Emploi et Développement social Canada

Employment and Social Development Canada

Labour Program Federal Contractors Program PROTECTED WHEN COMPLETED - B

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

| Legal Name of Organization | Ur | RGANIZATION | | |
|--|--|--|--|------------|
| and the same of th | | | Parent company is located outside Canada | |
| Wendward's Oil (imited | . | | Yes 7 No | |
| | | | | |
| Operating Name (if different from Leg | gel Name of Organization) | 4 | Business Num | |
| | | | | ^ |
| | | | Total number of employees in Canada (Permanent Full-Time and Part-Time) | V |
| Organization's North American Indus To find your organization's four-digit (| | Code Number | Federally Regulated | |
| http://www.statcan.gc.ca/subjects-suj | | 07/list tiste-eng htm | Provincially Regulated | |
| 41, 48-49 | | ~17····· | [2] From the Resident | ********** |
| ······································ | Н | EAD OFFICE | ************************************** | |
| Address (building number, street suit | te, stc) | City | Province Postal Code | |
| 16 Loring Drive | | Happy Valle Telephone Number | | |
| | | 709 896-242 | | |
| | 08 6 8 08 1 38 4 ····· · | | | |
| Name (print) | EMPLOYME | INT EQUITY CONT | AC I | |
| Ian Wacts | | Controller | | |
| Telephone Number | E-mail Address | ····· | Preferred Language of Corresponde | nce |
| 709 896-6563 | labwatts@woodwa | rds.nf.ca | ☐ English ☐ French | |
| | | RTIFICATION | *************************************** | ••••• |
| please refer to http://www.esdc.gr | c ca/eng/labour/equality/(cp/indi | ex shtml | nformation on how to implement employment eq | uity |
| | regreement to implement unique | oyment Equity uncove | ers misrepresentation on the part of the organizal | ion. |
| he procurement instrument(s) with | h the Government of Canada m | oyment Equity uncove lay be terminated | ers misrepresentation on the part of the organizat | ION. |
| he procurement instrument(s) with | h the Government of Canada m | IGNATORY | | ~~~~ |
| NOTE: The signatory must be the contract on behalf of the | h the Government of Canada m Si a Chief Executive Officer OR an | IGNATORY a authorized person in | irs misrepresentation on the part of the organizat | ~~~~ |
| NOTE: The signatory must be the contract on behalf of the claims (print) | h the Government of Canada m Si a Chief Executive Officer OR an | IGNATORY a authorized person in | an executive position with legal authority to sign | ~~~~ |
| the procurement instrument(s) with | h the Government of Canada m Si a Chief Executive Officer OR an | IGNATORY a authorized person in | an executive position with legal authority to sign | 3 |
| NOTE: The signatory must be the contract on behalf of the clame (pnn) | h the Government of Canada m SI a Chief Executive Officer OR an | IGNATORY authorized person in Title President, E | an executive position with legal authority to sign | 8 |
| NOTE: The signatory must be the contract on behalf of the contract on behalf of the clame (pinn) Potor Woodward relephone Number | h the Government of Canada m Si Chief Executive Officer OR an organization E-mail Address | IGNATORY authorized person in Title President, E Vards.nf.ca Date (YVYY-MM-DE | an executive position with legal authority to sign Office to a not CEO Preferred Language of Correspond English Frence | 8 |
| NOTE: The signatory must be the contract on behalf of the contract on behalf of the clame (pinn) Potor Woodward relephone Number | h the Government of Canada m Si Chief Executive Officer OR an organization E-mail Address | IGNATORY authorized person in Title President, E Vards.nf.ca Date (YVYY-MM-DE | an executive position with legal authority to sign Office to a not CEO Preferred Language of Correspond English Frence | 8 |
| NOTE: The signatory must be the contract on behalf of the contract on behalf of the clame (pinn) Potor Woodward relephone Number | h the Government of Canada m Si Chief Executive Officer OR an organization E-mail Address | IGNATORY nauthorized person in Title President, E | an executive position with legal authority to sign Office to a not CEO Preferred Language of Correspond English Frence | 8 |
| NOTE: The signatory must be the contract on behalf of the contract on behalf of the contract woodward elephone Number (1) 9 896 44 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 | h the Government of Canada m Silver Chief Executive Officer OR an organization E-mail Address pwoodwazki@woods | IGNATORY authorized person in Title President, E vards.nf.ca Date (YYYY-MM-DD | an executive position with legal authority to sign Office to a not CEO Preferred Language of Correspond English Frence | a |
| NOTE: The signatory must be the contract on behalf of the contract when the contract of the contract when the contract when the contract of the | h the Government of Canada m Silver Chief Executive Officer OR an organization E-mail Address pwoodward@woods m is collected under the authority of the control of the | IGNATORY authorized person in Title President, E vards.of,ca Date (YYYY-MM-DD | an executive position with legal authority to sign Offector and CEO Preferred Language of Correspond English Frence Preferred Language of Correspond One of the Preferred Language of Correspond Preferred Language of Correspond One of the Pr | a sonce |
| NOTE: The signatory must be the contract on behalf of the contract was a signature. The signature of the signature of the signature of the signature of this formation you provide an this formation you provide on this formation of this form is mandatory. For Bid List, loss of the right to bid on fee | h the Government of Canada m Silver of Canada m Silver of Canada m Silver of Canada m Silver of Canada m E-mail Address pwoodwaz tilver ods m is collected under the authority of Canada m Refusal to provide personal informational government goods or services | IGNATORY a uthorized person in Title President, E vards of ,ca Date (YYYY-MM-DC) Contracts of any value of the Employeement of any value of the contracts of any value of the Employeement of any value of the Employeement o | an executive position with legal authority to sign Offector and CEO Preferred Language of Correspond English Frence Preferred Language of Correspond Frence Preferred Language of Correspond Offector and CEO Preferred Language of Correspond Frence Preferred Language of Correspond Offector and CEO Offector and CEO Preferred Language of Correspond Offector and CEO Offector and CEO Preferred Language of Correspond Offector and CEO Offector and C | a ance |
| NOTE: The signatory must be the contract on behalf of the contract when the contract when the contract when the contractors program (FCP). The information you provide on this formation of this form is mandatory. For this form is mandatory of the information you provide may be us scious resident information. | h the Government of Canada m Silver Chief Executive Officer OR an organization E-mail Address pwoodwazki@woods m is collected under the authority of Refusal to provide personal informational provides an administration of the control of the co | IGNATORY authorized person in Title President, E vards.nf.ca Date (YYYY-MM-DE disection 42 of the Emplo contracts of any value a ysis. research and/or eave we decision boing made | an executive position with legal authority to sign Crector and CEO | a ance |
| NOTE: The signatory must be the contract on behalf of the contract which we have a second of the contract of the contr | h the Government of Canada m Silver of Canada m Silver of Canada m Silver of Canada m Canada m E-mail Address pwoodwartie woods The Canada m Refusal to provide personal informateral government goods or services ed and/or disclosed for policy analy mill never result in an administrative of in econdence with the Privacy or cribed in Personal Information Baniums with a wailable at the foliograph with a wailable at the foliograph with a wailable at the foliograph. | IGNATORY authorized person in Title President, E vards.nf.ca Date (YYYY-MM-DE disection 42 of the Emplo toon will result in the originate or the contracts of any value is contracted. | an executive position with legal authority to sign Crector and CEO | a ance |

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Canada

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 | | | | Cens | us Metropolitan | Areas | |
|------------------------|-------------------------------|----------------------------|--|--|---|---|--|---|
| Permanent Full-time | Permanent Part-time | Temporary | Total Number of Employees | | Permanent Full-time | Permanent Part-time | Temporary | Total Number of Employees |
| 116 | 4 | 0 | 120 | St. John's | 12 | 0 | 0 | 12 |
| anada | | | 120 | Nfld.Lab. less | 104 | 4 | 0 | 108 |
| | | | | Total Employ | ees in Canada | • | | 120 |
| | | | | | | | | |
| | | | | | | | | |
| | Permanent Full-time 116 | Full-time Part-time 116 4 | Permanent Permanent Temporary 116 4 0 | Permanent Full-time Part-time Temporary Total Number of Employees 116 4 0 120 | Permanent Permanent Temporary of Employees 116 4 0 120 St. John's Nfld.Lab. less CMA | Permanent Full-time Part-time Temporary of Employees Permanent Full-time 116 4 0 120 St. John's 12 Nfld.Lab. less | Permanent Full-time Part-time Temporary Total Number of Employees 116 4 0 120 St. John's 12 0 Nfld.Lab. less CMA Nfld.Lab. less CMA 120 | Permanent Full-time Part-time Temporary Total Number of Employees 116 4 0 120 St. John's 12 0 0 Nfld.Lab. less CMA 104 4 0 |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

| Occupational Group | | P | II Employees | 3 | Ab | original Peor | oles | Perso | ns with Disa | bilities | Member | s of Visible N | √inorities |
|------------------------------------|-------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|---------------|------------------|------------------|----------------|------------------|
| Salary Range Col. 1 | QTR | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Senior Managers | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 3 | 3 | | | | | 1 | 1 | | | | |
| | Total | 3 | 3 | | | | | 1 | 1 | | | | |
| Middle and Other Managers | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 17 | 9 | 8 | 4 | 1 | 3 | | | | 1 | 1 | |
| | Total | 17 | 9 | 8 | 4 | 1 | 3 | | | | 1 | 1 | |
| Professionals | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 5 | 4 | 1 | 1 | 1 | | | | | | | |
| | Total | 5 | 4 | 1 | 1 | 1 | | | | | | | |
| Semi-Professionals and Technicians | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 1 | 1 | | | | | | | | | | |
| | Total | 1 | 1 | | | | | | | | | | |

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

| Occupational Group | | , | All Employee | s | Ab | original Peop | oles | Perso | ons with Disa | bilities | Member | s of Visible N | /linorities |
|--|-------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|---------------|------------------|------------------|----------------|------------------|
| Salary Range Col. 1 | QTR | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Supervisors | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 5 | 4 | 1 | | | | | | | 1 | | |
| | Total | 5 | 4 | 1 | | | | | | | 1 | | |
| Skilled Crafts and Trades Workers | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 5 | 5 | | 2 | 2 | | | | | | | |
| | Total | 5 | 5 | | 2 | 2 | | | | | | | |
| Clerical Personnel | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 14 | 1 | 13 | 5 | | 5 | 1 | 1 | | 2 | | 2 |
| | Total | 14 | 1 | 13 | 5 | | 5 | 1 | 1 | | 2 | | : |
| Intermediate Sales and Service Personnel | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 5 | 1 | 4 | 2 | 1 | 1 | 1 | | 1 | | | |
| | Total | 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 | | P | All Employees | s | Ab | original Peop | les | Perso | ons with Disa | bilities | Member | s of Visible M | /linorities |
|-----------------------------------|-------|-----------------|---------------|-----------------|-----------------|---------------|-----------------|-----------------|---------------|------------------|------------------|----------------|------------------|
| Salary Range Col. 1 | QTR | Total Col. 2 | Men Col. 3 | Women Col. 4 | Total Col. 5 | Men Col. 6 | Women Col. 7 | Total Col. 8 | Men Col. 9 | Women Col. 10 | Total Col. 11 | Men Col. 12 | Women Col. 13 |
| Semi-Skilled Manual Workers | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 40 | 39 | 1 | 15 | 14 | 1 | | | | 3 | 3 | |
| | Total | 40 | 39 | 1 | 15 | 14 | 1 | | | | 3 | 3 | |
| Other Sales and Service Personnel | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 17 | 10 | 7 | 6 | 5 | 1 | | | | 11 | 5 | |
| | Total | 17 | 10 | 7 | 6 | 5 | 1 | | | | 11 | 5 | |
| Other Manual Workers | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 4 | 4 | | 1 | 1 | | | | | 1 | 1 | |
| | Total | 4 | 4 | | 1 | 1 | | | | | 1 | 1 | |
| Total Number of Employees | - | 116 | 81 | 35 | 36 | 25 | 11 | 3 | 2 | 1 | 19 | 10 | |



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

| Occupational Group | | A | All Employees | 5 | Ab | original Peop | oles | Perso | ons with Disa | bilities | Member | rs of Visible N | ∕linorities |
|--|-------|--------|---------------|--------|--------|---------------|--------|--------|---------------|----------|---------|-----------------|-------------|
| Salary Range | QTR | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| Col. 1 | | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 | Col. 13 |
| Intermediate Sales and Service Personnel | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 2 | | 2 | | | | | | | | | |
| | Total | 2 | | 2 | | | | | | | | | |
| Semi-Skilled Manual Workers | 4 | | | | | | | | | | | | |
| Top Range: Under \$5,000 | 3 | | | | | | | | | | | | |
| Bottom Range: Under \$5,000 | 2 | | | | | | | | | | | | |
| | 1 | 2 | 2 | | 1 | 1 | | | | | | | |
| | Total | 2 | 2 | | 1 | 1 | | | | | | | |
| Total Number of Employees | | 4 | 2 | 2 | 1 | 1 | | | | | | | |



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

| | | All Employees | | Ab | original People | es | Pers | ons with Disabi | lities | Membe | rs of Visible Mi | norities |
|---------------------------|--------|---------------|--------|--------|-----------------|--------|--------|-----------------|--------|---------|------------------|----------|
| Salary Range | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 |
| Under \$15,000 | 116 | 81 | 35 | 36 | 25 | 11 | 3 | 2 | 1 | 19 | 10 | 9 |
| Total Number of Employees | 116 | 81 | 35 | 36 | 25 | 11 | 3 | 2 | 1 | 19 | 10 | 9 |

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

| | All Employees | | | Al | ooriginal Peop | es | Pers | ons with Disab | ilities | Members of Visible Minorities | | |
|---------------------------|-----------------|---------------|-----------------|-----------------|----------------|-----------------|-----------------|----------------|-----------------|-------------------------------|----------------|------------------|
| Salary Range | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Under \$5,000 | 4 | 2 | 2 | 1 | 1 | | | | | | | |
| Total Number of Employees | 4 | 2 | 2 | 1 | 1 | | | | | | | |

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

| | | All Employees | | Ak | original Peopl | es | Pers | ons with Disal | oilities | Membe | rs of Visible Mi | norities |
|---|-----------------|---------------|-----------------|-----------------|----------------|-----------------|-----------------|----------------|-----------------|------------------|------------------|------------------|
| Occupational Group | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Middle and Other Managers | 5 | 2 | 3 | 2 | | 2 | | | | | | |
| Professionals | 1 | 1 | | 1 | 1 | | | | | | | |
| Supervisors | 2 | 1 | 1 | | | | | | | 1 | | |
| Skilled Crafts and Trades Workers | 1 | 1 | | 1 | 1 | | | | | | | |
| Clerical Personnel | 5 | | 5 | 3 | | 3 | | | | | | |
| Intermediate Sales and Service Personnel | 2 | | 2 | 1 | | 1 | | | | | | |
| Semi-Skilled Manual Workers | 16 | 16 | | 5 | 5 | | | | | 2 | 2 | |
| Other Sales and Service Personnel | 13 | 7 | 6 | 3 | 3 | | | | | 11 | 5 | |
| Other Manual Workers | 1 | 1 | | | | | | | | 1 | 1 | |
| Total Number of Employees Hired | 46 | 29 | 17 | 16 | 10 | 6 | | | | 15 | 8 | |



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

| | | | | oporting i one | | | | | | | | |
|---|--------|---------------|--------|----------------|----------------|--------|--------|----------------|----------|---------|------------------|----------|
| | | All Employees | | Al | original Peopl | es | Pers | ons with Disal | oilities | Membe | rs of Visible Mi | norities |
| Occupational Group | Total | Men | Women | Total | Men | Women | Total | Men | Women | Total | Men | Women |
| | Col. 1 | Col. 2 | Col. 3 | Col. 4 | Col. 5 | Col. 6 | Col. 7 | Col. 8 | Col. 9 | Col. 10 | Col. 11 | Col. 12 |
| Middle and Other Managers | 3 | 2 | 1 | 1 | | 1 | | | | | | |
| Professionals | 1 | 1 | | | | | | | | 1 | 1 | |
| Skilled Crafts and Trades Workers | 2 | 2 | | 1 | 1 | | | | | | | |
| Clerical Personnel | 1 | | 1 | | | | | | | | | |
| Intermediate Sales and Service Personnel | 1 | 1 | | | | | | | | | | |
| Semi-Skilled Manual Workers | 16 | 16 | | 8 | 8 | | | | | | | |
| Other Sales and Service Personnel | 4 | 2 | 2 | 3 | 1 | 2 | | | | | | |
| Other Manual Workers | 2 | 2 | | 1 | 1 | | | | | | | |
| Total Number of Employees Terminated | 30 | 26 | 4 | 14 | 11 | 3 | | | | 1 | 1 | |



Woodward's Oil Ltd (certificate # 10000338) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

| | All Employees | | | А | Aboriginal Peoples | | | ons with Disab | ilities | Membe | ers of Visible M | inorities |
|--------------------------------------|-----------------|---------------|-----------------|-----------------|--------------------|-----------------|-----------------|----------------|-----------------|------------------|------------------|------------------|
| Occupational Group | Total Col. 1 | Men Col. 2 | Women Col. 3 | Total Col. 4 | Men Col. 5 | Women Col. 6 | Total Col. 7 | Men Col. 8 | Women Col. 9 | Total Col. 10 | Men Col. 11 | Women Col. 12 |
| Semi-Skilled Manual Workers | 2 | 2 | | 1 | 1 | | | | | | | |
| Other Sales and Service Personnel | 3 | 2 | 1 | 3 | 2 | 1 | | | | | | |
| Total Number of Employees Terminated | 5 | 4 | 1 | 4 | 3 | 1 | | | | | | |

Workforce Analysis - Detailed Report

Date: 2019-06-19

Women

| | | | | | Women | | | |
|---|------------------------------|---------------|----|-----------|--------|---------|-----|--------------------|
| Employment Equity Occupational Group | Internal Location | All Employees | • | sentation | | ability | Gap | Recruitment Area |
| | | # | # | % | % | # | # | |
| 01 : Senior Managers | National | 3 | 0 | 0.0 % | 27.6 % | 1 | -1 | National |
| 02 : Middle and Other Managers | National | 17 | 8 | 47.1 % | 39.4 % | 7 | 1 | National |
| 03 : Professionals | | 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 |
| 04 : Semi-Professionals and Technicians | | 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 |
| 05 : Supervisors | | 5 | 1 | 20.0 % | 68.3 % | 3 | -2 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 5 | 1 | 20.0 % | 68.3 % | 3 | -2 | Nfld.Lab. less CMA |
| 09 : Skilled Crafts and Trades Workers | | 5 | 0 | 0.0 % | 1.5 % | 0 | 0 | |
| 7271 : Carpenters | Newfoundland and Labrador | 1 | 0 | 0.0 % | 2.0 % | 0 | 0 | Newfoundland and |
| 7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers | Newfoundland and Labrador | 4 | 0 | 0.0 % | 1.4 % | 0 | 0 | Newfoundland and |
| 10 : Clerical Personnel | | 14 | 13 | 92.9 % | 74.0 % | 10 | 3 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 14 | 13 | 92.9 % | 74.0 % | 10 | 3 | Nfld.Lab. less CMA |
| 11 : Intermediate Sales and Service Personnel | | 7 | 6 | 85.7 % | 79.7 % | 6 | 0 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 6 | 5 | 83.3 % | 81.6 % | 5 | 0 | Nfld.Lab. less CMA |
| Employment Equity Occupational Group | St. John's | 1 | 1 | 100.0 % | 68.2 % | 1 | 0 | St. John's |
| 12 : Semi-Skilled Manual Workers | | 42 | 1 | 2.4 % | 15.7 % | 7 | -6 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 38 | 1 | 2.6 % | 16.3 % | 6 | -5 | Nfld.Lab. less CMA |
| Employment Equity Occupational Group | St. John's | 4 | 0 | 0.0 % | 10.2 % | 0 | 0 | St. John's |
| 13 : Other Sales and Service Personnel | | 17 | 7 | 41.2 % | 62.9 % | 11 | -4 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 17 | 7 | 41.2 % | 62.9 % | 11 | -4 | Nfld.Lab. less CMA |
| | | | | | | | | |



Workforce Analysis - Detailed Report

Date: 2019-06-19

Women

| | | | | | Women | | |
|--------------------------------------|--------------------|---------------|--------|----------|--------|------------|-----------------------|
| Employment Equity Occupational Group | Internal Location | All Employees | Repres | entation | Avail | lability (| Sap Recruitment Area |
| | | # | # | % | % | # | # |
| 14 : Other Manual Workers | | 4 | 0 | 0.0 % | 24.3 % | 1 | -1 |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 4 | 0 | 0.0 % | 24.3 % | 1 | -1 Nfld.Lab. less CMA |
| Total | | 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



Workforce Analysis - Detailed Report

Date: 2019-06-19

Aboriginal Peoples

| | | | Aboriginal Peoples | | | | | |
|---|------------------------------|---------------|--------------------|-----------|--------|---------|-----|--------------------|
| Employment Equity Occupational Group | Internal Location | All Employees | - | sentation | | ability | Gap | Recruitment Area |
| | | # | # | % | % | # | # | |
| 01 : Senior Managers | National | 3 | 0 | 0.0 % | 3.2 % | 0 | 0 | National |
| 02 : Middle and Other Managers | National | 17 | 4 | 23.5 % | 2.7 % | 0 | 4 | National |
| 03 : Professionals | | 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 |
| 04 : Semi-Professionals and Technicians | | 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 |
| 05 : Supervisors | | 5 | 0 | 0.0 % | 12.8 % | 1 | -1 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 5 | 0 | 0.0 % | 12.8 % | 1 | -1 | Nfld.Lab. less CMA |
| 09 : Skilled Crafts and Trades Workers | | 5 | 2 | 40.0 % | 8.7 % | 0 | 2 | |
| 7271 : Carpenters | Newfoundland and Labrador | 1 | 0 | 0.0 % | 10.6 % | 0 | 0 | Newfoundland and |
| 7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers | Newfoundland and Labrador | 4 | 2 | 50.0 % | 8.2 % | 0 | 2 | Newfoundland and |
| 10 : Clerical Personnel | | 14 | 5 | 35.7 % | 14.9 % | 2 | 3 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 14 | 5 | 35.7 % | 14.9 % | 2 | 3 | Nfld.Lab. less CMA |
| 11 : Intermediate Sales and Service Personnel | | 7 | 2 | 28.6 % | 12.2 % | 1 | 1 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 6 | 2 | 33.3 % | 13.6 % | 1 | 1 | Nfld.Lab. less CMA |
| Employment Equity Occupational Group | St. John's | 1 | 0 | 0.0 % | 3.7 % | 0 | 0 | St. John's |
| 12 : Semi-Skilled Manual Workers | | 42 | 16 | 38.1 % | 10.0 % | 4 | 12 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 38 | 15 | 39.5 % | 10.9 % | 4 | 11 | Nfld.Lab. less CMA |
| Employment Equity Occupational Group | St. John's | 4 | 1 | 25.0 % | 2.2 % | 0 | 1 | St. John's |
| 13 : Other Sales and Service Personnel | | 17 | 6 | 35.3 % | 14.0 % | 2 | 4 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 17 | 6 | 35.3 % | 14.0 % | 2 | 4 | Nfld.Lab. less CMA |



Workforce Analysis - Detailed Report

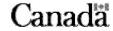
Date: 2019-06-19

Aboriginal Peoples

| | | | | Abori | ginal People: | s | | |
|--------------------------------------|--------------------|---------------|--------|-----------|---------------|----------|-----|--------------------|
| Employment Equity Occupational Group | Internal Location | All Employees | Repres | sentation | Avai | lability | Gap | Recruitment Area |
| | | # | # | % | % | # | # | |
| 14 : Other Manual Workers | | 4 | 1 | 25.0 % | 13.6 % | 1 | 0 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 4 | 1 | 25.0 % | 13.6 % | 1 | 0 | Nfld.Lab. less CMA |
| Total | | 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



Workforce Analysis - Detailed Report

Date: 2019-06-19

Members of Visible Minorities

| | | Members of Visible Minorities | | | | | | | |
|---|------------------------------|-------------------------------|----|-----------|--------|---------|-----|--------------------|--|
| Employment Equity Occupational Group | Internal Location | All Employees | • | sentation | | ability | Gap | Recruitment Area | |
| | | # | # | % | % | # | # | | |
| 01 : Senior Managers | National | 3 | 0 | 0.0 % | 11.5 % | 0 | 0 | National | |
| 02 : Middle and Other Managers | National | 17 | 1 | 5.9 % | 17.6 % | 3 | -2 | National | |
| 03 : Professionals | | 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 | |
| 04 : Semi-Professionals and Technicians | | 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 | |
| 05 : Supervisors | | 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 | |
| 9 : Skilled Crafts and Trades Workers | | 5 | 0 | 0.0 % | 1.7 % | 0 | 0 | | |
| 7271 : Carpenters | Newfoundland and Labrador | 1 | 0 | 0.0 % | 0.4 % | 0 | 0 | Newfoundland and | |
| 7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers | Newfoundland and Labrador | 4 | 0 | 0.0 % | 2.0 % | 0 | 0 | Newfoundland and | |
| 10 : Clerical Personnel | | 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 | |
| 11 : Intermediate Sales and Service Personnel | | 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 | |
| 2 : Semi-Skilled Manual Workers | | 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 | |
| 3 : Other Sales and Service Personnel | | 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 | |
| | | | | | | | | | |



Workforce Analysis - Detailed Report

Date: 2019-06-19

Members of Visible Minorities

| | | | | Members o | f Visible Mind | orities | | |
|--------------------------------------|--------------------|---------------|----------------|-----------|----------------|---------|-----|--------------------|
| 14 : Other Manual Workers | Internal Location | All Employees | Representation | | Availability | | Gap | Recruitment Area |
| | | # | # | % | % | # | # | |
| 14 : Other Manual Workers | | 4 | 1 | 25.0 % | 0.2 % | 0 | 1 | |
| Employment Equity Occupational Group | Nfld.Lab. less CMA | 4 | 1 | 25.0 % | 0.2 % | 0 | 1 | Nfld.Lab. less CMA |
| Total | | 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 | Repres | entation | Avail | lability | 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 |
| | | | | | | | | |
| Total | | 120 | 3 | 2.5 % | 9.8 % | 10 | -7 | |

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

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

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 |



Workforce Analysis - Summary Report

Date: 2019-06-19

Women

| | Women | | | | | |
|---|---------------|--------|----------|--------|----------|-----|
| Employment Equity Occupational Group | All Employees | Repres | entation | Avai | lability | 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 |
| Total | 120 | 37 | 30.9 % | 39.5 % | 48 | -11 |



Workforce Analysis - Summary Report

Date: 2019-06-19

Aboriginal Peoples

| | | Aboriginal Peoples | | | | | |
|---|---------------|--------------------|-----------|--------|----------|-----|--|
| Employment Equity Occupational Group | All Employees | Repres | sentation | Avail | lability | 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 | |
| Total | 120 | 37 | 30.8 % | 9.9 % | 11 | 26 | |



Workforce Analysis - Summary Report

Date: 2019-06-19

Members of Visible Minorities

| | Members of Visible Minorities | | | | | | |
|---|-------------------------------|--------|----------|--------|---------|-----|--|
| Employment Equity Occupational Group | All Employees | Repres | entation | Avail | ability | Gap | |
| | # | # | % | % | # | # | |
| 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 | |
| Total | 120 | 19 | 15.8 % | 4.7 % | 4 | 15 | |



Workforce Analysis - Summary Report

Date: 2019-06-19

Persons with Disabilities

| | | | Persons | with Disabili | ties | |
|---|---------------|----------------|---------|---------------|----------|-----|
| Employment Equity Occupational Group | All Employees | Representation | | Avai | lability | Gap |
| | # | # | % | % | # | # |
| 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 |
| | | | | | | |
| Total | 120 | 3 | 2.5 % | 9.8 % | 10 | -7 |



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

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 |



Part 1: Workforce Analysis

Woodward's Oil Limited

[Date: 2019-06-19]

Data from First/Previous Workforce Analysis

| 1 | \ | |
|--------------|----------------------------|---------------|
| Data from Su | bsequent/Curre Analysis | ent Workforce |

| Data from Fi | st/Previous Workf | orce Analysis |
|--------------|-------------------|---------------|
| YYYY | MM | DD |
| 2016 | 07 | 21 |

| Data from Subse | quent/Current Wo | rkforce Analysis |
|-----------------|------------------|------------------|
| YYYY | MM | DD |
| 2019 | 06 | 19 |

| | | | Гable 1: Womer | 1 |
|-------|--|-----------------------------------|----------------|---------------|
| | | First/Previous Workforce Analysis | | |
| Emale | nument Equity Occupational Chaup (EEOC) | All Employees | Wor | men |
| Ешрк | oyment Equity Occupational Group (EEOG) | | 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 |
| Total | • | 112 | 27 | 24.1 |

| Table 5: Women Subsequent/Current Workforce Analysis | | |
|--|----------------|---------------|
| | | |
| | 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 |
| 120 | 37 | 0.0 |

| * Source: | | | |
|-------------|-----------------|-------|--|
| 2011 Nation | nal Household S | urvey | |

| * Source: | | | |
|-----------|----|--|--|
| 2016 Cens | us | | |

Part 1: Workforce Analysis

Woodward's Oil Limited

[Date: 2019-06-19]

Data from First/Previous Workforce Analysis

| Data from St | absequent/Curro Analysis | ent workforce |
|--------------|-----------------------------|---------------|
| \ | \ | \ |

| 2016 | 07 | 21 |
|--------------|--------------------|----------------|
| YYYY | MM | DD |
| Data from Fi | rst/Previous Workf | force Analysis |

| 2019 | 06 | 19 |
|-----------------|------------------|------------------|
| YYYY | MM | DD |
| Data from Subse | quent/Current Wo | rkforce Analysis |

| | | Table | 2: Aboriginal P | eoples |
|-------|--|-----------------------------------|-----------------|---------------|
| E | | First/Previous Workforce Analysis | | |
| | | All Employees | Aborigina | al Peoples |
| Empic | oyment Equity Occupational Group (EEOG) | | 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 |
| Total | | 112 | 43 | 38.4 |

| Table 6: Aboriginal Peoples Subsequent/Current Workforce Analysis | | |
|---|----------------|---------------|
| | | |
| | 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 |
| 120 | 37 | 0.0 |

| * Source: | |
|-------------|--|
| 2016 Census | |

Part 1: Workforce Analysis

Woodward's Oil Limited

[Date: 2019-06-19]

Data from First/Previous Workforce Analysis

| 2016 | 07 | 21 |
|--------------|-------------------|----------------|
| YYYY | MM | DD |
| Data from Fi | rst/Previous Work | force Analysis |

Data from Subsequent/Current Workforce Analysis

| 2019 | 06 | 19 |
|-----------------|------------------|------------------|
| YYYY | MM | DD |
| Data from Subse | quent/Current Wo | rkforce Analysis |

Table 7: Members of Visible Minerities

| | | Table 3: Me | mbers of Visible | e Minorities |
|-------|--|-----------------------------------|-------------------------------|---------------|
| E | | First/Previous Workforce Analysis | | |
| | | All Employees | Members of Visible Minorities | |
| Empro | yment Equity Occupational Group (EEOG) | | 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 |
| Total | | 112 | 6 | 5.4 |

| Subsequent/Current Workforce Analysis | | | |
|---------------------------------------|-------------------------------|---------------|--|
| 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 | |
| 120 | 19 | 0.0 | |

| * Source: | |
|--------------------------------|--|
| 2011 National Household Survey | |

Part 1: Workforce Analysis

Woodward's Oil Limited

[Date: 2019-06-19]

Data from First/Previous Workforce Analysis

| Data from Su | ibsequent/Curre Analysis | nt Workforce |
|--------------|-----------------------------|--------------|
| \ | Ţ | |

| Data from Fi | rst/Previous Work | force Analysis |
|--------------|-------------------|----------------|
| YYYY | MM | DD |
| 2016 | 07 | 21 |

| Data from Subse | quent/Current Wo | rkforce Analysis |
|-----------------|------------------|------------------|
| YYYY | MM | DD |
| 2019 | 06 | 19 |

| | | Table 4: | Persons with Dis | sabilities | |
|---|--|-----------------------------------|------------------|---------------|--|
| Employment Equity Occupational Group (EEOG) | | First/Previous Workforce Analysis | | | |
| | | 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 | |
| Total | | 112 | 4 | 3.6 | |

| Table 8: Persons with Disabilities Subsequent/Current Workforce Analysis | | |
|--|----------------|---------------|
| | | |
| | 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 |
| 120 | 3 | 0.0 |

| * Source: | | | |
|-------------|----------------|-----------|--|
| 2012 Canadi | an Survey on D | isability | |

| * Source: | | | |
|--------------|----------------|-----------|--|
| 2017 Canadia | an Survey on D | isability | |

Part 2: Flow Data Analysis

Woodward's Oil Limited

[Date: 2019-06-19]

| Start | Date of Flov | v Data |
|-------|--------------|--------|
| YYYY | MM | DD |
| 2016 | 07 | 21 |

| End I | Date of Flow | Data |
|-------|--------------|------|
| YYYY | MM | DD |
| 2019 | 06 | |

Data from Form 4 - Employees

Hired

| om Form 5 - Emp | |
|-----------------|--|
| | |
| | |
| | |
| | |
| Promoted | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

Data from Form 6 - Employees Terminated

Table 9: Women

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

| Full-time / | National | Part-time | / National |
|------------------------------|-------------------|------------------------------|-------------------|
| All Employees Promoted | Women Promoted | All Employees Promoted | Women 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 |

| Full-time / National | | Part-time / National | | |
|--------------------------------|---------------------|--------------------------------|---------------------|--|
| All Employees Terminated | Women Terminated | All Employees Terminated | Women 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 | 0 | 0 | 0 | |
| 1 | - 1 | 0 | 0 | |
| 1 | 0 | 0 | 0 | |
| 16 | 0 | 2 | 0 | |
| 4 | 2 | 3 | 1 | |
| 2 | 0 | 0 | 0 | |
| 30 | 4 | 5 | 1 | |

Part 2: Flow Data Analysis

Woodward's Oil Limited

[Date: 2019-06-19]

| Start | Date of Flow | Data |
|-------|--------------|-------------|
| YYYY | MM | DD |
| 2016 | 07 | 21 |

| 2019 | 06 | 0 |
|-------|--------------|------|
| YYYY | MM | DD |
| End I | Date of Flow | Data |

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

| | Tab | ole 2: Abor | iginal Pec | ples |
|---|---------------------------|-----------------------------|---------------------------|-----------------------------|
| | Full-time | / National | / National | |
| Employment Equity Occupational Group (EEOG) | All Employees Hired | Aboriginal Peoples Hired | All Employees Hired | Aboriginal Peoples Hired |
| | # | # | # | # |
| 01 Senior Managers | 0 | 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 |

Total

46

16

| Full-time | National | Part-time | / National |
|------------------------------|--|-----------|-----------------------------------|
| All Employees Promoted | Aboriginal All Peoples Employees Promoted 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 |

| Taki | le 10: Aboi | aladinal Day | v v |
|--------------------------------|-------------------------------------|--------------------------------|-------------------------------------|
| Full-time | | Part-time | |
| 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 |
| 30 | 14 | 5 | 4 |

Part 2: Flow Data Analysis

Woodward's Oil Limited

[Date: 2019-06-19]

| Start | Date of Flov | v Data |
|-------|--------------|--------|
| YYYY | MM | DD |
| 2016 | 07 | 21 |

| End I | 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 | 3: Persons | with Disa | bilities |
|--|---------------------------|---------------------------------------|---------------------------|---------------------------------------|
| | Full-time | / National | National Part-time / 1 | |
| Employment Equity Occupational Group (EEOG) | All Employees Hired | Persons with Disabilities Hired | All Employees Hired | Persons with Disabilities Hired |
| | # | # | # | # |
| 01 Senior Managers | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 5 | 0 | 0 | 0 |
| 03 Professionals | 1 | 0 | 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 | 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 | 0 | 0 | 0 |
| 13 Other Sales & Service Personnel | 13 | 0 | 0 | 0 |
| 14 Other Manual Workers | 1 | 0 | 0 | 0 |

Total

| Full-time | / National | Part-time | / National |
|------------------------------|--------------------------|-----------|--|
| All Employees Promoted | s Disabilities Employees | | Persons with Disabilities 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 |

| Table 1 | 1: Persons | with Disa | bilities |
|--------------------------------|--|--------------------------------|--|
| | / National | | / National |
| All Employees Terminated | Persons with Disabilities Terminated | All Employees Terminated | Persons with Disabilities Terminated |
| # | # | # | # |
| 0 | 0 | 0 | 0 |
| 3 | 0 | 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 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 |
| 16 | 0 | 2 | 0 |
| 4 | 0 | 3 | 0 |
| 2 | 0 | 0 | 0 |
| 30 | 0 | 5 | 0 |

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 I | 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 o | of Visible N | Iinorities |
|--|---------------------------|--|---------------------------|--|
| | Full-time | e / National Part-time / N | | / National |
| Employment Equity Occupational Group (EEOG) | All Employees Hired | Members of Visible Minorities Hired | All Employees Hired | Members of Visible Minorities Hired |
| | # | # | # | # |
| 01 Senior Managers | 0 | 0 | 0 | 0 |
| 02 Middle & Other Managers | 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 |

Total

| Table 8: | Members o | f Visible N | linorities | Table 12: | Members | of Visible I | Minorities | | | |
|------------------------------|---|------------------------------|---|--------------------------------|---|--------------------------------|---|--|--|--|
| Full-time | / National | Part-time | / National | Full-time | / National | Part-time / National | | | | |
| All Employees Promoted | Members of Visible Minorities Promoted | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Terminated | Members of Visible Minorities Terminated | All Employees Terminated | Members of Visible Minorities Terminated | | | |
| # | # | # | # | # | # | # | # | | | |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | |
| 0 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | | | |
| 0 | 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 | 0 | 0 | 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 | | | |
| 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | | | |
| 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | | | |
| 0 | 0 | 0 | 0 | 16 | 0 | 2 | 0 | | | |
| 0 | 0 | 0 | 0 | 4 | 0 | 3 | 0 | | | |
| 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | | | |
| 0 | 0 | 0 | 0 | 30 | 1 | 5 | 0 | | | |

| 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 | | | |
| 30 | 1 | 5 | 0 | | | |

Federal Contractors Program Achievement Report Part 3: Goals Woodward's Oil Limited [Date: 2019-06-19]

| | Data for First/Previous Goals | | | | | | | | | | | | | | | | | | |
|---------------------------------|-------------------------------|--|------------|--------------|---|------------|-----------|-----------------------------|-------------------------------|--------------------|-------------|--------------------|---------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| A B | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis‡ | Data Entry | C x H x 3 | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | 1 | Į. | ↓ | \ | Ţ | ↓ | 1 | ↓ | ↓ | 1 | \ | ↓ | 1 | 1 | Ţ | Ţ | 1 | 1 | ↓ |
| | | | | | | | | | | Table 1: | | | | | | | | | |
| | | | | 40.5 | | | | | First/ | Previous Sh | nort-term G | oals | | *** | | | | | |
| | | 1 | | All En | ployees | | | ı | | 1 | | | | | omen | 1 | | ı | , |
| | Number Growth (New Positions) | | | Turnover (Re | placement of Employees) | Terminated | | Number | Turnover (Replacement of | | Hires | 5 Yea Fron | r Goals | | | | | | |
| Employment Equity Occupational | YYYY-MM-DD | Actual | David. | jected | Actual | | ected | Anticipated Hires Over 3 | YYYY-MM-DD | Terminated | Employees) | Required | | - YYYY | Present | Present Gap | Projected Present | | Projected Representation in 3 |
| Group (EEOG) | 1111-3111-00 | Actual | 110, | Over 3 | Actual | 110, | Over 3 | Years | 1111-800-00 | | Over 3 | Over 3 Years | | | Availability | Com Out | Gap | Representation | Years |
| | 2016-07-21 | Annually | Annually | Years | Annually | Annually | Years | | 2016-07-21 | Annually | Years | rears | 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% |
| 02 Middle & Other Managers | 15 | 4.3% | , | (| 18.8% | | 0 | 0 | 6 | 0.0% | 0 | 0 | 0 | | 40.0% | 0 | 0 | 40.0% | 40.0% |
| 03 Professionals | 5 | 0.0% | , | (| 20.0% | | 0 | 0 | 1 | 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% |
| 05 Supervisors | 1 | 71.0% | | (| 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% |
| 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 | 0 | 0.0% | | (| 80.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 11 | 8.4% | | (| 8.0% | | 0 | 0 | 10 | 0.0% | 0 | 0 | 0 | | 90.9% | 0 | 0 | 90.9% | 90.9% |
| 11 Intermediate Sales & Service | 6 | 5.3% | | (| 15.4% | | 0 | 0 | 5 | 0.0% | 0 | 0 | 0 | | 83.3% | 0 | 0 | 83.3% | 83.3% |
| 12 Semi-Skilled Manual | 45 | -2.3% | , | (| 41.4% | | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | | 2.2% | 0 | 0 | 2.2% | 2.2% |
| 13 Other Sales & Service | 13 | 9.4% | | | 46.7% | | 0 | 0 | 4 | 0.0% | 0 | 0 | 0 | | 30.8% | 0 | 0 | 30.8% | 30.8% |
| 14 Other Manual Workers | 6 | -12.6% | | (| 40.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| Total | 112 | 2.3% | | (| 30.2% | | 0 | 0 | 27 | 0.0% | 0 | 0 | 0 | | 24.1% | 0 | 0 | 24.1% | 24.1% |

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

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

| | workforce Analysis) = 2) x 10 | 0. | | | | |
|-------|-------------------------------|-----------|----------|---------|----------|----------------|
| | | | | | | Table 2: Women |
| r | oyment Equity Occupational | | Wome | en | | |
| | o (EEOG) | Short-ter | rm Goals | Long-te | rm Goals | Comments |
| | | # | % | # | % | |
| 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 | |
| | Semi-Skilled Manual | 4 | 0.0 | 3 | 0.0 | |
| | Other Sales & Service | 2 | 0.0 | 2 | 0.0 | |
| 14 | Other Manual Workers | 1 | 0.0 | 1 | 0.0 | |
| Total | · | 10 |) | 6 | | |

Federal Contractors Program Achievement Report Part 3: Goals Woodward's Oil Limited [Date: 2019-06-19]

| | | | | | | | | | Data | for First/F | revious (| Goals | | | | | | | |
|---------------------------------|-------------------------------|--|------------|----------|---|------------------|------------|---------------------|--------------------------------|---|------------|--------------------|--------|------------|-------------------------------|-------------------------------|-----------------------------------|---------|--------------------------|
| AB | C | D | E | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | T | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНхЗ | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K÷C | (K - M + O) ÷ (C + F) |
| | | 1 | 1 | \ | \ | 1 | 1 | \ | 1 | 1 | \ | 1 | 1 | Ţ | ↓ | 1 | 1 | ↓ | ↓ |
| | | | | | | | | | | e <mark>3: Ab</mark> ori | | | | | | | | | |
| | | | | | | | | | First | Previous Sh | ort-term G | oals | | | | | | | |
| | | | | All E | nployees | | | | Aboriginal Peoples | | | | | | | | | | |
| | Number Growth (New Positions) | | | | Turnover (R | eplacement of | Terminated | | Number Turnmer (Replacement of | | | | 3 Year | Goals | | | | | |
| Employment Equity Occupational | Number | (tunior Grown (ter rosations) | | | | Employees) Ant | | | Number | Turnover (Replacement of Terminated Employees) | | | Fron | From - To | | | | Present | Projected |
| Group (EEOG) | YYYY-MM-DD | Actual | Pro | | Present Gap | Projected Gap | | Representation in 3 | | | | | | | | | | | |
| Group (EEOG) | 2016-07-21 | | | Over 3 | | | Over 3 | Years | 201 (07 21 | Annually | Over 3 | Years | 2016 | 2019 | | | Cup | | Years |
| | 2016-07-21 | Annually | Annually | Years | Annually | Annually | Years | | 2016-07-21 | Annuany | Years | | 2016 | 2019 | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 Senior Managers | 3 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 02 Middle & Other Managers | 15 | 4.3% | | (| 18.8% | | 0 | 0 | 3 | 0.0% | 0 | 0 | 0 | | 20.0% | 0 | 0 | 20.0% | 20.0% |
| 03 Professionals | 5 | 0.0% | | (| 20.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 04 Semi-Professionals & Tech | 1 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 05 Supervisors | 1 | 71.0% | | ' | 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 06 Supervisors: Crafts & Trades | 6 | -100.0% | | | 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 07 Administrative & Sr Clerical | 0 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 08 Skilled Sales & Service | 0 | 0.0% | | | 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | 0 | 0.0% | | ' | 80.0% | | 0 | 0 | 2 | 0.0% | 0 | -2 | 0 | | 33.3% | 2 | 2 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 11 | 8.4% | | (| 8.0% | | 0 | 0 | 2 | 0.0% | 0 | 0 | 0 | | 18.2% | 0 | 0 | 18.2% | 18.2% |
| 11 Intermediate Sales & Service | 6 | 5.3% | | (| 15.4% | | 0 | 0 | 2 | 0.0% | 0 | 0 | 0 | | 33.3% | 0 | 0 | 33.3% | 33.3% |
| 12 Semi-Skilled Manual | 45 | | | (| 41.4% | | 0 | 0 | 20 | | 0 | 0 | 0 | | 44.4% | 0 | 0 | 44.4% | 44.4% |
| 13 Other Sales & Service | 13 | 9.4% | | (| 46.7% | | 0 | 0 | 11 | | 0 | 0 | 0 | | 84.6% | 0 | 0 | 84.6% | 84.6% |
| 14 Other Manual Workers | 6 | -12.6% | | (| 40.0% | | 0 | 0 | 3 | 0.0% | 0 | 0 | 0 | | 50.0% | 0 | 0 | 50.0% | 50.0% |
| Total | 112 | 2 2.3% | | 1 (| 30.2% | | 0 | 0 | 43 | 0.0% | 0 | 0 | 0 | | 38.4% | 0 |] 0 | 38.4% | 38.4% |

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

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

| * Workforce Analysis) ÷ 2) x 1 | 00. | | | Table 4. About the ID. or less |
|---------------------------------------|------------------|-------------|-----|--------------------------------|
| | | | | Table 4: Aboriginal Peoples |
| Employment Equity Occupational | | al Peoples | | |
| Group (EEOG) | Short-term Goals | Long-term G | | Comments |
| | # % | # | % | |
| 01 Senior Managers | 0 0. | 0 0 | 0.0 | |
| 02 Middle & Other Managers | 0 0. | 0 0 | 0.0 | |
| 03 Professionals | 0 0. | 0 0 | 0,0 | |
| 04 Semi-Professionals & Tech | 0 0. | 0 0 | 0.0 | |
| 05 Supervisors | 0 0. | 0 0 | 0.0 | |
| 06 Supervisors: Crafts & Trades | 0 0. | 0 0 | 0,0 | |
| 07 Administrative & Sr Clerical | 0 0. | 0 0 | 0.0 | |
| 08 Skilled Sales & Service | 0 0. | 0 0 | 0.0 | |
| 09 Skilled Crafts & Trades | 0 0. | 0 0 | 0.0 | |
| 10 Clerical Personnel | 0 0. | 0 0 | 0.0 | |
| 11 Intermediate Sales & Service | 0 0. | 0 0 | 0.0 | |
| 12 Semi-Skilled Manual | 0 0. | 0 0 | 0.0 | |
| 13 Other Sales & Service | 0 0. | 0 0 | 0.0 | |
| 14 Other Manual Workers | 0 0. | 0 0 | 0.0 | |
| Total | 0 | 0 | | |

| | | | | | | | | | Data | for First/P | revious (| Goals | | | | | | | |
|---------------------------------------|-------------------------------|--|---------------------------------------|-----------------|---|------------|-----------------|---------------------------------------|-------------------------------|--------------------|-----------------|--------------------|--------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|------------------------------|
| A B | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНх3 | F+I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | ↓ | 1 | 1 | 1 | ↓ | ↓ | Ţ | \ | 1 | 1 | \ | ↓ | Ţ | Ţ | ↓ | ↓ | ↓ | J | ↓ |
| | | | | | | | | | | Persons | | | | | | | | | |
| | | | | | | | | | First/ | Previous Sh | ort-term G | oals | | | | | | | |
| | | | | All En | ployees | | | · · · · · · · · · · · · · · · · · · · | | | | | | | th Disabilities | S | | ı | , |
| | Number | Gros | oth (New Posis | ions) | Turnover (R | | Terminated | | Number | Turnover (Re | enlacement of | Hires | 3 Year | | | | | | |
| Employment Equity Occupational | | | | | | Employees) | | Anticipated | | Terminated | | Required | | 1 - To | Present | | Projected | Present | Projected |
| Group (EEOG) | YYYY-MM-DD | Actual | Proj | ected | Actual | Proj | ected | Hires Over 3 Years | YYYY-MM-DD | | | Over 3 | YYYY | - YYYY | Availability | Present Gap | Gap | Representation | Representation in 3 Years |
| | 2016-07-21 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | | 2016-07-21 | Annually | Over 3 Years | Vears | 2016 | 2019 | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | Ħ | % | % | # | # | % | % |
| 01/02 Managers | 18 | | , , , , , , , , , , , , , , , , , , , | C | 9.4% | / • | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | /, | 5.6% | 0 | 0 | 5.6% | 5.6% |
| 03 Professionals | 5 | 0.0% | | C | 20.0% | | 0 | o | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 04 Semi-Professionals & Tech | 1 | 0.0% | | C | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 05 Supervisors | 1 | 71.0% | | C | 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% | | C | 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% | | C | 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% | | C | 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% | | C | 80.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 11 | 8.4% | | C | 8.0% | | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | | 9.1% | 0 | 0 | 9.1% | 9.1% |
| 11 Intermediate Sales & Service | 6 | 5.3% | | C | 15.4% | | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | | 16.7% | 0 | 0 | 16.7% | 16.7% |
| 12 Semi-Skilled Manual | 45 | -2.3% | | C | 41.4% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 13 Other Sales & Service | 13 | 9.4% | | C | 46.7% | | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | | 7.7% | 0 | 0 | 7.7% | 7.7% |
| 14 Other Manual Workers | 6 | -12.6% | | C | 40.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| Total | 112 | 2.3% | | 0 | 30.2% | | 0 | 0 | 4 | 0.0% | 0 | 0 | 0 | | 3.6% | 0 | 0 | 3.6% | 3.6% |

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

| WOIKIOICE Allah | ysis) · 2) x i | | | | | |
|---------------------|----------------|----------|--------------|--------------|----------|------------------------------------|
| | | | | | | Table 6: Persons with Disabilities |
| Employment Equity (| \. | l l | Persons with | Disabilities | i | |
| Group (EEOG) | эссираціонаг | Short-te | rm Goals | Long-te | rm Goals | Comments |
| Group (EEOG) | | # | % | # | % | |
| 01/02 Managers | | (| 0.0 | 0 | 0.0 | |
| 03 Professionals | | (| 0.0 | 0 | 0.0 | |
| 04 Semi-Profession | als & Tech | (| 0.0 | 0 | 0.0 | |
| 05 Supervisors | | (| 0.0 | 0 | 0.0 | |
| 06 Supervisors: Cra | ıfts & Trades | (| 0.0 | 0 | 0.0 | |
| 07 Administrative a | & Sr Clerical | (| 0.0 | 0 | 0.0 | |
| 08 Skilled Sales & | Service | (| 0.0 | 0 | 0.0 | |
| 09 Skilled Crafts & | Trades | (| 0.0 | 0 | 0.0 | |
| 10 Clerical Personr | el | | 0.0 | 0 | 0.0 | |
| 11 Intermediate Sal | es & Service | (| 0.0 | 0 | 0.0 | |
| 12 Semi-Skilled Ma | nual | 1 | 0.0 | 1 | 0.0 | |
| 13 Other Sales & S | ervice | (| 0.0 | 0 | 0.0 | |
| 14 Other Manual V | /orkers | (| 0.0 | 0 | 0.0 | |
| Total | | 1 | | 1 | | |

| | | | | | | | | | Data | for First/I | revious (| Goals | | | | | | | |
|---------------------------------|-------------------------------|--|---------------|-----------------|---|---------------|-----------------|--------------|-------------------------------|--------------------|-----------------------------|--------------------|--------|--------------------|-------------------------------|-------------------------------|-----------------------------------|----------------|--------------------------|
| A B | С | D | E | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | Т | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНх3 | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | | Ţ | 1 | 1 | Ţ | Ţ | 1 | 1 | 1 | Ţ | Ţ | Ţ | Ţ | ↓ | ↓ | 1 | Ţ | Ţ | 1 |
| | | | | | | | | | Table 7: N | | | | š | | | | | | |
| | | | | | | | | | First | /Previous Sl | ort-term G | loals | | | | | | | |
| | | | | All E | nployees | | | | | | | | M | embers of V | isible Minor | ties | | | , |
| | Number | Cro | wth (New Posi | tions) | Turnover (R | eplacement of | Terminated | | Number | т | eplacement of | | 3 Year | ·Goals | | | | | |
| Employment Equity Occupational | | 0.0 | (| | | Employees) | | Anticipated | | | epiacement or Employees) | Hires Required | Fron | 1 - To | Present | | Projected | Present | Projected |
| Group (EEOG) | YYYY-MM-DD | Actual | Pro | jected | Actual | Proj | ected | Hires Over 3 | YYYY-MM-DD | | | Over 3 | YYYY | - YYYY | Availability | Present Gap | Gap | Representation | Representation in 3 |
| | 2016-07-21 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | Years | 2016-07-21 | Annually | Over 3 Years | Years | 2016 | 2019 | | | | | Years |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 Senior Managers | 3 | 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% | | (| 18.8% | | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | | 6.7% | 0 | 0 | 6.7% | 6.7% |
| 03 Professionals | 5 | 0.0% | | | 20.0% | | 0 | 0 | 1 | 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% |
| 05 Supervisors | 1 | 71.0% | | | 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% |
| 07 Administrative & Sr Clerical | | 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 | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | | 0.0% | | | 80.0% | | 0 | 0 | (| 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 11 | 8.4% | | (| 8.0% | | 0 | 0 | 3 | 0.0% | 0 | 0 | 0 | | 27.3% | 0 | 0 | 27.3% | 27.3% |
| 11 Intermediate Sales & Service | (| 5.3% | | ' | 15.4% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 12 Semi-Skilled Manual | 45 | | | ļ (| 41.4% | | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | | 2.2% | 0 | 0 | 2.2% | 2.2% |
| 13 Other Sales & Service | 13 | 9.4% | | (| 46.7% | | 0 | 0 | (| 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| 14 Other Manual Workers | (| -12.6% | | (| 0 40.0% | | 0 | 0 | (| 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | 0.0% | 0.0% |
| Total | 112 | 2.3% | | (| 30.2% | | 0 | 0 | $ -\epsilon $ | 0.0% | 0 | 0 | 0 | | 5.4% | 0 | 0 | 5.4% | 5.4% |

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

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

| | Workforce Analysis) \div 2) x 10 | 0. | | | | |
|-------|-------------------------------------|-----------|---------------|------------|----------|--|
| | | | | | | Table 8: Members of Visible Minorities |
| E1 | F-34 O | Men | nbers of Visi | ble Minori | ties | |
| | oyment Equity Occupational p (EEOG) | Short-ter | m Goals | Long-te | rm Goals | Comments |
| | | # | % | # | % | |
| 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 | |
| | 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 | |
| | Other Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 14 | Other Manual Workers | 0 | 0.0 | 0 | 0.0 | |
| Total | · · | 1 | | 0 | | |

| | | | | | | | | | Data for | Subseque | nt/Currei | nt Goals | | | | | | | |
|---------------------------------------|-------------------------------|--|---------------|-----------------|---|------------|-----------------|--------------|-------------------------------|--------------------|-----------------|--------------------|--------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|--------------------------|
| A B | С | D | E | F | G | Н | I | J | K | L | М | N | 0 | P | Q | R | S | T | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis‡ | Data Entry | СхНх3 | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JхР | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K÷C | (K - M + O) ÷ (C + F) |
| | | Ţ | Ţ | 1 | Ţ | Ţ | Ţ | \ | Ţ | Ţ | ↓ | Ţ | Ţ | Ţ | ↓ | Ţ | Ţ | ↓ | ↓ |
| | | | | | | | | | | Table 9: | | | | | | | | | |
| | | | | | | | | | Subsequ | ent/Current | Short-tern | n Goals | | | | | | | |
| | | , | | All En | nployees | | | , | | , | | , | | | omen | , | | | |
| | Number | Gree | wth (New Posi | tions) | Turnover (Re | | Terminated | | Number | Turnover (Re | untarament of | | 3 Year | Goals | | | | | |
| Employment Equity Occupational | | | | | | Employees) | | Anticipated | | Terminated | | Hires Required | | 1 - To | Present | | Projected | Present | Projected |
| Group (EEOG) | YYYY-MM-DD | Actual | Pro | jected | Actual | Pro | ected | Hires Over 3 | YYYY-MM-DD | | | Over 3 | YYYY | - YYYY | Availability | Present Gap | Gap | Representation | Representation in 3 |
| '` ' | 2019-06-19 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | Years | 2019-06-19 | Annually | Over 3 Years | Years | 2019 | 2022 | | | | | Years |
| | Ħ | % | % | # | % | % | # | # | # | % | ## | # | H | % | % | # | # | % | % |
| 01 Senior Managers | 3 | 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% | | | 18.8% | | 0 | 0 | 8 | 0.0% | 0 | -1 | 0 | | 39.4% | 1 | 1 | 47.1% | 47.1% |
| 03 Professionals | 5 | 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 | C | 0.0% | 0 | 0 | 0 | | 35.1% | 0 | 0 | 0.0% | 0.0% |
| 05 Supervisors | 5 | 71.0% | , | (| 0.0% | | 0 | 0 | 1 | 0.0% | 0 | 2 | 0 | 50.0% | 68.3% | -2 | -2 | 20.0% | 20.0% |
| 06 Supervisors: Crafts & Trades | l c | -100.0% | , | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Administrative & Sr Clerical | l c | 0.0% | , | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 08 Skilled Sales & Service | c | 0.0% | , | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | 5 | 0.0% | | (| 80.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 1.5% | 0 | 0 | 0.0% | 0.0% |
| 10 Clerical Personnel | 14 | 8.4% | | (| 8.0% | | 0 | 0 | 13 | 0.0% | 0 | -3 | 0 | | 74.0% | 3 | 3 | 92.9% | 92.9% |
| 11 Intermediate Sales & Service | 7 | 5.3% | | (| 15.4% | | 0 | 0 | 6 | 0.0% | 0 | 0 | 0 | | 79.7% | 0 | 0 | 85.7% | 85.7% |
| 12 Semi-Skilled Manual | 42 | -2.3% | | (| 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% | | (| 40.0% | | 0 | 0 | C | 0.0% | 0 | 1 | 0 | 24.3% | 24.3% | -1 | -1 | 0.0% | 0.0% |
| Total | 120 | 2.3% | | (| 30.2% | | 0 | 0 | 37 | 0.0% | 0 | -37 | 0 | | 0.0% | 37 | 37 | 30.8% | 30.8% |

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

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

| + | Workforce Analysis) ÷ 2) x 10 | 0. | | |
|-------|-------------------------------|------------------|-----------------|-----------------|
| | | | | Table 10: Women |
| Emn | oyment Equity Occupational | Women | ı | |
| | p (EEOG) | Short-term Goals | Long-term Goals | Comments |
| | | % | % | |
| | Senior Managers | 27.6 | 27.6 | |
| 02 | Middle & Other Managers | 0.0 | | |
| | 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 | | |

| | | | | | | | | | Data for | Subseque | nt/Currei | nt Goals | | | | | | | |
|---------------------------------------|-------------------------------|--|---------------|-----------------|---|----------------------------|-----------------|-----------------------------|-------------------------------|--------------------|-----------------|--------------------|--------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| ABB | C | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | T | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНх3 | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JхР | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | | ↓ | <u> </u> | ↓ | ↓ | 1 | 1 | 1 | ↓ | ↓ | 1 | 1 | ↓ | ↓ | ↓ | ↓ | 1 | | |
| | | | | | | | | | | 11: Abor | | | | | | | | | |
| | | | | | | | | | Subsequ | ent/Current | Short-tern | 1 Goals | | | | | | | |
| | | | | All En | ployees | | | | | | | | | | nal Peoples | | | | |
| | Number | Gres | oth (New Posi | tions) | Turnover (Re | placement of Employees) | Terminated | | Number | Turnover (Re | enlacement of | Hires | 3 Year | | | | | | |
| Employment Equity Occupational | | - | | | | | | Anticipated Hires Over 3 | | Terminated | | Required | | 1 - To | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Group (EEOG) | YYYY-MM-DD | Actual | Proj | jected | Actual | Proj | ected | Years | YYYY-MM-DD | | | Over 3 | 1111 | - YYYY | Availability | rresem Gap | Gap | Representation | Years |
| | 2019-06-19 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | | 2019-06-19 | Annually | Over 3 Years | Years | 2019 | 2022 | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 Senior Managers | 3 | 0.0% | | C | 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% | | C | 18.8% | | 0 | 0 | 4 | 0.0% | 0 | -4 | 0 | | 2.7% | 4 | 4 | 23.5% | 23.5% |
| 03 Professionals | 5 | 0.0% | | C | 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% | | C | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 6.6% | 0 | 0 | 0.0% | 0.0% |
| 05 Supervisors | 5 | 71.0% | | C | 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% | | C | 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% | | C | 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% | | C | 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% | | C | 80.0% | | 0 | 0 | 2 | 0.0% | 0 | -2 | 0 | | 8.7% | 2 | 2 | 40.0% | 40.0% |
| 10 Clerical Personnel | 14 | 8.4% | | C | 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% | | C | 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% | | C | 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% | | C | 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% | | C | 40.0% | | 0 | 0 | 1 | 0.0% | 0 | 0 | 0 | | 13.6% | 0 | 0 | 25.0% | 25.0% |
| Total | 120 | 2.3% | | C | 30.2% | | 0 | 0 | 37 | 0.0% | 0 | -37 | 0 | | 0.0% | 37 | 37 | 30.8% | 30.8% |

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

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

| + | Workforce | Analysis | $) \div 2$ | x 100. |
|---|-----------|----------|------------|--------|
|---|-----------|----------|------------|--------|

| + | Workforce Analysis) ÷ 2) x 10 | 0. | | | |
|-------|-------------------------------|------------------|-----------|----------|------------------------------|
| | | | | | Table 12: Aboriginal Peoples |
| Emn | loyment Equity Occupational | Aborigina | d Peoples | | |
| | p (EEOG) | Short-term Goals | Long-ter | rm Goals | Comments |
| | | % | | % | |
| | Senior Managers | 0,0 |) | | |
| 02 | Middle & Other Managers | 0.0 |) | L | |
| 03 | Professionals | 0.0 |) | | |
| 04 | Semi-Professionals & Tech | 0.0 |) | | |
| 05 | Supervisors | 12.8 | 3 | 12.8 | |
| 06 | Supervisors: Crafts & Trades | 0.0 |) | | |
| 07 | Administrative & Sr Clerical | 0.0 |) | Г | |
| 08 | Skilled Sales & Service | 0.0 |) | | |
| 09 | Skilled Crafts & Trades | 0.0 | | | |
| 10 | Clerical Personnel | 0.0 |) | Γ | |
| 11 | Intermediate Sales & Service | 0.0 |) | | |
| 12 | Semi-Skilled Manual | 0,0 |) | Г | |
| 13 | Other Sales & Service | 0.0 | | | |
| 14 | Other Manual Workers | 0.0 |) | | |
| Total | | 0.0 |) | | |

| | | | | | | | | | Data for | Subseque | nt/Curre | nt Goals | | | | | | | |
|-----------------------------------|-------------------------------|--|---|-----------------|---|---------------|-----------------|-----------------------|-------------------------------|--------------------|-----------------|--------------------|------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|------------------------------|
| AB | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНхЗ | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JхР | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K÷C | (K - M + O) ÷ (C + F) |
| | ↓ | Ţ | Ţ | \ | Ţ | ↓ | 1 | ↓ | Ţ | Ţ | ↓ | Ţ | Ţ | Ţ | ↓ | Ţ | Ţ | \ | V |
| | | | | | | | | | | : Persons | | | | | | | | | |
| | | | | | | | | | Subsequ | ent/Current | t Short-tern | n Goals | | | | | | | |
| | | · | | All Er | nployees | | | | | , | | | | | th Disabilitie | S | | | |
| | Number | Gree | vth (New Posi | tions) | Turnover (R | eplacement of | Terminated | | Number | Turnavar (P. | eplacement of | | | r Goals | | | | | |
| Employment Equity Occupational | | | | | | Employees) | | Anticipated | | | Employees) | Hires Required | | n - To | Present | | Projected | Present | Projected |
| Group (EEOG) | YYYY-MM-DD | Actual | Pro | jected | Actual | Proj | ected | Hires Over 3 Years | YYYY-MM-DD | | | Over 3 | YYYY | - YYYY | Availability | Present Gap | Gap | Representation | Representation in 3 Years |
| | 2019-06-19 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | Tears | 2019-06-19 | Annually | Over 3 Years | Years | 2019 | 2022 | | | | | Tears |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | 9/6 | # | # | % | % |
| 01/02 Managers | 20 | 2.1% | | (| 9.4% | | 0 | 0 | 1 | 0.0% | 0 | 0 | C | | 5.0% | 0 | 0 | 5.0% | 5.0% |
| 03 Professionals | 5 | 0.0% | | (| 20.0% | | 0 | 0 | C | 0.0% | 0 | 0 | C | | 8.9% | 0 | 0 | 0.0% | 0.0% |
| 04 Semi-Professionals & Tech | 1 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | C | | 7.6% | 0 | 0 | 0.0% | 0.0% |
| 05 Supervisors | 5 | 71.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 1 | C | 27.5% | 27.5% | -1 | -1 | 0.0% | 0.0% |
| 06 Supervisors: Crafts & Trades | 0 | -100.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | C | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Administrative & Sr Clerical | 0 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | C | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 08 Skilled Sales & Service | 0 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | C | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | 5 | 0.0% | | (| 80.0% | | 0 | 0 | C | 0.0% | 0 | 0 | C | | 7.8% | 0 | 0 | 0.0% | 0.0% |
| 10 Clerical Personnel | 14 | 8.4% | | (| 8.0% | | 0 | 0 | 1 | 0.0% | 0 | 0 | C | | 9.3% | 0 | 0 | 7.1% | 7.1% |
| 11 Intermediate Sales & Service | 7 | 5.3% | 0.0000000000000000000000000000000000000 | (| 15.4% | | 0 | 0 | 1 | 0.0% | 0 | 0 | C | | 10.8% | 0 | 0 | 14.3% | 14.3% |
| 12 Semi-Skilled Manual | 42 | 1 | | (| 41.4% | | 0 | 0 | C | 0.0% | 0 | 4 | C | 10.3% | 10.3% | -4 | -4 | 0.0% | 0.0% |
| 13 Other Sales & Service | 17 | 9.4% | | (| 46.7% | | 0 | 0 | 0 | 0.0% | 0 | 2 | 0 | 10.7% | 10.7% | -2 | -2 | 0.0% | 0.0% |
| 14 Other Manual Workers | 4 | -12.6% | | (| 40.0% | | 0 | 0 | C | 0.0% | 0 | 0 | C | | 6.8% | 0 | 0 | 0.0% | 0.0% |
| Total | 120 | 2.3% | | (| 30.2% | | 0 | 0 |] 3 | 0.0% | 0 | -3 | 0 | | 0.0% | 3 | 3 | 2.5% | 2.5% |

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} 1) x 100.
- Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

| workforce Analysis) = 2) x 10 | | | | |
|---|------------------|--------------|---------|-------------------------------------|
| | | | | Table 14: Persons with Disabilities |
| Facility Committee 1 | Persons with | Disabilities | | |
| Employment Equity Occupational Group (EEOG) | Short-term Goals | Long-term | n Goals | Comments |
| Group (EEOG) | % | | % | |
| 01/02 Managers | 0.0 |) | | |
| 03 Professionals | 0.0 | | | |
| 04 Semi-Professionals & Tech | 0.0 | | | |
| 05 Supervisors | 27.5 | 5 | 27.5 | |
| 06 Supervisors: Crafts & Trades | 0.0 | | Γ | |
| 07 Administrative & Sr Clerical | 0.0 | | Γ | |
| 08 Skilled Sales & Service | 0.0 | | Γ | |
| 09 Skilled Crafts & Trades | 0.0 | | | |
| 10 Clerical Personnel | 0.0 | | | |
| 11 Intermediate Sales & Service | 0.0 | | | |
| 12 Semi-Skilled Manual | 10.3 | 3 | 10.3 | |
| 13 Other Sales & Service | 10.7 | 7 | 10.7 | |
| 14 Other Manual Workers | 0.0 | | | |
| Total | 0.0 | | | |

| | | | | | | | | | Data for | Subseque | nt/Curre | nt Goals | | | | | | | |
|---------------------------------|-------------------------------|--|---------------|--------|---|----------------------------|------------|-----------------------------|-------------------------------|--------------------|--------------|--|--------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| A B | С | D | E | F | G | Н | I | J | K | L | M | N | O | P | Q | R | S | T | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis‡ | Data Entry | СхНх3 | F+I | From Workforce Analysis | Equivalent to H | KxLx3 | (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) |
| | | ↓ | ↓ | ↓ | ↓ | ↓ | | 1 | ↓ | | | 1 | ↓ | ↓ | | ↓ | ↓ | ↓ | |
| | | | | | | | | 1 | Table 15: N | | | | S | | | | | | |
| | | | | AH E- | nplovees | | | | Subsequ | ent/Current | t Short-tern | 1 Goals | | | isible Minor | lat | | | |
| | | T | | All El | | | | T | | T | | | 3 Year | | isible Minor | lues | | | 1 |
| | Number | Gro | wth (New Posi | tions) | Turnover (Re | placement of Employees) | Terminated | | Number | Turnover (R | | Hires | Fron | | | | | | |
| Employment Equity Occupational | YYYY-MM-DD | Actual | Pro | ected | Actual | | ected | Anticipated Hires Over 3 | YYYY-MM-DD | Terminated | l Employees) | Required | | · YYYY | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Group (EEOG) | | | <u> </u> | Over 3 | | | Over 3 | Vears | | | Over 3 | Over 3 Years | | | Availability | | Gap | Representation | Years |
| | 2019-06-19 | Annually | Annually | Years | Annually | Annually | Years | | 2019-06-19 | Annually | Years | | 2019 | 2022 | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 Senior Managers | 3 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 11.5% | 0 | 0 | 0.0% | 0.0% |
| 02 Middle & Other Managers | 17 | 4.3% | | (| 18.8% | | 0 | 0 | 1 | 0.0% | 0 | 2 | 0 | 17.6% | 17.6% | -2 | -2 | 5.9% | 5.9% |
| 03 Professionals | 5 | 0.0% | | (| 20.0% | | 0 | 0 | C | 0.0% | 0 | 1 | 0 | 2.9% | 27.9% | -1 | -1 | 0.0% | 0.0% |
| 04 Semi-Professionals & Tech | 1 | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.9% | 0 | 0 | 0.0% | 0.0% |
| 05 Supervisors | 5 | 71.0% | | (| 0.0% | | 0 | 0 | 1 | 0.0% | 0 | -1 | 0 | | 2.5% | 1 | 1 | 20.0% | 20.0% |
| 06 Supervisors: Crafts & Trades | C | -100.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Administrative & Sr Clerical | C | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 08 Skilled Sales & Service | C | 0.0% | | (| 0.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | 5 | 0.0% | | (| 80.0% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 1.7% | 0 | 0 | 0.0% | 0.0% |
| 10 Clerical Personnel | 14 | 8.4% | | (| 8.0% | | 0 | 0 | 2 | 0.0% | 0 | -2 | 0 | | 0.9% | 2 | 2 | 14.3% | 14.3% |
| 11 Intermediate Sales & Service | 7 | 5.3% | | (| 15.4% | | 0 | 0 | C | 0.0% | 0 | 0 | 0 | | 1.5% | 0 | 0 | 0.0% | 0.0% |
| 12 Semi-Skilled Manual | 42 | -2.3% | | (| 41.4% | | 0 | 0 | 3 | 0.0% | 0 | -3 | 0 | | 0.5% | 3 | 3 | 7.1% | 7.1% |
| 13 Other Sales & Service | 17 | 9.4% | | (| 46.7% | | 0 | 0 | 11 | 0.0% | 0 | -11 | 0 | | 1.3% | 11 | 11 | 64.7% | 64.7% |
| 14 Other Manual Workers | 4 | -12.6% | | (| 40.0% | | 0 | 0 | 1 | 0.0% | 0 | -1 | 0 | | 0.2% | 1 | 1 | 25.0% | 25.0% |
| Total | 120 | 2.3% | | (| 30.2% | | 0 | 0 | 19 | 0.0% | 0 | -19 | 0 | | 0.0% | 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)^{1/3} - 1) x 100.

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

| Ŧ | Workforce Analysis) ÷ 2) x 10 | 0. | | | |
|-------|-------------------------------|------------------|---|------|---|
| | | | | | Table 16: Members of Visible Minorities |
| Empl | loyment Equity Occupational | Members of Vis | sible Minoriti | es | |
| | p (EEOG) | Short-term Goals | Long-teri | | Comments |
| 0.1 | - Is : 16 | % | | % | |
| | Senior Managers | 0.0 | | _ | |
| | Middle & Other Managers | 17.6 | - 1000000000000000000000000000000000000 | 17.6 | |
| | Professionals | 2.9 | 9 | 2.9 | |
| 04 | Semi-Professionals & Tech | 0.0 | 0 | | |
| 05 | Supervisors | 0.0 | 0 | | |
| | Supervisors: Crafts & Trades | 0.0 | 0 | | |
| 07 | Administrative & Sr Clerical | 0.0 | 0 | | |
| 08 | Skilled Sales & Service | 0.0 | 0 | | |
| 09 | Skilled Crafts & Trades | 0.0 | 0 | | |
| | Clerical Personnel | 0.0 | 0 | | |
| 11 | Intermediate Sales & Service | 0.0 | 0 | | |
| 12 | Semi-Skilled Manual | 0,0 | 0 | | |
| | Other Sales & Service | 0.0 | 0 | | |
| 14 | Other Manual Workers | 0.0 | 0 | | |
| Total | | 0.0 | 0 | | |

| | | | | | | | | | Feder | al Contr | | | | | Report | | | | | | | | | |
|---|---------------------------------|--------------|----------------------------------|----------------------------------|----------------|---|------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|------------------------|------------|-------------------------------|----------------------------------|--------------|-------------|------------|-------------------------------|----------------------------------|----------------|--------------|------------|
| | | | | | | | | | | | | | - Wome | | | | | | | | | | | |
| | | | | | | | | | | | | | il Limit | ed | | | | | | | | | | |
| | | | | | | | | | | | Date | e: 2019 | -06-19] | | | | | | | | | | | |
| Α | В | C | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | T | U | V | W | X | Y |
| Data s | ources: | | 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 | | 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 |
| | I | | 1 | 1 | | \ | . | 1 | 1 | | \ | 1 | 1 | 1 | ↓ | <u> </u> | 1 | . | \ | ↓ | 1 | 1 | 1 | ↓ |
| Em | ployment Equity | | | | | orce An | • | | | | | | | | 1 | | Data A | • | | Τ | TE | | | |
| | upational Group | Year | | | V | orkforce Won | | | | | | Hires | Vomen | | | | romotio W | omen | | | | rminati V | ons /onen | |
| (EE | OG) | | All Employees | Represe | entation | Availa | | Gap | EE Result | All Employees | Ac | tual | Expected | Difference | All Employee | S Ac | ual | Expected | Difference | All Employee | S Act | ual | Expected | Difference |
| | | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 01 | Senior Managers | 2016 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 |
| 1 (1/1 | Middle & Other | 2016 | 15 | 6 | 40.0 | 40.0 | 6 | 0 | 100.0 | | | | | | | | | | | | | | | |
| | Managers | 2019 2016 | 17 | 8 | 47.1 20.0 | 39.4 20.0 | 7 | 1 | 119.4 100.0 | 5 | 3 | 60.0 | 2 | | 1 (| 0 | 0.0 | 0 | 0 | 3 | 3 1 | 33.3 | 1 | 0 |
| 03 Professionals 2010 3 1 20.0 20.0 1 0 1 2019 5 1 20.0 36.6 2 -1 204 Semi-Professionals & 2016 1 0 0.0 0.0 0 0 | | | | | | | | | | | 0 | 0.0 | 0 0 | | 0 (| 0 | 0.0 | 0 | 0 |) 1 | 0 | 0.0 | 0 | 0 |
| 04 | | | 1 | | | | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| | Technicians | 2019 2016 | 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 |
| 05 | Supervisors | 2019 | 5 | 1 | 20.0 | 68.3 | 3 | -2 | | 2 | 1 | 50.0 |) 1 | | 0 (| 0 | 0.0 | 0 | 0 |) (| 0 | 0.0 | 0 | 0 |
| | Supervisors: Crafts & Trades | 2016 2019 | 6 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | | | 0 (| 0 | 0.0 | | | | 0 | 0.0 | 0 | 0 |
| Ш | Trades | 2019 | U | U | 0.0 | 0.0 | U | 0 | 0.0 | | 1 0 | 0.0 | ' ' | | 0 (| <u> </u> | 0.0 | <u> </u> | | ' ' | <u> </u> | 0.0 | 1 0 | 1 0 |
| Data s | ources: | | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | E÷Dx 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 | | | | | | | | | | | |
| | I | | <u> </u> | | | , | ↓ | | | | 1 | ↓ | | | | | | | | | | | | |
| _ | _ | | | Entrai | | | DI 44 | 0.1 | | oals | | - C - I | | | | | | | | | | | | |
| | ployment Equity upational Group | Year | Г | Work | | | Snort-tei Wo | rm Goals men | , | | Long-ter Wor | | | | | | | (| Commen | fs | | | | |
| | oG) | | All Employees | Act | ual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | Percent of Goal Met | | | | | | | | | | | |
| | | # | # | # | % | # | % | % | % | # | % | % | % | | | | | | | | | | | |
| 01 | Senior Managers | 2019 | 0 | 0 | | 1 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | | 0.0 | | | | | | | | | | | |
| 2022 0 0 0.0 27. | | | | | | | | | | 0 | 0,0 | 27.6 0.0 | 0.0 | | | | | | | | | | | |
| 1 (17) | Managers | 5 | 3 | 60.0 | | 0.0 | 0.0 | 0.0 | V | v.v | 0.0 | | | | | | | | | | | | | |
| 03 | Professionals | 2019 2022 | 1 | 0 | | | 0.0 | 0.0 | | 0 | 0.0 | 0.0 36.6 | | _ | | | | | | | | | | |
| | Semi-Professionals & | 2019 | 0 | 0 | | 000000000000000000000000000000000000000 | 0.0 | 36.6 0.0 | | 0 | 0.0 | 2 | | | | | | | | | | | | |
| 04 | Technicians | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| 05 | Supervisors | 2019 2022 | 2 | 1 | 50.0 50.0 | · | 100.0 | 0.0 50.0 | | 0 | 0.0 | 50.0 | | | | | | | | | | | | |
| 06 | Supervisors: Crafts & | 2019 | 0 | 0 | | | 0.0 | 0.0 | | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 100 | Trades | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | | | Feder | al Contr | actors | Progra | m Achie | evement | Report | | | | | | | | | |
|-------------|-------------------------------------|--------------|----------------------|----------------------|----------------|----------------------|-------------------|---------|---|-------------------------------|----------------------|--------------|-------------|------------|------------------------------|----------|-------------|-------------|------------|-------------------------------|----------------------|----------------|--|------------|
| | | | | | | | | | | I | Part 4: | Results | - Wome | en | | | | | | | | | | |
| | | | | | | | | | | 7 | Woodwa | ard's O | il Limit | ed | | | | | | | | | | |
| | | | | | | | | | | | [Date | e: 2019 | -06-19] | | | | | | | | | | | |
| | D | | | E | F | | II | Ī | T | T/ | T | i M | i N | | P | | D | C | T | U | V | XX 7 | ······································ | . . |
| A | В | С | D | Е | r | G | Н | 1 | J | K | L | M | N | 0 | <u> </u> | Q | R | S | 1 | <u> </u> | <u> </u> | W | X | Y |
| Data : | sources: | | Part 1: Workforce | Part 1: Workforce | E ÷ D x 100 | Part 1: Workforce | D x G ÷ 100 | E - H | E ÷ H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data | L÷K x 100 | K x G ÷ 100 | L-N | Part 2: Flow Data Analysi | Data | Q ÷ P x 100 | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data | V ÷ U x 100 | U x F ÷ 100 | V - X |
| <u></u> | | | Analysis | Analysis | I | Analysis | L . | J | J | J | Analysis | <u> </u> | J | <u> </u> | | Analysis | <u> </u> | I | I | Ţ | Analysis J | I | J | J |
| | | | Ψ | Ψ | Workf | orce An | ············· | Ψ | Ψ | Ψ | Ψ | Ψ | <u> </u> | Ψ | <u> </u> | Flow | Data Ai | alveie | Ψ | <u> </u> | <u> </u> | Ψ | Ψ | <u> </u> |
| Em | ployment Equity | • | | | | orkforce | | | | | | Hires | | | | | Promotion | | | I | Te | rminatio | ns | |
| | upational Group | Year | All Employees | | | Wor | | | | All Familian | | | Vomen | | All Familian | | | omen | | All Employees | | | omen | |
| (EE | OG) | | An Employees | Represe | | Avails | ibility | Gap | EE Result | All Employees | Ac | tual | Expected | Difference | All Employee | Ac | tual | Expected | Difference | An Employees | Acti | ual | Expected | Difference |
| | A.1 | 2016 | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 07 | Administrative & Senior Clerical | 2016 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 |
| | Skilled Sales & | 2016 | 0 | 0 | | 0.0 | 0 | 0 | 0.0 | | | 0.0 | , , | | | | 0.0 | Ů | | | | 0.0 | | Ů |
| 08 | Service Personnel | 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 |
| 09 | Skilled Crafts & | 2016 | 0 | 0 | | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| | Trades Workers | 2019 2016 | 5 | 0 | | 1.5 90.9 | 0 | 0 | 0.0 100.0 | 1 | . 0 | 0.0 | |) | 0 | 0 0 | 0.0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 |
| 10 | Clerical Personnel | 2016 | 11 | 10 13 | | 74.0 | 10 10 | 3 | 125.5 | 5 | 5 | 100.0 |) 4 | | 1 | 0 0 | 0.0 | 0 | 0 | 1 | 1 | 100.0 | 1 | 0 |
| 1, | Intermediate Sales & | 2016 | 6 | | | 83.3 | 5 | 0 | 100.0 | | | 100.0 | | | 1 | 1 | | | | | 1 | 100,0 | | - |
| 11 | Service Personnel | 2019 | 7 | 6 | | 79.7 | 6 | 0 | 107.5 | 2 | . 2 | 100.0 |) 2 | : | 0 | 0 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 1 | -1 |
| 12 | Semi-Skilled Manual Workers | 2016 | 45 | | 2.2 | | 1 | 0 | 101.0 | 1.0 | | | | | | | | | | 1.0 | | | | |
| | WOIKEIS | 2019 | 42 | 1 | 2.4 | 15.7 | / | -0 | 15.2 | 16 | 0 | 0.0 | ار ع | ' <u> </u> | -3 | 0 0 | 0.0 | U | 0 | 18 | 0 | 0.0 | 0 | 0 |
| | | | Part 2: Flow | Part 2: Flow | | Part 3: | E÷Gx | Part 3: | , | | | Part 3: | | " | | | | | | | | | | |
| Data | sources: | | Data Analysis | Data Analysis | E ÷ D x 100 | Goals | 100 | Goals | F ÷ I x 100 | Part 3: Goals | E ÷ K x 100 | Goals | F ÷ M x 100 | | | | | | | | | | | |
| š | | | ↓ | Ţ | J | Į. | Ų. | Ţ | Ţ | <u> </u> | J. | 1 | <u> </u> | | | | | | | | | | | |
| | | | Nev | v Entrai | nts | | | | G | oals | | | | | | | | | | | | | | |
| 20000000 | ployment Equity | Year | F | low Data | | | Short-ter | | i | | | m Goals | | _ | | | | | | | | | | |
| *********** | upational Group OG) | | All Employees | Wor | | | Wor Percent of | | Percent of | | Wor Percent of | 1 | Percent of | - | | | | (| ommen | ts | | | | |
| (15.1 | .00) | | | Act | | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | _ | | | | | | | | | | |
| | Administrative & | # 2019 | # | # 0 | % | # 0 | 0.0 | 0.0 | 0.0 | # 0 | 0.0 | 0.0 | 0.0 | 1 | | | | | | | | | | |
| 07 | Senior Clerical | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | - | | | | | | | | | | |
| 08 | Skilled Sales & | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 4 | | | | | | | | | | | | |
| | Service Personnel | 2022 | 0 | 0 | | | | 0.0 | | | | 0.0 | + | | | | | | | | | | | |
| 09 | Skilled Crafts & Trades Workers | 2019 2022 | 1 | 0 | | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | · | | - | | | | | | | | | | |
| - | Trades workers | 2022 | 5 | 5 | | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| | Clerical Personnel | 2022 | 5 | 5 | | | 0.0 | 0.0 | 0.0 | V | 0.0 | 0.0 | | _ | | | | | | | | | | |
| 11 | Intermediate Sales & | 2019 | 2 | 2 | | 0 | 0.0 | 0.0 | | 0 | 0.0 | 2 | | | | | | | | | | | | |
| | Service Personnel | 2022 | 2 | 2 | | | 0.0 | 0.0 | | - | | 0.0 | | | | | | | | | | | | |
| 12 | Semi-Skilled Manual Workers | 2019 2022 | 16 16 | - | | 4 | 0.0 | 0.0 | 0.0 | 3 | 0.0 | 0.0 | | - | | | | | | | | | | |
| | 11 OIKOIS | 2022 | 10 | U | 0.0 | | | 13./ | 0.0 | | | 13./ | 1 0.0 | | | | | | | | | | | |

| | | | | | | | | | Feder | ral Conti | actors l | Prograi | n Achie | vement | Report | | | | | | | | | |
|---|-----------------|--------------|----------------------------------|------------------------------------|----------------|----------------------------------|-------------------|------------------|----------------|-------------------------------|----------------------------------|------------------|-------------|--------|-------------------------------|------------------------------------|-------------|-------------|------------|-------------------------------|----------------------------------|----------------|-------------|-------|
| | | | | | | | | | | I | Part 4: I | Results | - Wome | n | | | | | | | | | | |
| | | | | | | | | | | | Woodwa | rd's O | l Limite | ed | | | | | | | | | | |
| | | | | | | | | | | | [Date | : 2019- | 06-19] | | | | | | | | | | | |
| A | В | С | D | Е | F | G | Н | Ī | J | K | L | M | N | 0 | P | 0 | R | S | T | U | V | W | X | Y |
| | | | | | 1 | | 11 | 1 | | I | | 171 | 11 | | | ii | 17 | | | 1 | | | | |
| 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 C 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 |
| *************************************** | | | Ţ | Ţ | 1 | J | Ţ | Ţ | Ţ | . | V | Ţ | Ţ | Ų. | Ţ | Ţ | Ţ | Ţ | ↓ | Ų | J. | Ţ | Ţ | Ų . |
| | | | | | | orce An | • | | | | | | | | | Flow D | | • | | | | | | |
| | nent Equity | Year | | | W | orkforce | | | | | 1 | Hires | | | | Pr | omotio | | | | Tei | minatio | ns omen | |
| Cocupational Group (EEOG) | | | | | | | | | | | | | | | All Employees | Acti | | Expected | Difference | | | | | |
| | | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 1 13 1 | Sales & Service | 2016 | 13 | 4 | 30.8 | 30.8 | | 0 | 99.9 | | | 44.0 | | | | | | | | | | 42.0 | | |
| Persor | | 2019 2016 | 17 6 | 7 | 41.2 | 62.9 0.0 | | -4 | 65.5 0.0 | 13 | 6 | 46.2 | 8 | -2 | 2 0 | 0 | 0.0 | 0 | 0 | 1/ | 3 | 42.9 | 2 | 1 |
| 14 Other | Manual Workers | 2019 | 4 | 0 | 0.0 | 24.3 | | -1 | 0.0 | 1 | 0 | 0.0 | 0 | C | 0 | 0 | 0.0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 |
| Total | | 2016 | 112 | 27 | 24.1 | 24.1 | 8 | 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 E Analysis | ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F÷I x 100 | Part 3: Goals | E÷K x 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
| 3 | | | Ţ | Ţ | Ų. | Į. | Į į | Ţ | Ţ | J. | \ | Ţ | Ţ | | | | | | | | | | | |
| | | | | Entran | ts | | | | | oals | | | | | | | | | | | | | | |
| | ient Equity | Year | F | ow Data | | | Short-ter | | | | Long-teri | | | | | | | | | | | | | |
| Occupation (EEOG) | onal Group | | All Employees | Wom | | Goal | Wor Percent of | nen Goal | Percent of | Goal | Won Percent of | en Goal | Percent of | | | | | (| Commen | ts | | | | |
| | | # | # | # | % | # | Goal Met | % | Goal Met | # | Goal Met | % | Goal Met | | | | | | | | | | | |
| 13 Other | Sales & Service | 2019 | 13 | 6 | 46.2 | 2 | 300.0 | 0.0 | 0.0 | 2 | 300.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Persor | nnel | 2022 | 13 | 6 | 46.2 | - | | 50.0 | 92.3 | | | 50.0 | 92.3 | | | | | | | | | | | |
| 14 Other | Manual Workers | 2019 2022 | 1 | 0 | 0.0 | 1 | 0.0 | 0.0 24.3 | 0.0 | | 0.0 | 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 | | | | | | | | | | | |
| 1 Otal | | 2022 | 46 | 17 | 37.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | | | Fede | ral Conti | ractors | Prograi | m Achi | evement | Rep | oort | | | | | | | | | |
|---|---|------|----------------------------------|------------------------------------|----------------|----------------------------------|------------------|------------------------|----------------|---|----------------------------------|------------------|--------------|------------|----------|--------------------------|------------------------------------|------------------|--------------------|------------|-------------------------------|----------------------------------|--------------------|-------------------|------------|
| | | | | | | | | | | Part 5 | : Result | s - Abo | riginal | Peoples | . | | | | | | | | | | |
| | | | | | | | | | | | Woodwa | | | ed | | | | | | | | | | | |
| | | | | | | | | | | | [Date | : 2019- | -06-19] | | | | | | | | | | | | |
| Α | В | С | D | E | F | G | Н | I | J | K | L | M | N | О | | P | Q | R | S | Т | U | V | W | X | Y |
| Data s | 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 ÷ 10 | L-N | | rt 2: Flow a 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 |
| | | | Ţ | 1 | Ų. | <u> </u> | 1 | 1 | 1 | . | <u> </u> | 1 | 1 | <u> </u> | | Į. | Ţ | 1 | <u> </u> | <u> </u> | 1 | 1 | ↓ | Ţ | <u> </u> |
| £2 | alasmant Paulte | | | | | orce Ar | | | | | | | | | | | Flow D | | | | , | | | | |
| | ployment Equity upational Group | Year | | I | <u> </u> | orkforce Aberigin | e ial Peoples | | | | | Hires Aborio | inal Peoples | | | | Pr | omotio Aboria | ns inal Peoples | | | Ter | minatio Aborigi | ns nat Peoples | |
| | EEOG) All Employees | | | | | | | | | | | | | | All E | Employees | Actu | | Expected | Difference | All Employees | Actus | | Expected | Difference |
| | Senior Managers 2016 3 0 0.0 0.0 0 0 0.0 | | | | | | | | | | | | | | | # | # | % | # | # | # | # | % | # | # |
| 01 | enior Managers 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 |
| 02 | 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 | | | | | | | | | | | | | | | | , | | | _ | | | | | |
| 02 | rofessionals 2019 17 4 23.5 2.7 0 4 871.3 5 2 40.0 0 | | | | | | | | | | | | | | | 0 | 0 | 0.0 | 0 | 0 | 3 | 1 | 33.3 | 1 | 0 |
| 03 | Initialization 2019 17 4 25.5 2.7 0 4 871.5 5 2 40.0 0 | | | | | | | | | | | | | | | 0 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 04 | rofessionals 2019 5 1 20.0 1.4 0 1 1,428.6 1 1 100.0 0 emi-Professionals & 2016 1 0 0.0 0.0 0 0 0.0 | | | | | | | | | | | | | | | | | | | | | | | | |
| <u> </u> | Technicians | 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 |
| 05 | Supervisors | 2019 | 5 | 0 | 0.0 | 12.8 | <u> </u> | -1 | 0.0 | | 2 0 | 0.0 | , |) | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 06 | Supervisors: Crafts & | 2016 | 6 | 0 | 0.0 | | | 0 | 0.0 | | | | | | | | | | | | | | | | |
| | Trades | 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 |
| Data s | sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data I Analysis | E ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F ÷ I x 100 | Part 3: Goals | E÷K x 100 | Part 3: Goals | F ÷ M x 10 |) | | | | | | | | | | | |
| *************************************** | | 1 | ↓ | <u> </u> | ↓ | . | 1 | Ţ | Ų. | J. | Ţ | 1 | Ţ | | | | | | | | | | | | |
| | | | | v Entran | its | | | _ | | oals | _ | | | _ | | | | | | | | | | | |
| | ployment Equity upational Group | Year | F | low Data Aboriginal | l Peoples | | | rm Goals al Peoples | i | | Long-ter Aborigina | | | | | | | | C | Commen | to | | | | |
| | OG) | | All Employees | | ····· | Goal | Percent of | Goal | Percent of | Goal | Percent of | Goal | Percent of | | | | | | | Junica | LS | | | | |
| | | # | # | # | % | # | Goal Met | % | Goal Met | # | Goal Met | % | Goal Met | - | | | | | | | | | | | |
| 01 | Senior Managers | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | - I | | | | | | | | | | | |
| | Middle & Other | 2022 | 5 | 0 2 | 40.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | | |
| 02 | Managers | 2022 | 5 | 2 | 40.0 | V | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 |) | | | | | | | | | | | |
| 03 | Professionals | 2019 | 1 | 1 | 100.0 100.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | | |
| 04 | Semi-Professionals & | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0.0000000000000000000000000000000000000 | 0.0 | 0.0 | | | | | | | | | | | | | |
| 04 | Technicians | 2022 | 0 | 0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | 0.0 | | | | | | | | | | | | | |
| 05 | Supervisors | 2019 | 2 2 | 0 | 0.0 | 0 | 0.0 | 0.0 12.8 | 0.0 | | 0.0 | 0.0 12.8 | | _ | | | | | | | | | | | |
| 06 | Supervisors: Crafts & | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | 0.0 |) | | | | | | | | | | | |
| | Trades | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 |) | | | | | | | | | | | |

| | | | | | | | | | Feder | | Result | s - Abo | m Achie original il Limite | Peoples | - | | | | | | | | | |
|---|---|----------------------|----------------------------------|----------------------------------|----------------|----------------------------------|------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|----------------------------------|------------|-------------------------------|----------------------------------|---------------------|-------------|------------|-------------------------------|----------------------------------|--------------------|-------------------|------------|
| | | | | | | | | | | | [Date | : 2019- | 06-19] | | | | | | | | | | | |
| Α | В | С | D | E | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | Т | U | V | W | X | Y |
| Data | sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | E - H | E÷H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L÷K x 100 | K x G ÷ 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Q ÷ P x 100 | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X |
| 311111111 | | | J. | V | V | Ų. | . | ↓ | Ţ | J. | \ | 1 | 1 | J. | T T | <u> </u> | J. | . | J | Ψ. | Ţ | V | Ţ | |
| Fn | ployment Equity | | | | | orce An | • | | | | | 111 | | | Т | | Data A | • | | ı | Tr. | . ,. | | |
| 2000000 | upational Group | Year | | | <u> </u> | orkforce Aborigina | | | | | | Hires Aborig | inal Peoples | | | | romotioi Aborigi | nal Peoples | | | 1 er | minatio Aborigi | ns nal Peoples | |
| (E | EOG) | | All Employees | Represe | ntation | Availa | | Gap | EE Result | All Employees | Ac | tual | Expected | Difference | All Employees | Act | | Expected | Difference | All Employees | Actu | | Expected | Difference |
| | I | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | Ħ | # | # | % | # | # |
| 07 | Administrative & Senior Clerical | 2016 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 |
| 08 | Skilled Sales & | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| | Service Personnel | 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 |
| 09 | Skilled Crafts & Trades Workers | 2016 2019 | 5 | 2 | 0.0 40.0 | 33.3 8.7 | 0 | 2 | 0.0 459.8 | 1 | 1 | 100.0 | 0 | | 1 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 | | | | | | | | | | | | | | | |
| - | Intermediate Sales & | 2019 2016 | 14 6 | 5 | 35.7 33.3 | 14.9 33.3 | 2 | 3 | 239.7 100.1 | 5 | 3 | 60.0 | 1 | | 2 0 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 11 | Service Personnel | 2010 | 7 | 2 | 28.6 | 12.2 | 1 | 1 | 234.2 | 2 | 1 | 50.0 | 0 | | 1 0 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 12 | Semi-Skilled Manual | 2016 | 45 | ; | 44.4 | 44.4 | 20 | 0 | 100.1 | | | | | | | | | | | | | | | |
| | Workers | 2019 | 42 | 16 | 38.1 | 10.0 | 4 | 12 | 381.0 | 16 | 5 | 31.3 | 2 | | 3 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 | Goals | E÷Gx 100 | Part 3: Goals | F÷I x 100 | Part 3: Goals | | Part 3: Goals | F÷M x 100 | | | | | | | | | | | |
| | | | V | ↓ ⁄ Entrai | <u>↓</u> | <u>↓</u> | | | <u> </u> | oals | | | | | | | | | | | | | | |
| E | ployment Equity | | | low Data | 113 | | Short-te | rm Goals | | | Long-ter | m Goals | | | | | | | | | | | | |
| 200000 | upational Group | Year | | Aborigina | l Peoples | | | al Peoples | | | Aborigina | | | | | | | C | ommen | ts | | | | |
| (E | EOG) | | All Employees | Acti | ıal | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| | 1 | # | H | # | % | Ħ | % | % | % | # | % 0.0 | % | % | | | | | | | | | | | |
| 07 Administrative & 2019 0 0 0.0 0 0.0 0.0 0.0 0.0 Senior Clerical 2022 0 0 0 0.0 0.0 0.0 0.0 | | | | | | | | | | | | 0.0 | | | | | | | | | | | | |
| - | Skilled Sales & | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | |
| 08 | Service Personnel | 2022 | 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 | | | | | | | | | | | | |
| 10 | Clerical Personnel | 2022 2019 2022 | 5 | 3 | 60.0 | 0 | 0.0 | 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 | | | | | | | | | | | |
| 12 | Semi-Skilled Manual | 2022 | 16 | | 50.0 31.3 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | Workers | 2022 | 16 | 5 | 31.3 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | | Fede | ral Contr | | | | | Report | | | | | | | | | |
|--------------------------------------|------|----------------------------------|------------------------------------|----------------|----------------------------------|------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|-------------------------|------------|-------------------------------|------------------------------------|-------------|-----------------------|------------|-------------------------------|----------------------------------|----------------|-----------------------|------------|
| | | | | | | | | | | : Result | | | - | | | | | | | | | | |
| | | | | | | | | | | Woodwa | | | ed | | | | | | | | | | |
| | | | | | | | | | | [Date | : 2019- | 06-19] | | | | | | | | | | | |
| A B | С | D | E | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | Т | U | V | W | X | Y |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | E - H | E ÷ H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L÷K x 100 | K x G ÷ 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data C Analysis |) ÷ 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 |
| 5 | | Į Į | Ţ | Ţ | Ų. | Ţ | Ţ | Ų. | 1 | Ţ | 1 | Ţ | ↓ | Ţ | Ţ | Ţ | J | ↓ | Ţ | Ţ | Ţ | Ţ | J |
| | | | 1 | Vorkfo | orce An | alysis | | | | | | | | | Flow D | ata A | nalysis | | | | | | |
| Employment Equity Occupational Group | Year | | | W | orkforce | | | | | | Hires | | | | Pr | omotio | | | | Tei | minatio | | |
| (EEOG) | | All Employees | Represer | itation | Aborigin: Avail: | al Peoples ability | Gap | EE Result | All Employees | Act | | nal Peoples Expected | Difference | All Employees | Actu | | nal Peoples Expected | Difference | All Employees | Acti | | nal Peoples Expected | Difference |
| | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| Other Sales & Service | 2016 | 13 | 11 | 84.6 | 84.6 | | 0 | 100.0 | | | | | | | | | | | | | | | |
| Personnel | 2019 | 17 | 6 | 35.3 50.0 | 14.0 50.0 | | 4 | 252.1 100.0 | 13 | 3 | 23.1 | 2 | 1 | 0 | 0 | 0.0 | 0 | 0 | 7 | 6 | 85.7 | 6 | 0 |
| 14 Other Manual Workers | 2019 | 4 | 1 | 25.0 | 13.6 | | 0 | 183.8 | 1 | 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 | | | | | | | | | | | | | | | |
| Total | 2019 | 120 | 37 | 30.8 | 0.0 | 0 | 37 | 0.0 | 46 | 16 | 34.8 | 0 | 16 | 0 | 0 | 0.0 | 0 | 0 | 35 | 18 | 51.4 | 13 | 5 |
| Data sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E Analysis | E ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F÷I x 100 | Part 3: Goals | E÷K x 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
| | 1 | | | <u> </u> | | | <u> </u> | | 1 | ↓ | <u> </u> | | | | | | | | | | | | |
| | | | Entran | ts | | | | | oals | | | | | | | | | | | | | | |
| Employment Equity Occupational Group | Year | F | ow Data Aboriginal | Poonles | | Short-ter Aborigin | | | | Long-teri | | | | | | | , | Commen | 4 | | | | |
| (EEOG) | | All Employees | Actu | | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | · · | ommen | LS | | | | |
| | # | # | # | % | # | % | % | % | # | % | % | % | | | | | | | | | | | |
| Other Sales & Service | 2019 | 13 | 3 | 23.1 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| Personnel | 2022 | 13 | 0 | 23.1 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 14 Other Manual Workers | 2019 | 1 | 0 | 0.0 | U | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Total | 2019 | 46 | 16 | 34.8 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 10141 | 2022 | 46 | 16 | 34.8 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | | | Fede | ral Contr | actors l | Prograi | m Achie | vement | Report | | | | | | | | | |
|----------|--|--------------|----------------------------------|------------------------------------|----------------|----------------------------------|------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|-----------------------------|-----------------|-------------------------------|----------------------------------|-------------|-----------------------------|-----------------|-------------------------------|----------------------------------|----------------|-----------------------------|------------|
| | | | | | | | | | | Part 6: R | esults - | Person | s with I | Disabiliti | es | | | | | | | | | |
| | | | | | | | | | | V | Voodwa | ırd's O | il Limite | ed | | | | | | | | | | |
| | | | | | | | | | | | [Date | : 2019- | 06-19] | | | | | | | | | | | |
| 7 | D | | ъ | Б | т. | | | | т | T 7 | | 3.4 | | | Б | | | I 6 | | T T | x 7 . | **/ | | X 7 |
| A | В | С | D | Е | F | G | Н | <u>I</u> | J | K | L | M | N | О | P | Q | R | S | T | U | V | W | X | Y |
| Data s | ources: | | 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 |
| | | | Ţ | Ţ | Ţ | | 1 | Ţ | Į. | <u> </u> | 1 | Į | 1 | J | J | 1 | Ţ | <u> </u> | ↓ ↓ | ļļ | Ţ | Ţ | Ţ | 1 |
| | | | | 1 | Vorkfo | orce An | alysis | | | | | | | | | Flow I | Data A | nalysis | | | | | | |
| | loyment Equity | Year | | | | orkforce | | | | | | Hires | | | | P | romotio | | | | | minatio | | |
| (EE | ipational Group OG) | | All Employees | Represen | | Persons wit | | Gap | EE Result | All Employees | Ac | | ith Disabilitie Expected | S Difference | All Employees | Act | | ith Disabilitie Expected | S Difference | All Employees | Actu | | th Disabilities Expected | Difference |
| ` | | # | # | # | % | % | # | # # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 01 | 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 | | | | | | | | | | | | | | | | | | | | | | | |
| 02 | Managers 2019 20 1 5.0 5.0 1 0 100.0 5 0 0.0 0 | | | | | | | | | | | | | | | 0 | 0.0 | 0 | 0 | 3 | 0 | 0.0 | 0 | 0 |
| 03 | 2016 5 0 00 00 0 0 0 | | | | | | | | | | | | | | | | | | | | | | | |
| \sqcup | rotessionals 2019 5 0 0.0 8.9 0 0 0.0 1 0 0.0 0 | | | | | | | | | | | | | | | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| | Output Description of the Control of | | | | | | | | | | | | | | | 0 | 0 | | | | | | | |
| | Supervisors | 2016 | 1 | 0 | 0.0 | 0.0 | Ē | 0 | 0.0 | | | | | | | | | | | | | | | |
| \sqcup | | 2019 | 5 | 0 | 0.0 | 27.5 | | -1 | 0.0 | | 0 | 0.0 | 1 | -1 | . 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| | Supervisors: Crafts & 2016 6 0 0 0 0 0 0 0 0 | | | | | | | | | | | | | C | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| | | | | | | | | | | | | | | • | • | | | • | • | | | | | , |
| Data s | ources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E Analysis | ÷ 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 | | | | | | | | | | | |
| š | | | 1 | 1 | V | . | V | <u> </u> | Ų. | <u> </u> | <u> </u> | Ų į | | f. | | | | | | | | | | |
| | | | New | Entran | ts | | | | G | Foals | | | | | | | | | | | | | | |
| Emp | loyment Equity | Year | F | ow Data Persons | | | | rm Goals | | | Long-ter | | | | | | | | | | | | | |
| | ipational Group | 1 cai | All Employees | Disabil | | | , | h Disabilities | | | Persons with | Disabilities | | | | | | (| Commen | ts | | | | |
| (EE | JG) | | | Actu | al | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| | | # | # | # | % | # | % | % | % | # | 0/6 | % | % | | | | | | | | | | | |
| 01 & | Managers | 2019 | 5 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.00 | 0.0 | | | | | | | | | | | |
| 02 | | 2022 | 5 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.00 | 0.0 | | | | | | | | | | | |
| 03 | Professionals | 2019 2022 | 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.00 | 0.0 | | | | | | | | | | | |
| | Semi-Professionals & | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.00 | 0.0 | | | | | | | | | | | |
| 1 ()/1 [| Γechnicians | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.00 | 0.0 | | | | | | | | | | | |
| 05 | Supervisors | 2019 2022 | 2 | 0 | 0.0 | | 0.0 | 0.0 27.5 | 0.0 | | 0.0 | 0.00 27.50 | 0.0 | | | | | | | | | | | |
| | Supervisors: Crafts & | 2022 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.00 | 0.0 | | | | | | | | | | | |
| 1 06 1 | Γrades | 2022 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.00 | 0.0 | | | | | | | | | | | |

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| | | | | | | | | | ı | Part 6: R | | | s with L il Limite | | ies | | | | | | | | | |
| | | | | | | | | | | | [Date | e: 2 019- | 06-19] | | | | | | | | | | | |
| A | В | С | D | Е | F | G | Н | I | J | K | L | M | N | О | 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 | Е-Н | 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 |
| | | | Ţ | ↓ ↓ | Ţ | J J | ↓ | Ţ | Ţ | J | J J | 1 | 1 | J. | <u> </u> | Ů ↓ | Ų. | Ţ | V | 1 | ↓ ↓ | Ţ | Ţ | 1 |
| | | | | 1 | | orce An | | | | | | | | | | | Data Ar | | | , | | | | |
| | ployment Equity upational Group | Year | | | | orkforce Persons with | | | | | | Hires | ith Disabilitie | | | P | romotion | IS th Disabilities | | | | minatio | ns th Disabilitie | |
| | og) | | All Employees | Represe | | Availa | | Gap | EE Result | All Employees | Ac | tual | Expected | Difference | All Employee | Act | | Expected | Difference | All Employees | Actu | | Expected | Difference |
| | | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 07 | Administrative & Senior Clerical | 2016 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 |
| 08 | Skilled Sales & | 2016 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | Ů | 0.0 | V | | | | 0.0 | | | | Ĭ | 0.0 | | Ů |
| 08 | Service Personnel | 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 |
| 09 | Skilled Crafts & Trades Workers | 2016 2019 | 5 | 0 | 0.0 | 0.0 7.8 | 0 | 0 | 0.0 | 1 | 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 | | | | | | | | | | | | | | | |
| - | Intermediate Sales & | 2019 2016 | 14 6 | 1 | 7.1 16.7 | 9.3 16.7 | 1 | 0 | 76.8 99.8 | 5 | 0 | 0.0 | 0 | (| 0 (| 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 11 | Service Personnel | 2019 | 7 | 1 | 14.3 | 10.7 | 1 | 0 | 132.3 | 2 | 0 | 0.0 | 0 | (| 0 0 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 12 | Semi-Skilled Manual | 2016 | 45 42 | | 0.0 | 0.0 | 0 | 0 | 0.0 | 16 | | 0.0 | , | , | 2 (| | 0.0 | 0 | 0 | 10 | | 0.0 | 0 | |
| | Workers | 2019 | 42 | 0 | 0.0 | 10.3 | 4 | -4 | 0.0 | 16 | 0 | 0.0 | | | 2 (| 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÷Gx 100 | Part 3: Goals | F÷I x 100 | Part 3: Goals | E÷K x 100 | Part 3: Goals | F÷M x 100 | | | | | | | | | | | |
| i | | | J. | <u> </u> | ↓ | _ ↓ | Ų. | Ţ | J | J. | <u> </u> | 1 | 1 | : | | | | | | | | | | |
| | | | New | Entrar | nts | | | | G | oals | | | | | | | | | | | | | | |
| | ployment Equity | Year | F | ow Data Person | s with | | | rm Goals | | | Long-ter | | | | | | | | | | | | | |
| | upational Group OG) | | All Employees | Disabi | | | | ı Disabilities | | | Persons with | Disabilities | | | | | | (| Commen | ts | | | | |
| (1)1 | 00) | | | Acti | nal | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| | Administration 9 | # 2019 | # | # 0 | % 0.0 | # | % 0.0 | % | % | # | 0.0 | % 0.0 | % 0.0 | | | | | | | | | | | |
| 07 | Administrative & Senior Clerical | 2019 | 0 | 0 | 0.0 | l o | 0.0 | 0.0 | 0.0 | U | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 08 | Skilled Sales & | 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| - | Service Personnel Skilled Crafts & | 2022 2019 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | n | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 09 | Trades Workers | 2022 | 1 | 0 | 0.0 | | 0.0 | 0.0 | 0.0 | V | | 0.0 | 0.0 | | | | | | | | | | | |
| 10 | Clerical Personnel | 2019 2022 | 5 | 0 | 0.0 | 0 | 0.0 | 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 | | | | | | | | | | | | |
| _ | Service Personnel Semi-Skilled Manual | 2022 2019 | 16 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 12 | Workers | 2022 | 16 | i | 0.0 | | | 10.3 | | • | | 10.3 | | | | | | | | | | | | |

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| | | | | | | | | | | Part 6: R | esults - | Person | s with D | isabiliti | es | | | | | | | | | |
| | | | | | | | | | | | Voodwa | ırd's O | il Limite | d | | | | | | | | | | |
| | | | | | | | | | | | [Date | : 2019- | 06-191 | | | | | | | | | | | |
| | | | | | | | | | | | _{[Dutt} | | 00 17] | | | | | | | | | | | |
| Α | В | С | D | E | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | Т | U | V | W | X | Y |
| Data s | ources: | | 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 | | 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 |
| | ······ | | J. J | J I | Ţ | J | | Ψ | 1 | J | ↓ | <u> </u> | J | ↓ | J. J | Ţ | <u>.</u> | J | J | <u> </u> | J | T | | ĮĮ |
| | | | | 1 | Workfo | orce An | alysis | | • | | | • | | · · · · · · | - | Flow | Data A | nalysis | - | | | • | | |
| | ployment Equity | Year | | | | orkforce | | | | | | Hires | | | Π | | Promotio | | | | Te | rminatio | ons | |
| | upational Group | i cai | All Employees | | | Persons witl | Disabilities | | | All Employees | | Persons w | ith Disabilities | s | All Employees | | Persons w | ith Disabilitie | 28 | All Employees | | Persons w | ith Disabilitie | S |
| (EE | OG) | | | Represe | | Avail | ibility | Gap | EE Result | | Act | - | Expected | Difference | | Ac | tual | Expected | Difference | | Act | | Expected | Difference |
| | Other Sales & Service | # 2016 | # 13 | # 1 | % 7.7 | % 7.7 | # 1 | # | 99.9 | # | # | 9/4 | # | # | # | # | % | # | # | # | # | % | # | # |
| | Personnel | 2019 | 17 | 0 | 0.0 | 10.7 | 2 | -2 | 0.0 | 13 | 0 | 0.0 | 1 | -1 | 0 | 0 | 0.0 | 0 | 0 | 7 | 0 | 0.0 | 1 | -1 |
| | Other Manual Workers | 2016 | 6 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | | | | | |
| 14 | Other ivialitial workers | 2019 | 4 | 0 | 0.0 | 6.8 | 0 | 0 | 0.0 | 1 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 2 | . 0 | 0.0 | 0 | 0 |
| Tota | 1 | 2016 2019 | 112 120 | 4 | 3.6 2.5 | 3.6 0.0 | 4 | 0 | 99.2 | 46 | | 0.0 | | 0 | | 0 | 0.0 | 0 | | 35 | 0 | 0.0 | 1 | 1 |
| | | 2019 | 120 | 3 | 2.3 | 0.0 | - U | 3 | 0.0 | 40 | | 0.0 | | 0 | 1 0 | | 0.0 | 1 0 | 1 0 | 7 33 | 1 0 | 0.0 | 1 | -1 |
| Data s | ources: | ••••• | Part 2: Flow Data Analysis | Part 2: Flow Data I Analysis | E ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F ÷ I x 100 | Part 3: Goals | E÷Kx100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
| 5 | | | . | Ų. | Ų. | Ţ | Ų. | Ψ. | Ţ | \ | \ | Ų. | ↓ | ' | | | | | | | | | | |
| | | | New | Entran | ıts | | | | G | oals | | | | | | | | | | | | | | |
| Em | ployment Equity | | Fl | ow Data | *.* | | Short-ter | m Goals | | | Long-ter | m Goals | | | | | | | | | | | | |
| | upational Group | Year | All Employees | Persons Disabi | | | Persons witl | Disabilities | | | Persons with | Disabilities | | | | | | (| Commen | its | | | | |
| (EE | OG) | | An Employees | Acti | ual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| | | # | # | # | % | # | % | % | % | # | % | % | % | | | | | | | | | | | |
| | Other Sales & Service | 2019 | 13 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | - | | |
| <u> </u> | Personnel | 2022 | 13 | 0 | 0.0 | 0 | 0.0 | 10.7 | 0.0 | | | 10.7 | 0.0 | | | | | | | | | | | |
| 14 | Other Manual Workers | 2019 2022 | 1 1 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| | 1 | 2019 | 46 | 0 | 0.0 | 1 | 0.0 | 0.0 | 0.0 | 1 | 0.0 | 0.0 | | | | | | | | | | | | |
| Tota | I | 2022 | 46 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | | | | al Contr t 7: Resu | | | | | t Report | | | | | | | | | |
|---|---|--------------|----------------------------------|----------------------------------|----------------|----------------------------------|------------------------|------------|--|-------------------------------|------------------------|---------------------------------------|------------------------|----------|-------------------------------|--------------|---|-------------|------------|-------------------------------|--------------|--------------------|-------------|------------|
| | | | | | | | | | гаг | | | | il Limit | | iorities | | | | | | | | | |
| | | | | | | | | | | | [Date | e: 2 019- | 06-19] | | | | | | | | | | | |
| Α | В | С | D | Е | F | G | Н | I | J | K | L | M | N | О | P | 0 | R | S | T | U | V | W | X | Y |
| *************************************** | 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 | · · · · · · · · · · · · · · · · · · · | K x G ÷ 100 | | Part 2: Flow Data Analysis | Part 2: Flow | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow | V ÷ U x 100 | U x F ÷ 100 | V - X |
| <u></u> | | | Ţ | 1 | Ţ | | 1 | Ţ | <u> </u> | Ţ | <u> </u> | 1 | 1 | <u> </u> | Ţ | 1 | Ţ | 1 | Ţ | <u> </u> | J. | 1 | Ţ | <u> </u> |
| | | | | | | orce Ana | ılysis | | | | | | | | | | Data Ai | • | | | | | | |
| | ployment Equity upational Group | Year | | | N | orkforce Visible Mi | norities | | | | 1 | Hires Visible | Minorities | | | P | romotioi Visible | Minorities | | | Ter | minatio Visible | Minorities | |
| (EE | OG) | | All Employees | Represe | entation | Availal | | Gap | EE Result | All Employees | Ac | tual | Expected | Differen | All Employee | S Act | | Expected | Difference | All Employees | Actu | | Expected | Difference |
| | | # 2016 | # 2 | # () | % | 0.0 | # | # | 0.0 | # | # | % | Ħ | # | # | # | % | # | # | # | # | % | # | # |
| 01 | Senior Managers | 2019 | 3 | 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 |
| 02 | Managers 2019 17 1 5.9 17.6 3 -2 33.4 5 0 0.0 | | | | | | | | | | | | | | | | | | | | | | | |
| - | Managers 2019 17 1 5.9 17.6 3 -2 33.4 5 0 0.0 1 Professionals 2016 5 1 20.0 20.0 1 0 100.0 <t< td=""><td>-1 (</td><td>0</td><td>0.0</td><td>0</td><td>0</td><td>3</td><td>0</td><td>0.0</td><td>0</td><td>0</td></t<> | | | | | | | | | | | | | | -1 (| 0 | 0.0 | 0 | 0 | 3 | 0 | 0.0 | 0 | 0 |
| 03 | 03 Professionals 2016 5 1 20.0 20.0 1 0 100.0 20.0 1 0 100.0 1 0 0 0 0 0 0 0 0 0 0 0 0 | | | | | | | | | | | | | | 0 (| 0 | 0.0 | 0 | 0 | 1 | 1 | 100.0 | 0 | 1 |
| 04 | Semi-Professionals & Technicians | 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 | 0 | 0 | |
| 05 | Supervisors | 1 | 0 | | 0.0 | 0 | 0 | 0.0 | 0 | | 0.0 | | | | | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | Ů | |
| | | 2019 | 5 | 1 | 20.0 | 2.5 0.0 | 0 | 1 | 800.0 | 2 | 1 | 50.0 | 0 | | 1 (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 06 | Supervisors: Crafts & Trades | 2016 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 |
| | | | | | | | | | • | | · | · | · · | 1 | | | | | | | | | | |
| Data | ta sources: Part 2: Flow Data Analysis Part 2: Flow Data Analysis Part 3: F+ Dx 100 Part 3: F+ Dx 100 Part 3: F+ Dx 100 Part 3: Goals F+ Dx 100 Part 3: Goals F+ Mx 100 Part 3: Goals Part 3: Goals F+ Mx 100 Part 3: Goals Part | | | | | | | | | | | | | | | | | | | | | | | |
| | | - | <u> </u> | ↓ | 1 | | 1 | ↓ | | <u> </u> | <u> </u> | 1 | 1 | | | | | | | | | | | |
| | | | | Entrai | | | hout to | rm Goals | | oals | Long-ter | m Cools | | | | | | | | | | | | |
| | ployment Equity upational Group | Year | Г | Visible M | | | Visible N | | · | | Visible M | | | | | | | C | ommen | ts | | | | |
| | og) | | All Employees | Act | ual | 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 | | | | | | | | | | | |
| 02 | Middle & Other | 2019 | 5 | 0 | | 1 | 0.0 | 0.0 | | 0 | 0.0 | 0.0 | _ | | | | | | | | | | | |
| 02 | Managers | 5 | 0 | 0.0 | 0 | 0.0 | 17.6 | 1 | ^ | 0.0 | 17.6 | 0.0 | | | | | | | | | | | | |
| 03 | Professionals | 2019 2022 | 1 | 0 | 0.0 | U | 0.0 | 0.0 2.9 | | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| 04 | Semi-Professionals & | 2019 | 0 | 0 | | 0 | 0.0 | 0.0 | | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| | Technicians | 2022 2019 | 2 | 0 | 50.0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| | Supervisors | 2022 | 2 | 1 | 50.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| | Supervisors: Crafts & Trades | 2019 2022 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| ш | | 2022 | U | L 0 | 0.0 | | | 0.0 | 1 0.0 | | | 0.0 | 1 0.0 | | | | | | | | | | | |

| | | | | | | | | | | al Contr t 7: Resu V | lts - Mo | embers | | le Mino | • | | | | | | | | | |
|-----------|---|----------------------|----------------------------------|----------------------------------|---------------------|--|------------------------|-------------------|------------------------|---|----------------------------------|-------------------|------------------------|------------|-------------------------------|----------|---------------------|-------------|------------|-------------------------------|----------------------------------|--------------------|-------------|------------|
| | | | | | | | | | | | [Date | : 2019- | 06-19] | | | | | | | | | | | |
| A | В | С | D | E | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | Т | U | V | W | X | Y |
| Data | sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | E - H | E÷H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L÷K x 100 | K x G ÷ 100 | L-N | Part 2: Flow Data Analysis | | 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 |
| 311111111 | | | Ţ | V | V | J. | <u> </u> | 1 | Ţ | J. | — — | 1 | 1 | V | Ţ | <u> </u> | <u> </u> | . | J. | 1 | Ţ | Ţ | J. | <u> </u> |
| Fn | ployment Equity | | | | | orce An | • | | | | | 112 | | | | | Data Aı | • | | ı | т | | | |
| | upational Group | Year | | | ** | orkforce Visible M | | | | | | Hires Visible | Minorities | | | | romotioi Visible | Minorities | | | 1 ei | minatio Visible | Minorities | |
| (E) | (OG) | | All Employees | Represe | | Availa | | Gap | EE Result | All Employees | | tual | Expected | Difference | All Employees | S Acı | | Expected | Difference | All Employees | Actu | | Expected | Difference |
| | Administrative & | # 2016 | # 0 | # 0 | 0.0 | % | # 0 | # 0 | 0.0 | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 07 | Senior Clerical | 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 |
| 08 | Skilled Sales & Service Personnel | 2016 | 0 | 0 | 0.0 | | 0 | 0 | 0.0 | 0 | | | | | 0 0 | 0 | 0.0 | 0 | | | | 0.0 | | |
| | Skilled Crafts & | 2019 2016 | 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 | Trades Workers | 2019 | 5 | 0 | 0.0 | 1.7 | 0 | 0 | 0.0 | 1 | 0 | 0.0 | 0 | | 0 0 | 0 | 0.0 | 0 | 0 | 2 | 0 | 0.0 | 0 | 0 |
| 10 | Clerical Personnel | 2016 2019 | 11 14 | 2 | 27.3 14.3 | 27.3 0.9 | 3 | 0 | 99.9 1,587.3 | 5 | 0 | 0.0 | 0 | | 0 0 |) 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | |
| 11 | Intermediate Sales & | 2016 | 6 | 0 | 0.0 | - | 0 | 0 | 0.0 | | Ů | 0.0 | - | | | , | 0.0 | - U | | 1 | | 0.0 | · | Ů |
| - 11 | Service Personnel | 2019 | 7 45 | 0 | 0.0 | 1.5 | 0 | 0 | 0.0 | 2 | 0 | 0.0 | 0 | | 0 0 | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 |
| 12 | Semi-Skilled Manual Workers | 2016 2019 | 43 | | 7.1 | 2.2 0.5 | 0 | 3 | 101.0 1,428.6 | 16 | 2 | 12.5 | 0 | | 2 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 | Goals | E ÷ G x 100 | Part 3: Goals | F÷Ix 100 | Part 3: Goals | | Part 3: Goals | F÷M x 100 | | | | | | | | | | | |
| | | | <u>_</u> | | <u> </u> | | | | | <u>↓</u> | | | | | | | | | | | | | | |
| | | | | Entran | nts | | Short to | rm Goals | | oals | Long-ter | m Coole | | | | | | | | | | | | |
| | ployment Equity upational Group | Year | 1 | Visible M | inorities | , | | dinorities | , | | Visible M | | | | | | | C | ommen | ts | | | | |
| | (OG) | | All Employees | Acti | ual | 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 | | | | | | | | | | | | |
| 08 | Skilled Sales & | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | | | | | |
| 08 | Service Personnel | 2022 | 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 | | | | | | | | | | | | |
| 10 | Clerical Personnel | 2019 2022 | 5 | 0 | 0.0 | 0 | 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 | | | | | | | | | | | | |
| 12 | Semi-Skilled Manual Workers | 2022 2019 2022 | 16 16 | | 0.0 12.5 12.5 | 0 | 0.0 | 0.0 0.0 0.0 | 0.0 0.0 0.0 | 0 | 0.0 | 0.0 0.0 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | eral Contractors Program Achievement Report | | | | | | | | | | | | | | | | |
|--------------------------------------|--------------|----------------------------------|---|------------------|----------------------------------|------------------------|---|------------------------|-------------------------------|----------------------------------|------------------|------------------------|------------|-------------------------------|------------------------------------|-------------|------------------------|------------|-------------------------------|--------|----------------|------------------------|------------|
| | | | Part 7: Results - Members of Visible Minorities | | | | | | | | | | | | | | | | | | | | |
| | | | | | Woodward's Oil Limited | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | [Date | : 2019- | 06-19] | | | | | | | | | | | |
| A B C D E F G | | | | Н | I | J | K | L | M | N | О | P | Q | R | S | Т | U | V | W | X | Y | | |
| Data sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | Е-Н | 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 C Analysis |) ÷ P x 100 | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | | ' ÷ U x 100 | U x F ÷ 100 | V - X |
| - | Ţ | Ţ | J. | Ţ | Ţ | Ţ | Ţ | 1 | ↓ · | 1 | Ţ | V | 1 | Ţ | Ţ | Ţ | ↓ | 1 | Ţ | Ţ | Ţ | ↓ | |
| | | | 1 | | orce An | • | | | | | | | | | Flow D | | • | | | | | | |
| Employment Equity Occupational Group | Year | | | W | orkforce | | | | | | Hires | | | | Pr | omotio | | | | Tern | inatio | | |
| (EEOG) | | All Employees | Represen | tation | Visible N Avail | | Gap | EE Result | All Employees | Act | | Minorities Expected | Difference | All Employees | Actu | | Minorities Expected | Difference | All Employees | Actual | Visible | Minorities Expected | Difference |
| | # | # | # | % | % | # | # | 0/0 | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| Other Sales & Service | 2016 | 13 | 0 | 0.0 | 0.0 | | 0 | 0.0 | | | | | | | | | | | | | | | |
| Personnel | 2019 2016 | 17 | 11 | 64.7 0.0 | 1.3 0.0 | | 11 | 4,977.4 0.0 | 13 | 11 | 84.6 | 0 | 11 | 0 | 0 | 0.0 | 0 | 0 | 7 | 0 | 0.0 | 0 | 0 |
| 14 Other Manual Workers | 2019 | 4 | 1 | 25.0 | 0.0 | | 1 | 12,500.0 | 1 | 1 | 100.0 | 0 | 1 | 0 | 0 | 0.0 | 0 | 0 | 2 | 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 | 35 | 1 | 2.9 | 2 | -1 |
| Data sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E Analysis | ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F÷I x 100 | Part 3: Goals | E÷K x 100 | Part 3: Goals | F÷M x 100 | | | | | | | | | | | |
| | 1 | . ↓ | 1 | \ | 1 | 1 | 1 | Ţ | ↓ | ↓ | 1 | 1 | | | | | | | | | | | |
| | | | New Entrants | | | | | | oals | | | | | | | | | | | | | | |
| Employment Equity | Year | FI | ow Data Visible Mi | *.* | | Short-ter | | | | Long-teri | | | | | | | | | | | | | |
| Occupational Group (EEOG) | | All Employees | Actu | | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | (| Commen | ts | | | | |
| | # | # | # | % | # | % | % | % | # | % | % | % | | | | | | | | | | | |
| Other Sales & Service | 2019 | 13 | 11 | 84.6 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | |
| Personnel | 2022 2019 | 13 | 11 | 84.6 100.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 14 Other Manual Workers | 2019 | 1 | 1 | 100.0 | U | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Total | 2019 | 46 | 15 | 32.6 | 1 | 1500.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 10141 | 2022 | 46 | 15 | 32.6 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

Efforts

1

 \checkmark

1

met.

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

| Required measures | Rea | uired | meas | ures: |
|-------------------|-----|-------|------|-------|
|-------------------|-----|-------|------|-------|

| Requi | red measures: |
|--------------|--|
| ✓ | Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly. |
| V | 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. |
| \checkmark | Adjusted survey results to reflect hires, promotions and terminations. |
| V | 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. |
| V | Ensured that any new gaps identified are addressed accordingly. |
| V | 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. |

Consulted employee/union representatives on communication and implementation of employment 1 equity.

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

Kept all staff, including new employees and managers, informed of the purpose of employment \checkmark equity, the steps taken to implement it and the progress made in its implementation.

| J | Put in place a strategy to ensure a barrier-free workplace. |
|---------|--|
| V | 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): |
| | |
| | |
| Opei | rational Context |
| - | check the appropriate boxes and provide a brief overview of the events that have influenced your |
| organi | zation's activities during the period between the first/previous and subsequent/current compliance |
| assessi | |
| V | 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. |
| V | 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. |
| 1 | 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 visable 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. | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| Addit | tional Details | | | | | | | | |
| Please 1 | 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). Woodwar'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 pac | :kage 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:

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) |
|--------------------------------|----------------------------|
|--------------------------------|----------------------------|

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) | | |
|---|--|--|
|---|--|--|

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 | | | |
|-----|------------------------------------|---------|----------------|---------------|----------------|------|
| Emp | oloyment Equity Occupational Group | Present | Short- term | Long- term | Representation | LMA |
| | (EEOG) | Gap | (1 to 3 | (3+ | | |
| | | | years) | years) | | |
| # | Description | # | % | % | % | % |
| 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 | | | | |
|---|-------------|----------------|---------|--------|----------------|-------|
| | | | Short- | Long- | Representation | LMA |
| Employment Equity Occupational Group (EEOG) | | Present Gap | term | term | Representation | LIVIA |
| | | | (1 to 3 | (3+ | | |
| | | | years) | years) | | |
| # | Description | # | % | % | % | % |
| 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 | | | | |
|--------------------------------------|---------------------------------|---------|----------------|---------------|----------------|------|
| Employment Equity Occupational Group | | Present | Short- term | Long- term | Representation | LMA |
| | (EEOG) | | (1 to 3 | (3+ | | |
| | | | years) | years) | | |
| # | Description | # | % | % | % | % |
| 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 | | | |
|--------------------------------------|-------------------------|---------|----------------|---------------|----------------|------|
| Employment Equity Occupational Group | | Present | Short- term | Long- term | Representation | LMA |
| | (EEOG) | | (1 to 3 | (3+ | | |
| | | | years) | years) | | |
| # | Description | # | % | % | % | % |
| 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:

 \boxtimes in compliance \square 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: lan 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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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://equitv.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 underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

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

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
ee-eme@hrsdc-rhdcc.gc.ca



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