Manual Workers	6	3	50.00
<b>Total</b>		<b>112</b>	<b>43</b>	<b>38.4</b>

**\* Source:**

2011 National Household Survey

#### Table 6: Aboriginal Peoples

##### Subsequent/Current Workforce Analysis

All Employees		Aboriginal Peoples	
		Representation	Availability*
#	#	%	
3	0	3.20	
17	4	2.70	
5	1	1.40	
1	0	6.60	
5	0	12.80	
0	0	0.00	
0	0	0.00	
0	0	0.00	
5	2	8.70	
14	5	14.90	
7	2	12.20	
42	16	10.00	
17	6	14.00	
4	1	13.60	
<b>120</b>	<b>37</b>	<b>0.0</b>	

**\* Source:**

2016 Census

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	07	21

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	06	19

**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	3	0	0.00
02	Middle & Other Managers	15	1	6.70
03	Professionals	5	1	20.00
04	Semi-Professionals & Technicians	1	0	0.00
05	Supervisors	1	0	0.00
06	Supervisors: Crafts & Trades	6	0	0.00
07	Administrative & Senior Clerical Personnel	0	0	0.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	11	3	27.30
11	Intermediate Sales & Service Personnel	6	0	0.00
12	Semi-Skilled Manual Workers	45	1	2.20
13	Other Sales & Service Personnel	13	0	0.00
14	Other Manual Workers	6	0	0.00
<b>Total</b>		<b>112</b>	<b>6</b>	<b>5.4</b>

**Table 7: Members of Visible Minorities**

**Subsequent/Current Workforce Analysis**

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
		3	0	11.50
		17	1	17.60
		5	0	27.90
		1	0	0.90
		5	1	2.50
		0	0	0.00
		0	0	0.00
		0	0	0.00
		5	0	1.70
		14	2	0.90
		7	0	1.50
		42	3	0.50
		17	11	1.30
		4	1	0.20
<b>Total</b>		<b>120</b>	<b>19</b>	<b>0.0</b>

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

**\* Source:**  
2016 Census

## Federal Contractors Program Achievement Report

### Part 1: Workforce Analysis

#### Woodward's Oil Limited

[Date: 2019-06-19]

#### Data from First/Previous Workforce Analysis

↓                      ↓                      ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	07	21

#### Data from Subsequent/Current Workforce Analysis

↓                      ↓                      ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2019	06	19

**Table 4: Persons with Disabilities**

#### First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	18	1	5.60
03	Professionals	5	0	0.00
04	Semi-Professionals & Technicians	1	0	0.00
05	Supervisors	1	0	0.00
06	Supervisors: Crafts & Trades	6	0	0.00
07	Administrative & Senior Clerical Personnel	0	0	0.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	11	1	9.10
11	Intermediate Sales & Service Personnel	6	1	16.70
12	Semi-Skilled Manual Workers	45	0	0.00
13	Other Sales & Service Personnel	13	1	7.70
14	Other Manual Workers	6	0	0.00
<b>Total</b>		<b>112</b>	<b>4</b>	<b>3.6</b>

**\* Source:**

2012 Canadian Survey on Disability

**Table 8: Persons with Disabilities**

#### Subsequent/Current Workforce Analysis

All Employees		Persons with Disabilities	
		Representation	Availability*
#	#	%	
20	1	5.00	
5	0	8.90	
1	0	7.60	
5	0	27.50	
0	0	0.00	
0	0	0.00	
0	0	0.00	
5	0	7.80	
14	1	9.30	
7	1	10.80	
42	0	10.30	
17	0	10.70	
4	0	6.80	
<b>120</b>	<b>3</b>	<b>0.0</b>	

**\* Source:**

2017 Canadian Survey on Disability

<b>Federal Contractors Program Achievement Report</b>
<b>Part 2: Flow Data Analysis</b>
<b>Woodward's Oil Limited</b>
<b>[Date: 2019-06-19]</b>

Start Date of Flow Data		
YYYY	MM	DD
2016	07	21

End Date of Flow Data		
YYYY	MM	DD
2019	06	

<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			
	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	5	3	0	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	2	1	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	1	0	0	0
10 Clerical Personnel	5	5	0	0
11 Intermediate Sales & Service Personnel	2	2	0	0
12 Semi-Skilled Manual Workers	16	0	0	0
13 Other Sales & Service Personnel	13	6	0	0
14 Other Manual Workers	1	0	0	0
<b>Total</b>	<b>46</b>	<b>17</b>	<b>0</b>	<b>0</b>

Employment Equity Occupational Group (EEOG)	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	0	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	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>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Employment Equity Occupational Group (EEOG)	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	3	1	0	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	2	0	0	0
10 Clerical Personnel	1	1	0	0
11 Intermediate Sales & Service Personnel	1	0	0	0
12 Semi-Skilled Manual Workers	16	0	2	0
13 Other Sales & Service Personnel	4	2	3	1
14 Other Manual Workers	2	0	0	0
<b>Total</b>	<b>30</b>	<b>4</b>	<b>5</b>	<b>1</b>

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

Start Date of Flow Data		
YYYY	MM	DD
2016	07	21

End Date of Flow Data		
YYYY	MM	DD
2019	06	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

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**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	5	2	0	0
03 Professionals	1	1	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	2	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	1	1	0	0
10 Clerical Personnel	5	3	0	0
11 Intermediate Sales & Service Personnel	2	1	0	0
12 Semi-Skilled Manual Workers	16	5	0	0
13 Other Sales & Service Personnel	13	3	0	0
14 Other Manual Workers	1	0	0	0
<b>Total</b>	<b>46</b>	<b>16</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
0	0	0	0
3	1	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
2	1	0	0
1	0	0	0
1	0	0	0
16	8	2	1
4	3	3	3
2	1	0	0
<b>30</b>	<b>14</b>	<b>5</b>	<b>4</b>





**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

Start Date of Flow Data		
YYYY	MM	DD
2016	07	21

End Date of Flow Data		
YYYY	MM	DD
2019	06	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 4: Members of Visible Minorities**

**Table 8: Members of Visible Minorities**

**Table 12: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	5	0	0	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	2	1	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	1	0	0	0
10 Clerical Personnel	5	0	0	0
11 Intermediate Sales & Service Personnel	2	0	0	0
12 Semi-Skilled Manual Workers	16	2	0	0
13 Other Sales & Service Personnel	13	11	0	0
14 Other Manual Workers	1	1	0	0
<b>Total</b>	<b>46</b>	<b>15</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	0
3	0	0	0
1	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0
1	0	0	0
1	0	0	0
16	0	2	0
4	0	3	0
2	0	0	0
<b>30</b>	<b>1</b>	<b>5</b>	<b>0</b>

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

**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 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	Actual	Projected	YYYY-MM-DD	Over 3 Years		From - To										
		2016-07-21	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-07-21	Annually	Over 3 Years	YYYY - YYYY										
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%			
01	Senior Managers	3	0.0%	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
02	Middle & Other Managers	15	4.3%	0	18.8%	0	0	0	0	6	0.0%	0	0	0	0	40.0%	0	0	40.0%	40.0%		
03	Professionals	5	0.0%	0	20.0%	0	0	0	0	1	0.0%	0	0	0	0	20.0%	0	0	20.0%	20.0%		
04	Semi-Professionals & Tech	1	0.0%	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
05	Supervisors	1	71.0%	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
06	Supervisors: Crafts & Trades	6	-100.0%	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
07	Administrative & Sr Clerical	0	0.0%	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
08	Skilled Sales & Service	0	0.0%	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%	0	80.0%	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	11	8.4%	0	8.0%	0	0	0	0	10	0.0%	0	0	0	0	90.9%	0	0	90.9%	90.9%		
11	Intermediate Sales & Service	6	5.3%	0	15.4%	0	0	0	0	5	0.0%	0	0	0	0	83.3%	0	0	83.3%	83.3%		
12	Semi-Skilled Manual	45	-2.3%	0	41.4%	0	0	0	0	1	0.0%	0	0	0	0	2.2%	0	0	2.2%	2.2%		
13	Other Sales & Service	13	9.4%	0	46.7%	0	0	0	0	4	0.0%	0	0	0	0	30.8%	0	0	30.8%	30.8%		
14	Other Manual Workers	6	-12.6%	0	40.0%	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
<b>Total</b>		<b>112</b>	<b>2.3%</b>	<b>0</b>	<b>30.2%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24.1%</b>	<b>0</b>	<b>0</b>	<b>24.1%</b>	<b>24.1%</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	1	0.0	0	0.0	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	1	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	1	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	4	0.0	3	0.0	
13	Other Sales & Service	2	0.0	2	0.0	
14	Other Manual Workers	1	0.0	1	0.0	
<b>Total</b>		<b>10</b>		<b>6</b>		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

**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)		First/Previous Short-term Goals																				
		All Employees								Aboriginal Peoples												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Turnover (Replacement of Terminated Employees)		From - To									
		2016-07-21	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2016-07-21	Annually	Over 3 Years	#	#	2016	2019	%	#	#	%	%	
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%			
01	Senior Managers	3	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
02	Middle & Other Managers	15	4.3%		0	18.8%		0	0	3	0.0%	0	0	0	0	20.0%	0	0	20.0%	20.0%		
03	Professionals	5	0.0%		0	20.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
04	Semi-Professionals & Tech	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
05	Supervisors	1	71.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
06	Supervisors: Crafts & Trades	6	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	80.0%		0	0	2	0.0%	0	-2	0	0	33.3%	2	2	#DIV/0!	#DIV/0!		
10	Clerical Personnel	11	8.4%		0	8.0%		0	0	2	0.0%	0	0	0	0	18.2%	0	0	18.2%	18.2%		
11	Intermediate Sales & Service	6	5.3%		0	15.4%		0	0	2	0.0%	0	0	0	0	33.3%	0	0	33.3%	33.3%		
12	Semi-Skilled Manual	45	-2.3%		0	41.4%		0	0	20	0.0%	0	0	0	0	44.4%	0	0	44.4%	44.4%		
13	Other Sales & Service	13	9.4%		0	46.7%		0	0	11	0.0%	0	0	0	0	84.6%	0	0	84.6%	84.6%		
14	Other Manual Workers	6	-12.6%		0	40.0%		0	0	3	0.0%	0	0	0	0	50.0%	0	0	50.0%	50.0%		
<b>Total</b>		<b>112</b>	<b>2.3%</b>		<b>0</b>	<b>30.2%</b>		<b>0</b>	<b>0</b>	<b>43</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38.4%</b>	<b>0</b>	<b>0</b>	<b>38.4%</b>	<b>38.4%</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	0.0	0	0.0	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
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**

**Woodward's Oil Limited**

[Date: 2019-06-19]

**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 (EEOG)		First/Previous 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	Actual			Projected	Annually		Over 3 Years	From - To					
		2016-07-21	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-07-21	Annually	Over 3 Years	2016	2019							
#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%			
01/02	Managers	18	2.1%	0	9.4%	0	0	0	1	0.0%	0	0	0	5.6%	0	0	5.6%	5.6%		
03	Professionals	5	0.0%	0	20.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
04	Semi-Professionals & Tech	1	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
05	Supervisors	1	71.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
06	Supervisors: Crafts & Trades	6	-100.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
07	Administrative & Sr Clerical	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
08	Skilled Sales & Service	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%	0	80.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	11	8.4%	0	8.0%	0	0	1	1	0.0%	0	0	0	9.1%	0	0	9.1%	9.1%		
11	Intermediate Sales & Service	6	5.3%	0	15.4%	0	0	1	1	0.0%	0	0	0	16.7%	0	0	16.7%	16.7%		
12	Semi-Skilled Manual	45	-2.3%	0	41.4%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
13	Other Sales & Service	13	9.4%	0	46.7%	0	0	1	1	0.0%	0	0	0	7.7%	0	0	7.7%	7.7%		
14	Other Manual Workers	6	-12.6%	0	40.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
<b>Total</b>		<b>112</b>	<b>2.3%</b>	<b>0</b>	<b>30.2%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.6%</b>	<b>0</b>	<b>0</b>	<b>3.6%</b>	<b>3.6%</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 6: Persons with Disabilities**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

**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)		First/Previous Short-term Goals																				
		All Employees								Members of Visible Minorities												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		From - To											
		2016-07-21	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-07-21		Annually	Over 3 Years	YYYY - YYYY	2016		2019						
#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%				
01	Senior Managers	3	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
02	Middle & Other Managers	15	4.3%		0	18.8%		0	0	1	0.0%	0	0	0	0	6.7%	0	0	6.7%	6.7%		
03	Professionals	5	0.0%		0	20.0%		0	0	1	0.0%	0	0	0	0	20.0%	0	0	20.0%	20.0%		
04	Semi-Professionals & Tech	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
05	Supervisors	1	71.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
06	Supervisors: Crafts & Trades	6	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	80.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	11	8.4%		0	8.0%		0	0	3	0.0%	0	0	0	0	27.3%	0	0	27.3%	27.3%		
11	Intermediate Sales & Service	6	5.3%		0	15.4%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
12	Semi-Skilled Manual	45	-2.3%		0	41.4%		0	0	1	0.0%	0	0	0	0	2.2%	0	0	2.2%	2.2%		
13	Other Sales & Service	13	9.4%		0	46.7%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
14	Other Manual Workers	6	-12.6%		0	40.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%		
<b>Total</b>		<b>112</b>	<b>2.3%</b>		<b>0</b>	<b>30.2%</b>		<b>0</b>	<b>0</b>	<b>6</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5.4%</b>	<b>0</b>	<b>0</b>	<b>5.4%</b>	<b>5.4%</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 8: Members of Visible Minorities**

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



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

**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**

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																		
		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					
		2019-06-19	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-06-19	Annually	Over 3 Years	#	2019	2022	%	#	#	%	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01	Senior Managers	3	0.0%		0	0.0%		0	0	0	0.0%	0	1	0	27.6%	27.6%	-1	-1	0.0%	0.0%
02	Middle & Other Managers	17	4.3%		0	18.8%		0	0	8	0.0%	0	-1	0	39.4%	39.4%	1	1	47.1%	47.1%
03	Professionals	5	0.0%		0	20.0%		0	0	1	0.0%	0	1	0	36.6%	36.6%	-1	-1	20.0%	20.0%
04	Semi-Professionals & Tech	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	35.1%	35.1%	0	0	0.0%	0.0%
05	Supervisors	5	71.0%		0	0.0%		0	0	1	0.0%	0	2	0	50.0%	68.3%	-2	-2	20.0%	20.0%
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	5	0.0%		0	80.0%		0	0	0	0.0%	0	0	0	1.5%	1.5%	0	0	0.0%	0.0%
10	Clerical Personnel	14	8.4%		0	8.0%		0	0	13	0.0%	0	-3	0	74.0%	74.0%	3	3	92.9%	92.9%
11	Intermediate Sales & Service	7	5.3%		0	15.4%		0	0	6	0.0%	0	0	0	79.7%	79.7%	0	0	85.7%	85.7%
12	Semi-Skilled Manual	42	-2.3%		0	41.4%		0	0	1	0.0%	0	6	0	15.7%	15.7%	-6	-6	2.4%	2.4%
13	Other Sales & Service	17	9.4%		0	46.7%		0	0	7	0.0%	0	4	0	50.0%	62.9%	-4	-4	41.2%	41.2%
14	Other Manual Workers	4	-12.6%		0	40.0%		0	0	0	0.0%	0	1	0	24.3%	24.3%	-1	-1	0.0%	0.0%
Total		120	2.3%		0	30.2%		0	0	37	0.0%	0	-37	0	0.0%	0.0%	37	37	30.8%	30.8%

<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 (EEOG)		Women		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	27.6	27.6	
02	Middle & Other Managers	0.0		
03	Professionals	36.6	36.6	
04	Semi-Professionals & Tech	0.0		
05	Supervisors	50.0	50.0	
06	Supervisors: Crafts & Trades	0.0		
07	Administrative & Sr Clerical	0.0		
08	Skilled Sales & Service	0.0		
09	Skilled Crafts & Trades	0.0		
10	Clerical Personnel	0.0		
11	Intermediate Sales & Service	0.0		
12	Semi-Skilled Manual	15.7	15.7	
13	Other Sales & Service	50.0	50.0	
14	Other Manual Workers	24.3	24.3	
Total		0.0		

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

**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**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)		All Employees							Aboriginal Peoples												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	From - To		YYYY - YYYY								
		2019-06-19	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-06-19	Annually	Over 3 Years	2019	2022	%	%	%	#	#	%	%	
		#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	3	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		3.2%	0	0	0.0%	0.0%	
02	Middle & Other Managers	17	4.3%		0	18.8%		0	0	4	0.0%	0	-4	0		2.7%	4	4	23.5%	23.5%	
03	Professionals	5	0.0%		0	20.0%		0	0	1	0.0%	0	-1	0		1.4%	1	1	20.0%	20.0%	
04	Semi-Professionals & Tech	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		6.6%	0	0	0.0%	0.0%	
05	Supervisors	5	71.0%		0	0.0%		0	0	0	0.0%	0	1	0	12.8%	12.8%	-1	-1	0.0%	0.0%	
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	5	0.0%		0	80.0%		0	0	2	0.0%	0	-2	0		8.7%	2	2	40.0%	40.0%	
10	Clerical Personnel	14	8.4%		0	8.0%		0	0	5	0.0%	0	-3	0		14.9%	3	3	35.7%	35.7%	
11	Intermediate Sales & Service	7	5.3%		0	15.4%		0	0	2	0.0%	0	-1	0		12.2%	1	1	28.6%	28.6%	
12	Semi-Skilled Manual	42	-2.3%		0	41.4%		0	0	16	0.0%	0	-12	0		10.0%	12	12	38.1%	38.1%	
13	Other Sales & Service	17	9.4%		0	46.7%		0	0	6	0.0%	0	-4	0		14.0%	4	4	35.3%	35.3%	
14	Other Manual Workers	4	-12.6%		0	40.0%		0	0	1	0.0%	0	0	0		13.6%	0	0	25.0%	25.0%	
<b>Total</b>		<b>120</b>	<b>2.3%</b>		<b>0</b>	<b>30.2%</b>		<b>0</b>	<b>0</b>	<b>37</b>	<b>0.0%</b>	<b>0</b>	<b>-37</b>	<b>0</b>		<b>0.0%</b>	<b>37</b>	<b>37</b>	<b>30.8%</b>	<b>30.8%</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 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		0.0			
02	Middle & Other Managers		0.0			
03	Professionals		0.0			
04	Semi-Professionals & Tech		0.0			
05	Supervisors		12.8		12.8	
06	Supervisors: Crafts & Trades		0.0			
07	Administrative & Sr Clerical		0.0			
08	Skilled Sales & Service		0.0			
09	Skilled Crafts & Trades		0.0			
10	Clerical Personnel		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**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-06-19	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-06-19	Annually	Over 3 Years	2019	2022							
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	20	2.1%		0	9.4%		0	0	1	0.0%	0	0	0	5.0%	0	0	5.0%	5.0%	
03 Professionals	5	0.0%		0	20.0%		0	0	0	0.0%	0	0	0	8.9%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	7.6%	0	0	0.0%	0.0%	
05 Supervisors	5	71.0%		0	0.0%		0	0	0	0.0%	0	1	0	27.5%	-1	-1	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	5	0.0%		0	80.0%		0	0	0	0.0%	0	0	0	7.8%	0	0	0.0%	0.0%	
10 Clerical Personnel	14	8.4%		0	8.0%		0	1	1	0.0%	0	0	0	9.3%	0	0	7.1%	7.1%	
11 Intermediate Sales & Service	7	5.3%		0	15.4%		0	1	1	0.0%	0	0	0	10.8%	0	0	14.3%	14.3%	
12 Semi-Skilled Manual	42	-2.3%		0	41.4%		0	0	0	0.0%	0	4	0	10.3%	-4	-4	0.0%	0.0%	
13 Other Sales & Service	17	9.4%		0	46.7%		0	0	0	0.0%	0	2	0	10.7%	-2	-2	0.0%	0.0%	
14 Other Manual Workers	4	-12.6%		0	40.0%		0	0	0	0.0%	0	0	0	6.8%	0	0	0.0%	0.0%	
<b>Total</b>	<b>120</b>	<b>2.3%</b>		<b>0</b>	<b>30.2%</b>		<b>0</b>	<b>0</b>	<b>3</b>	<b>0.0%</b>	<b>0</b>	<b>-3</b>	<b>0</b>	<b>0.0%</b>	<b>3</b>	<b>3</b>	<b>2.5%</b>	<b>2.5%</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 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		0.0			
03 Professionals		0.0			
04 Semi-Professionals & Tech		0.0			
05 Supervisors		27.5	27.5		
06 Supervisors: Crafts & Trades		0.0			
07 Administrative & Sr Clerical		0.0			
08 Skilled Sales & Service		0.0			
09 Skilled Crafts & Trades		0.0			
10 Clerical Personnel		0.0			
11 Intermediate Sales & Service		0.0			
12 Semi-Skilled Manual		10.3	10.3		
13 Other Sales & Service		10.7	10.7		
14 Other Manual Workers		0.0			
<b>Total</b>		<b>0.0</b>			

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)		All Employees										Members of Visible Minorities										
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		From - To											
		2019-06-19	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-06-19	Annually	Over 3 Years	2019	2022									
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%			
01	Senior Managers	3	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0	11.5%	0	0	0.0%	0.0%	
02	Middle & Other Managers	17	4.3%		0	18.8%		0	0	1	0.0%	0	2	0	17.6%	-2	-2	-2	5.9%	5.9%		
03	Professionals	5	0.0%		0	20.0%		0	0	0	0.0%	0	1	0	2.9%	-1	-1	-1	0.0%	0.0%		
04	Semi-Professionals & Tech	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0	0	0	0.0%	0.0%		
05	Supervisors	5	71.0%		0	0.0%		0	0	1	0.0%	0	-1	0		1	1	1	20.0%	20.0%		
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0	0	0	#DIV/0!	#DIV/0!		
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	5	0.0%		0	80.0%		0	0	0	0.0%	0	0	0		0	0	0	0.0%	0.0%		
10	Clerical Personnel	14	8.4%		0	8.0%		0	0	2	0.0%	0	-2	0		2	2	2	14.3%	14.3%		
11	Intermediate Sales & Service	7	5.3%		0	15.4%		0	0	0	0.0%	0	0	0		0	0	0	0.0%	0.0%		
12	Semi-Skilled Manual	42	-2.3%		0	41.4%		0	0	3	0.0%	0	-3	0		3	3	3	7.1%	7.1%		
13	Other Sales & Service	17	9.4%		0	46.7%		0	0	11	0.0%	0	-11	0		11	11	11	64.7%	64.7%		
14	Other Manual Workers	4	-12.6%		0	40.0%		0	0	1	0.0%	0	-1	0		1	1	1	25.0%	25.0%		
Total		120	2.3%		0	30.2%		0	0	19	0.0%	0	-19	0		19	19	19	15.8%	15.8%		

† 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		0.0			
02	Middle & Other Managers		17.6		17.6	
03	Professionals		2.9		2.9	
04	Semi-Professionals & Tech		0.0			
05	Supervisors		0.0			
06	Supervisors: Crafts & Trades		0.0			
07	Administrative & Sr Clerical		0.0			
08	Skilled Sales & Service		0.0			
09	Skilled Crafts & Trades		0.0			
10	Clerical Personnel		0.0			
11	Intermediate Sales & Service		0.0			
12	Semi-Skilled Manual		0.0			
13	Other Sales & Service		0.0			
14	Other Manual Workers		0.0			
Total			0.0			

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Woodward's Oil Limited**

[Date: 2019-06-19]

<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 (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
		#	Representation	Availability	%	#	%	#	%	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
01 Senior Managers	2016	3	0	0.0	0.0	0	0	0.0																	
	2019	3	0	0.0	27.6	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2016	15	6	40.0	40.0	6	0	100.0																	
	2019	17	8	47.1	39.4	7	1	119.4	5	3	60.0	2	1	0	0	0.0	0	0	0	3	1	33.3	1	0	0
03 Professionals	2016	5	1	20.0	20.0	1	0	100.0																	
	2019	5	1	20.0	36.6	2	-1	54.6	1	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2016	1	0	0.0	0.0	0	0	0.0																	
	2019	1	0	0.0	35.1	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
05 Supervisors	2016	1	0	0.0	0.0	0	0	0.0																	
	2019	5	1	20.0	68.3	3	-2	29.3	2	1	50.0	1	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2016	6	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Women	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	2019	0	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			27.6	0.0			27.6	0.0	
02 Middle & Other Managers	2019	5	3	60.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	5	3	60.0			0.0	0.0			0.0	0.0	
03 Professionals	2019	1	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	1	0	0.0			36.6	0.0			36.6	0.0	
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	
05 Supervisors	2019	2	1	50.0	1	100.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	2	1	50.0			50.0	100.0			50.0	100.0	
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	0	0	0.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

<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	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
		#	Representation	Availability	%	#	#	%	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	#	Actual	Expected	Difference	
07 Administrative & Senior Clerical	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	5	0	0.0	1.5	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0	0
10 Clerical Personnel	2016	11	10	90.9	90.9	10	0	100.0																	
	2019	14	13	92.9	74.0	10	3	125.5	5	5	100.0	4	1	0	0	0.0	0	0	0	1	1	100.0	1	0	0
11 Intermediate Sales & Service Personnel	2016	6	5	83.3	83.3	5	0	100.0																	
	2019	7	6	85.7	79.7	6	0	107.5	2	2	100.0	2	0	0	0	0.0	0	0	0	1	0	0.0	1	-1	
12 Semi-Skilled Manual Workers	2016	45	1	2.2	2.2	1	0	101.0																	
	2019	42	1	2.4	15.7	7	-6	15.2	16	0	0.0	3	-3	0	0	0.0	0	0	0	18	0	0.0	0	0	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07 Administrative & Senior Clerical	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	5	5	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	5	5	100.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	2	2	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	2	100.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	16	0	0.0	4	0.0	0.0	0.0	3	0.0	0.0	0.0		
	2022	16	0	0.0			15.7	0.0			15.7	0.0		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

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														
		All Employees	Workforce							All Employees	Hires				Promotions				Terminations					
			Representation			Availability		Gap	EE Result		Women		Women		Women		Women		Women					
			#	%	%	#	%	#	%		#	%	#	%	#	%	#	%	#	%				
13 Other Sales & Service Personnel	2016	13	4	30.8	30.8	4	0	99.9																
	2019	17	7	41.2	62.9	11	-4	65.5	13	6	46.2	8	-2	0	0	0.0	0	0	7	3	42.9	2	1	
14 Other Manual Workers	2016	6	0	0.0	0.0	0	0	0.0																
	2019	4	0	0.0	24.3	1	-1	0.0	1	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0	
Total	2016	112	27	24.1	24.1	27	0	100.0																
	2019	120	37	30.8	0.0	0	37	0.0	46	17	37.0	0	17	0	0	0.0	0	0	35	5	14.3	8	-3	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		All Employees	Flow Data		Short-term Goals				Long-term Goals				
			Women		Women				Women				
			Actual	Goal	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	2019	13	6	46.2	2	300.0	0.0	0.0	2	300.0	0.0	0.0	
	2022	13	6	46.2			50.0	92.3			50.0	92.3	
14 Other Manual Workers	2019	1	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	
	2022	1	0	0.0			24.3	0.0			24.3	0.0	
Total	2019	46	17	37.0	10	170.0	0.0	0.0	6	283.3	0.0	0.0	
	2022	46	17	37.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

<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 (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							All Employees	Hires				Promotions				Terminations						
			Aboriginal Peoples								Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%				
01 Senior Managers	2016	3	0	0.0	0.0	0	0	0.0																	
	2019	3	0	0.0	3.2	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2016	15	3	20.0	20.0	3	0	100.0																	
	2019	17	4	23.5	2.7	0	4	871.5	5	2	40.0	0	2	0	0	0.0	0	0	0	0	3	1	33.3	1	0
03 Professionals	2016	5	0	0.0	0.0	0	0	0.0																	
	2019	5	1	20.0	1.4	0	1	1,428.6	1	1	100.0	0	1	0	0	0.0	0	0	0	0	1	0	0.0	0	0
04 Semi-Professionals & Technicians	2016	1	0	0.0	0.0	0	0	0.0																	
	2019	1	0	0.0	6.6	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
05 Supervisors	2016	1	0	0.0	0.0	0	0	0.0																	
	2019	5	0	0.0	12.8	1	-1	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	6	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments
		All Employees	Aboriginal Peoples	Short-term Goals				Long-term Goals				
				Aboriginal Peoples				Aboriginal Peoples				
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	
#	#	%	%	%	%	#	%	%	%			
01 Senior Managers	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0								
02 Middle & Other Managers	2019	5	2	40.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	5	2	40.0								
03 Professionals	2019	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	1	1	100.0								
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0								
05 Supervisors	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	2	0	0.0			12.8	0.0			12.8	0.0
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0								



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

<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	Aboriginal Peoples				Hires				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	Actual	Expected	Difference								
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																		
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	2	0.0	33.3	0	2	0.0																		
	2019	5	2	40.0	8.7	0	2	459.8	1	1	100.0	0	1	0	0	0.0	0	0	0	0	2	1	50.0	0	1	
10 Clerical Personnel	2016	11	2	18.2	18.2	2	0	99.9																		
	2019	14	5	35.7	14.9	2	3	239.7	5	3	60.0	1	2	0	0	0.0	0	0	0	0	1	0	0.0	0	0	
11 Intermediate Sales & Service Personnel	2016	6	2	33.3	33.3	2	0	100.1																		
	2019	7	2	28.6	12.2	1	1	234.2	2	1	50.0	0	1	0	0	0.0	0	0	0	0	1	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	45	20	44.4	44.4	20	0	100.1																		
	2019	42	16	38.1	10.0	4	12	381.0	16	5	31.3	2	3	0	0	0.0	0	0	0	0	18	9	50.0	8	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
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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	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	1	100.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	5	3	60.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	5	3	60.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	1	50.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	16	5	31.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	16	5	31.3			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

<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	Aboriginal Peoples				Gap	EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability						Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2016	13	11	84.6	84.6	11	0	100.0																		
	2019	17	6	35.3	14.0	2	4	252.1	13	3	23.1	2	1	0	0	0.0	0	0	0	7	6	85.7	6	0		
14 Other Manual Workers	2016	6	3	50.0	50.0	3	0	100.0																		
	2019	4	1	25.0	13.6	1	0	183.8	1	0	0.0	0	0	0	0	0.0	0	0	0	2	1	50.0	1	0		
Total	2016	112	43	38.4	38.4	43	0	100.0																		
	2019	120	37	30.8	0.0	0	37	0.0	46	16	34.8	0	16	0	0	0.0	0	0	0	35	18	51.4	13	5		

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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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		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	2019	13	3	23.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	13	3	23.1									
14 Other Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	1	0	0.0									
Total	2019	46	16	34.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	46	16	34.8									



**Federal Contractors Program Achievement Report**

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

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

<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	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																	
		All Employees	Workforce							All Employees	Hires				All Employees	Promotions				All Employees	Terminations						
			Persons with Disabilities								Persons with Disabilities					Persons with Disabilities											
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual		Expected	Difference										
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%					
01 & 02 Managers	2016	18	1	5.6	5.6	1	0	99.2																			
	2019	20	1	5.0	5.0	1	0	100.0	5	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	3	0	0.0	0	0
03 Professionals	2016	5	0	0.0	0.0	0	0	0.0																			
	2019	5	0	0.0	8.9	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	1	0	0.0	0	0
04 Semi-Professionals & Technicians	2016	1	0	0.0	0.0	0	0	0.0																			
	2019	1	0	0.0	7.6	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0
05 Supervisors	2016	1	0	0.0	0.0	0	0	0.0																			
	2019	5	0	0.0	27.5	1	-1	0.0	2	0	0.0	1	-1	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	6	0	0.0	0.0	0	0	0.0																			
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		All Employees	Flow Data			Short-term Goals				Long-term Goals				
			Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
01 & 02 Managers	2019	5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	5	0	0.0			0.0	0.0			0.00	0.0		
03 Professionals	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	1	0	0.0			0.0	0.0			0.00	0.0		
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	0	0	0.0			0.0	0.0			0.00	0.0		
05 Supervisors	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	2	0	0.0			27.5	0.0			27.50	0.0		
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.00	0.0		
	2022	0	0	0.0			0.0	0.0			0.00	0.0		

**Federal Contractors Program Achievement Report**

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

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

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															
		All Employees	Workforce							All Employees	Hires				All Employees	Promotions				All Employees	Terminations				
			Persons with Disabilities								Persons with Disabilities					Persons with Disabilities					Persons with Disabilities				
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference	Actual		Expected	Difference	Actual	Expected		Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#		
07 Administrative & Senior Clerical	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	5	0	0.0	7.8	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	2	0	0.0	0	0
10 Clerical Personnel	2016	11	1	9.1	9.1	1	0	99.9																	
	2019	14	1	7.1	9.3	1	0	76.8	5	0	0.0	0	0	0	0	0.0	0	0	0	0	1	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	6	1	16.7	16.7	1	0	99.8																	
	2019	7	1	14.3	10.8	1	0	132.3	2	0	0.0	0	0	0	0	0.0	0	0	0	0	1	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	45	0	0.0	0.0	0	0	0.0																	
	2019	42	0	0.0	10.3	4	-4	0.0	16	0	0.0	2	-2	0	0	0.0	0	0	0	0	18	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		All Employees	Persons with Disabilities	Short-term Goals				Long-term Goals						
				Actual		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal		Percent of Goal Met	
				#	%	#	%	#	%	#	%	#	%	
07 Administrative & Senior Clerical	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	5	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	16	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0		
	2022	16	0	0.0			10.3	0.0			10.3	0.0		

**Federal Contractors Program Achievement Report**

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

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

<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																			
		All Employees	Workforce							Hires				Promotions				Terminations											
			Persons with Disabilities							Persons with Disabilities				Persons with Disabilities				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	2016	13	1	7.7	7.7	1	0	99.9																					
	2019	17	0	0.0	10.7	2	-2	0.0	13	0	0.0	1	-1	0	0	0.0	0	0	0	0	0	0	0	0	7	0	0.0	1	-1
14 Other Manual Workers	2016	6	0	0.0	0.0	0	0	0.0																					
	2019	4	0	0.0	6.8	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	2	0	0.0	0	0
Total	2016	112	4	3.6	3.6	4	0	99.2																					
	2019	120	3	2.5	0.0	0	3	0.0	46	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	35	0	0.0	1	-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
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		All Employees	Persons with Disabilities	Short-term Goals				Long-term Goals					
				Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities			
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	#	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	2019	13	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	13	0	0.0			10.7	0.0			10.7	0.0	
14 Other Manual Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	1	0	0.0			0.0	0.0			0.0	0.0	
Total	2019	46	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	
	2022	46	0	0.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

<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 (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities				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							
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	
01 Senior Managers	2016	3	0	0.0	0.0	0	0	0.0																	
	2019	3	0	0.0	11.5	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02 Middle & Other Managers	2016	15	1	6.7	6.7	1	0	99.5																	
	2019	17	1	5.9	17.6	3	-2	33.4	5	0	0.0	1	-1	0	0	0.0	0	0	0	0	3	0	0.0	0	0
03 Professionals	2016	5	1	20.0	20.0	1	0	100.0																	
	2019	5	0	0.0	27.9	1	-1	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	1	1	100.0	0	1
04 Semi-Professionals & Technicians	2016	1	0	0.0	0.0	0	0	0.0																	
	2019	1	0	0.0	0.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	
05 Supervisors	2016	1	0	0.0	0.0	0	0	0.0																	
	2019	5	1	20.0	2.5	0	1	800.0	2	1	50.0	0	1	0	0	0.0	0	0	0	0	0	0.0	0	0	
06 Supervisors: Crafts & Trades	2016	6	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		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	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0								
02 Middle & Other Managers	2019	5	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	5	0	0.0			17.6	0.0			17.6	0.0
03 Professionals	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	1	0	0.0			2.9	0.0			2.9	0.0
04 Semi-Professionals & Technicians	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0			0.0	0.0			0.0	0.0
05 Supervisors	2019	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	2	1	50.0			0.0	0.0			0.0	0.0
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2022	0	0	0.0			0.0	0.0			0.0	0.0

**Federal Contractors Program Achievement Report**

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

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

<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	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions					Terminations						
		All Employees	Visible Minorities				Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities			
			Representation	Availability						Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference	
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	
07 Administrative & Senior Clerical	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2019	5	0	0.0	1.7	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	2	0	0.0	0	0	0
10 Clerical Personnel	2016	11	3	27.3	27.3	3	0	99.9																	
	2019	14	2	14.3	0.9	0	2	1,587.3	5	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2016	6	0	0.0	0.0	0	0	0.0																	
	2019	7	0	0.0	1.5	0	0	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	45	1	2.2	2.2	1	0	101.0																	
	2019	42	3	7.1	0.5	0	3	1,428.6	16	2	12.5	0	2	0	0	0.0	0	0	0	18	0	0.0	0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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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	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
08 Skilled Sales & Service Personnel	2019	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2019	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	1	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2019	5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	5	0	0.0			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2019	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	2	0	0.0			0.0	0.0			0.0	0.0		
12 Semi-Skilled Manual Workers	2019	16	2	12.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2022	16	2	12.5			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**Woodward's Oil Limited**

**[Date: 2019-06-19]**

<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	Visible Minorities				Gap	EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	%					Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#		
13 Other Sales & Service Personnel	2016	13	0	0.0	0.0	0	0	0.0																	
	2019	17	11	64.7	1.3	0	11	4,977.4	13	11	84.6	0	11	0	0	0.0	0	0	0	7	0	0.0	0	0	0
14 Other Manual Workers	2016	6	0	0.0	0.0	0	0	0.0																	
	2019	4	1	25.0	0.2	0	1	12,500.0	1	1	100.0	0	1	0	0	0.0	0	0	0	2	0	0.0	0	0	0
Total	2016	112	6	5.4	5.4	6	0	99.2																	
	2019	120	19	15.8	0.0	0	19	0.0	46	15	32.6	0	15	0	0	0.0	0	0	0	35	1	2.9	2	-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
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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		
#	#	#	%	#	%	%	%	#	%	%	%		
13 Other Sales & Service Personnel	2019	13	11	84.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	13	11	84.6									
14 Other Manual Workers	2019	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	1	1	100.0									
Total	2019	46	15	32.6	1	1500.0	0.0	0.0	0	0.0	0.0	0.0	
	2022	46	15	32.6									

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Woodward's Oil Limited</b>
<b>[Date: 2019-06-19]</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.

Economic conditions have changed in our Labrador operation since our first assessment, finding it increasingly difficult to attract new employees to our remote areas of work operations. With the downturn of other major industries such as Muskrat Falls, the employee pool has decreased in our Northern areas.

- Any reorganization or other corporate structural changes.

The Top Management team has expanded since 2016 to include more Vice Presidents/Senior Management, all of which have been briefed on our Employment Equity initiatives to help bridge the gaps specifically in terms of the number of women in our organization and to ensure systems are in place to accommodate any persons with disabilities throughout the organization.

- Acquisitions, mergers or transfers of employees.

With the addition of a new Service Station in our Goose Bay location, we were able to hire new employees which resulted in the addition of Aboriginal and members of visible minorities as part of our Employment Equity initiatives.

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



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

- Other.

**Additional Details**

Please provide any additional information (optional):

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

**Employer Name: Woodward's Oil Ltd.**

**Primary Location: Newfoundland and Labrador**

**Number of Employees: 120**

**Organization Overview:**

NAICS 4121 (Petroleum and petroleum products merchant wholesalers).

Woodward's Oil Limited has been providing fuel services to Labrador since the late 1950's.

**Key Dates – First Year Assessment**

Initiated: 2016-06-17

Received: Unknown

Closed: 2016-07-29

Workforce 2016-07-21

Analysis:

**Key Dates – Subsequent Assessment**

Initiated: 2019-06-19

Received: 2019-06-19

Workforce 2019-06-19

Analysis:

**DATA VERIFICATION**

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

Yes  No

Comments: 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****Women**

01	Senior Managers	Goal not met (0% achieved)
03	Professionals	Goal not met (0% achieved)
05	Supervisors	Goal met at 100%
12	Semi-Skilled Manual Workers	Goal not met (0% achieved)
13	Other Sales & Service Personnel	Goal met at 300%
14	Other Manual Workers	Goal not met (0% achieved)

## Assessment/Observations

- EEOG 01: There were zero new entrants.
- EEOG 03: There was one new entrant but none were women. However with an LMA rate of 35.4%, the goal was unattainable.
- EEOG 12: There were 16 new entrants but none were women. Given the LMA rate of 17%, at least two would have been expected.
- EEOG 14: There was one new entrant but none were women. However with an LMA availability of 30.5%, the goal was unattainable.

**Aboriginal Peoples**

## Assessment/Observations

- There were not gaps identified for Aboriginal Peoples during their first compliance assessment in 2016.

**Persons with Disabilities**

12	Semi-Skilled Manual Workers	Goal not met (0% achieved)
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## Assessment/Observations

- EEOG 12: There were 16 new entrants but none were persons with disabilities. However with an LMA rate of 4.8%, the goal was unattainable.

**Members of Visible Minorities**

02	Middle & Other Managers	Goal not met (0% achieved)
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## Assessment/Observations

- EEOG 02: There were five new entrants but none were women. However with an LMA rate of 15%, the goal was unattainable.

**ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- Out of eight required goals:
    - Two were met at 80% or above;
    - Six had zero percent of the goal achieved.
  - Economic conditions have changed in their Labrador operation since their first assessment, making it increasingly difficult to attract new employees to their remote areas of work operations. With the downturn of other major industries such as Muskrat Falls, the employee pool has also decreased in their Northern areas.

**ASSESSMENT OF GOALS****Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
01	Senior Managers	-1	27.6	27.6	0.0	27.6
03	Professionals	-1	36.6	36.6	20.0	36.6
05	Supervisors	-2	50.0	50.0	20.0	68.3
12	Semi-Skilled Manual Workers	-6	15.7	15.7	2.4	15.7
13	Other Sales & Service Personnel	-4	50.0	50.0	41.2	62.9
14	Other Manual Workers	-1	24.3	24.3	0.0	24.3

**Observations:**

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

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
05	Supervisors	-1	12.8	12.8	0.0	12.8

## Observations:

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

**Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
05	Supervisors	-1	27.5	27.5	0.0	27.5
12	Semi-Skilled Manual Workers	-4	10.3	10.3	0.0	10.3
13	Other Sales & Service Personnel	-2	10.7	10.7	0.0	10.7

## Observations:

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

**Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3+ years)	%
02	Middle & Other Managers	-2	17.6	17.6	5.9	17.6
03	Professionals	-1	27.9	27.9	0.0	27.9

## Observations:

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

**RECOMMENDATION**

I recommend that the employer be found:

in compliance     in non-compliance

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

- The organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.

- A guide for completing an ESR is available at the following link:  
<https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
- Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- 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.

**Name of Analyst: Céline Brown**

**Date: October 3, 2019**

**From:** Brown, Celine E [NC] **On Behalf Of** EE-EME

**Sent:** October 17, 2019 10:54 AM

**To:** 'pwoodward@woodwards.nf.ca' <pwoodward@woodwards.nf.ca>

**Cc:** Ian Watts <ianwatts@woodwards.nf.ca>; 'Trudy Oates' <toates@woodwards.nf.ca>

**Subject:** Government of Canada Agreement Number: 10000338 – Notification of Compliance with the Federal Contractors Program

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

Dear Peter Woodward:

I am writing to inform you that the subsequent compliance assessment initiated on June 19, 2019 has been completed. As a result of the assessment, Woodward's Oil Limited 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 Woodward's Oil Limited's employment equity program.

- The organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
  - A guide for completing an ESR is available at the following link:  
<https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>.
  - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- 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.

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 June 19, 2022. 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, Woodward's Oil Limited 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 Woodward's Oil Limited continued success in achieving a diverse and inclusive workplace.

Sincerely,

### **Équipe de l'équité en emploi / Workplace Equity Team**

Direction de l'équité en milieu de travail, Programme du travail  
Emploi et Développement social Canada / Gouvernement du Canada  
[ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca)

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)



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