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Labour Program
Federal Contractors Program

PROTECTED WHEN COMPLETED - B

OFFICIAL USE ONLY

Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization Bolloré Logistics Canada Inc	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Same as above	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm 4885	Total number of employees (Permanent Full-Time and/or Part-Time) 334 <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 3400 Douglas B. Floreani	City Saint-Laurent	Province Quebec	Postal Code H4S 1V2
Telephone Number 514-956-7870			

EMPLOYMENT EQUITY CONTACT			
Name (print) Caroline Bernard	Title HR Director	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	
Telephone Number 514-798-3452	E-mail Address caroline.bernard@bolloré.com		

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

SIGNATORY									
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.									
<table border="1"> <tr> <td>Name (print) Patrick Lafrance</td> <td>Title CEO</td> <td>Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French</td> </tr> <tr> <td colspan="2">E-mail Address [REDACTED] lafrance@bolloré.com</td> <td></td> </tr> <tr> <td colspan="2">Date (YYYY-MM-DD) 2018-11-15</td> <td></td> </tr> </table> <p>authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal</p> <p>Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.</p> <p>The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.</p> <p>Your personal information is administered in accordance with the <i>Privacy Act</i> and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled <i>Info Source</i>, which is available at the following website address: http://www.infosource.gc.ca. <i>Info Source</i> may also be accessed online at any Service Canada Centre.</p>	Name (print) Patrick Lafrance	Title CEO	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	E-mail Address [REDACTED] lafrance@bolloré.com			Date (YYYY-MM-DD) 2018-11-15		
Name (print) Patrick Lafrance	Title CEO	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French							
E-mail Address [REDACTED] lafrance@bolloré.com									
Date (YYYY-MM-DD) 2018-11-15									

RETURN INSTRUCTIONS
IMPORTANT
<ul style="list-style-type: none"> • The signed Agreement to implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca.

Workplace Equity Information Management System - Bolloré Logistics Canada Inc.

Workforce Analysis - Detailed Report

Date: 2019-10-18

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	1	0	0.0 %	27.6 %	0	0	National
02 : Middle and Other Managers	National	19	7	36.8 %	39.4 %	7	0	National
03 : Professionals		11	3	27.3 %	37.5 %	4	-1	
1111 : Financial auditors and accountants	National	1	0	0.0 %	56.0 %	1	-1	National
1121 : Human resources professionals	National	1	1	100.0 %	73.2 %	1	0	National
1122 : Professional occupations in business management consulting	National	2	1	50.0 %	42.7 %	1	0	National
2172 : Database analysts and data administrators	National	5	1	20.0 %	33.0 %	2	-1	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	16.6 %	0	0	National
04 : Semi-Professionals and Technicians		3	0	0.0 %	27.6 %	1	-1	
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	1	0	0.0 %	38.6 %	0	0	Alberta
2282 : User support technicians	Québec	2	0	0.0 %	22.1 %	0	0	Québec
05 : Supervisors		33	19	57.6 %	51.1 %	17	2	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	53.8 %	1	-1	Calgary
Employment Equity Occupational Group	Montréal	20	10	50.0 %	50.5 %	10	0	Montréal
Employment Equity Occupational Group	Québec	1	1	100.0 %	51.5 %	1	0	Québec
Employment Equity Occupational Group	Toronto	9	7	77.8 %	52.0 %	5	2	Toronto
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	52.5 %	1	0	Vancouver
07 : Administrative and Senior Clerical Personnel		225	150	66.7 %	80.2 %	180	-30	
Employment Equity Occupational Group	Calgary	5	4	80.0 %	81.2 %	4	0	Calgary
Employment Equity Occupational Group	Montréal	125	81	64.8 %	80.9 %	101	-20	Montréal
Employment Equity Occupational Group	Québec	12	9	75.0 %	80.4 %	10	-1	Québec
Employment Equity Occupational Group	Toronto	42	29	69.0 %	79.1 %	33	-4	Toronto
Employment Equity Occupational Group	Vancouver	37	24	64.9 %	78.9 %	29	-5	Vancouver
Employment Equity Occupational Group	Winnipeg	4	3	75.0 %	82.0 %	3	0	Winnipeg

Workplace Equity Information Management System - Bolloré Logistics Canada Inc.

Workforce Analysis - Detailed Report

Date: 2019-10-18

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
10 : Clerical Personnel		23	19	82.6 %	63.0 %	14	5	
Employment Equity Occupational Group	Montréal	17	14	82.4 %	61.6 %	10	4	Montréal
Employment Equity Occupational Group	Toronto	4	4	100.0 %	65.5 %	3	1	Toronto
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	70.6 %	1	0	Vancouver
11 : Intermediate Sales and Service Personnel		23	10	43.5 %	64.6 %	15	-5	
Employment Equity Occupational Group	Calgary	2	1	50.0 %	67.8 %	1	0	Calgary
Employment Equity Occupational Group	Montréal	11	6	54.5 %	63.2 %	7	-1	Montréal
Employment Equity Occupational Group	Québec	1	1	100.0 %	62.6 %	1	0	Québec
Employment Equity Occupational Group	Toronto	5	2	40.0 %	65.7 %	3	-1	Toronto
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	66.0 %	2	-2	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	66.3 %	1	-1	Winnipeg
12 : Semi-Skilled Manual Workers		11	1	9.1 %	15.9 %	2	-1	
Employment Equity Occupational Group	Montréal	11	1	9.1 %	15.9 %	2	-1	Montréal
Total		349	209	59.9 %	69.1 %	240	-31	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

Workplace Equity Information Management System - Bolloré Logistics Canada Inc.

Workforce Analysis - Detailed Report

Date: 2019-10-18

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
01 : Senior Managers	National	1	0	0.0 %	3.2 %	0	0	National
02 : Middle and Other Managers	National	19	0	0.0 %	2.7 %	1	-1	National
03 : Professionals		11	1	9.1 %	1.6 %	0	1	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.4 %	0	0	National
1121 : Human resources professionals	National	1	0	0.0 %	3.1 %	0	0	National
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	1.6 %	0	0	National
2172 : Database analysts and data administrators	National	5	1	20.0 %	1.5 %	0	1	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	1.1 %	0	0	National
04 : Semi-Professionals and Technicians		3	0	0.0 %	2.8 %	0	0	
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	1	0	0.0 %	5.9 %	0	0	Alberta
2282 : User support technicians	Québec	2	0	0.0 %	1.3 %	0	0	Québec
05 : Supervisors		33	0	0.0 %	1.0 %	0	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	20	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Québec	1	0	0.0 %	2.0 %	0	0	Québec
Employment Equity Occupational Group	Toronto	9	0	0.0 %	0.9 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.7 %	0	0	Vancouver
07 : Administrative and Senior Clerical Personnel		225	2	0.9 %	1.3 %	3	-1	
Employment Equity Occupational Group	Calgary	5	0	0.0 %	2.9 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	125	0	0.0 %	0.8 %	1	-1	Montréal
Employment Equity Occupational Group	Québec	12	0	0.0 %	1.4 %	0	0	Québec
Employment Equity Occupational Group	Toronto	42	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	37	1	2.7 %	2.1 %	1	0	Vancouver
Employment Equity Occupational Group	Winnipeg	4	1	25.0 %	9.2 %	0	1	Winnipeg

Workplace Equity Information Management System - Bolloré Logistics Canada Inc.

Workforce Analysis - Detailed Report

Date: 2019-10-18

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	%	Availability %		
10 : Clerical Personnel		23	0	0.0 %	1.1 %	0	0
Employment Equity Occupational Group	Montréal	17	0	0.0 %	1.0 %	0	0 Montréal
Employment Equity Occupational Group	Toronto	4	0	0.0 %	0.8 %	0	0 Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.7 %	0	0 Vancouver
11 : Intermediate Sales and Service Personnel		23	0	0.0 %	1.7 %	0	0
Employment Equity Occupational Group	Calgary	2	0	0.0 %	3.0 %	0	0 Calgary
Employment Equity Occupational Group	Montréal	11	0	0.0 %	0.8 %	0	0 Montréal
Employment Equity Occupational Group	Québec	1	0	0.0 %	1.6 %	0	0 Québec
Employment Equity Occupational Group	Toronto	5	0	0.0 %	0.8 %	0	0 Toronto
Employment Equity Occupational Group	Vancouver	3	0	0.0 %	2.5 %	0	0 Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	10.6 %	0	0 Winnipeg
12 : Semi-Skilled Manual Workers		11	0	0.0 %	1.0 %	0	0
Employment Equity Occupational Group	Montréal	11	0	0.0 %	1.0 %	0	0 Montréal
Total		349	3	0.9 %	1.4 %	4	-1

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

Workplace Equity Information Management System - Bolloré Logistics Canada Inc.

Workforce Analysis - Detailed Report

Date: 2019-10-18

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
01 : Senior Managers	National	1	0	0.0 %	11.5 %	0	0	National
02 : Middle and Other Managers	National	19	3	15.8 %	17.6 %	3	0	National
03 : Professionals		11	2	18.2 %	31.6 %	3	-1	
1111 : Financial auditors and accountants	National	1	0	0.0 %	32.3 %	0	0	National
1121 : Human resources professionals	National	1	0	0.0 %	16.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	26.4 %	1	-1	National
2172 : Database analysts and data administrators	National	5	1	20.0 %	35.5 %	2	-1	National
2174 : Computer programmers and interactive media developers	National	2	1	50.0 %	34.2 %	1	0	National
04 : Semi-Professionals and Technicians		3	0	0.0 %	17.4 %	1	-1	
2263 : Inspectors in public and environmental health and occupational health and safety	Alberta	1	0	0.0 %	10.7 %	0	0	Alberta
2282 : User support technicians	Québec	2	0	0.0 %	20.8 %	0	0	Québec
05 : Supervisors		33	6	18.2 %	30.7 %	10	-4	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	36.7 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	20	2	10.0 %	20.4 %	4	-2	Montréal
Employment Equity Occupational Group	Québec	1	0	0.0 %	3.2 %	0	0	Québec
Employment Equity Occupational Group	Toronto	9	3	33.3 %	51.5 %	5	-2	Toronto
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	49.6 %	1	0	Vancouver
07 : Administrative and Senior Clerical Personnel		225	83	36.9 %	23.2 %	52	31	
Employment Equity Occupational Group	Calgary	5	1	20.0 %	20.6 %	1	0	Calgary
Employment Equity Occupational Group	Montréal	125	31	24.8 %	14.6 %	18	13	Montréal
Employment Equity Occupational Group	Québec	12	1	8.3 %	3.3 %	0	1	Québec
Employment Equity Occupational Group	Toronto	42	23	54.8 %	40.6 %	17	6	Toronto
Employment Equity Occupational Group	Vancouver	37	26	70.3 %	39.9 %	15	11	Vancouver
Employment Equity Occupational Group	Winnipeg	4	1	25.0 %	15.9 %	1	0	Winnipeg

Workplace Equity Information Management System - Bolloré Logistics Canada Inc.

Workforce Analysis - Detailed Report

Date: 2019-10-18

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Availability		Gap #	Recruitment Area
			#	%	%	#		
10 : Clerical Personnel		23	9	39.1 %	28.2 %	6	3	
Employment Equity Occupational Group	Montréal	17	7	41.2 %	20.4 %	3	4	Montréal
Employment Equity Occupational Group	Toronto	4	1	25.0 %	52.2 %	2	-1	Toronto
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	46.7 %	1	0	Vancouver
11 : Intermediate Sales and Service Personnel		23	4	17.4 %	36.4 %	8	-4	
Employment Equity Occupational Group	Calgary	2	1	50.0 %	37.7 %	1	0	Calgary
Employment Equity Occupational Group	Montréal	11	0	0.0 %	26.6 %	3	-3	Montréal
Employment Equity Occupational Group	Québec	1	1	100.0 %	6.4 %	0	1	Québec
Employment Equity Occupational Group	Toronto	5	0	0.0 %	54.7 %	3	-3	Toronto
Employment Equity Occupational Group	Vancouver	3	1	33.3 %	52.6 %	2	-1	Vancouver
Employment Equity Occupational Group	Winnipeg	1	1	100.0 %	31.4 %	0	1	Winnipeg
12 : Semi-Skilled Manual Workers		11	1	9.1 %	26.1 %	3	-2	
Employment Equity Occupational Group	Montréal	11	1	9.1 %	26.1 %	3	-2	Montréal
Total		349	108	31.0 %	25.1 %	86	22	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

Workforce Analysis - Detailed Report

Date: 2019-10-18

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities					Recruitment Area
			Representation #	%	Availability %	Gap #		
01/02 : Managers	National	20	1	5.0 %	5.0 %	1	0	National
03 : Professionals	National	11	0	0.0 %	8.9 %	1	-1	National
04 : Semi-Professionals and Technicians	National	3	0	0.0 %	7.6 %	0	0	National
05 : Supervisors	National	33	1	3.0 %	27.5 %	9	-8	National
07 : Administrative and Senior Clerical Personnel	National	225	4	1.8 %	10.0 %	23	-19	National
10 : Clerical Personnel	National	23	0	0.0 %	9.3 %	2	-2	National
11 : Intermediate Sales and Service Personnel	National	23	0	0.0 %	10.8 %	2	-2	National
12 : Semi-Skilled Manual Workers	National	11	0	0.0 %	10.3 %	1	-1	National
Total		349	6	1.7 %	11.3 %	39	-33	

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: 2019-10-18

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2019-10-18

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
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National



Workplace Equity Information Management System - Bolloré Logistics Canada Inc.

Workforce Analysis - Summary Report

Date: 2019-10-18

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	1	0	0.0 %	27.6 %	0	0
02 : Middle and Other Managers	19	7	36.8 %	39.4 %	7	0
03 : Professionals	11	3	27.3 %	37.5 %	4	-1
04 : Semi-Professionals and Technicians	3	0	0.0 %	27.6 %	1	-1
05 : Supervisors	33	19	57.6 %	51.1 %	17	2
07 : Administrative and Senior Clerical Personnel	225	150	66.7 %	80.2 %	180	-30
10 : Clerical Personnel	23	19	82.6 %	63.0 %	14	5
11 : Intermediate Sales and Service Personnel	23	10	43.5 %	64.6 %	15	-5
12 : Semi-Skilled Manual Workers	11	1	9.1 %	15.9 %	2	-1
Total	349	209	59.9 %	69.1 %	240	-31

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Bolloré Logistics Canada Inc.

Workforce Analysis - Summary Report

Date: 2019-10-18

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	1	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	19	0	0.0 %	2.7 %	1	-1
03 : Professionals	11	1	9.1 %	1.6 %	0	1
04 : Semi-Professionals and Technicians	3	0	0.0 %	2.8 %	0	0
05 : Supervisors	33	0	0.0 %	1.0 %	0	0
07 : Administrative and Senior Clerical Personnel	225	2	0.9 %	1.3 %	3	-1
10 : Clerical Personnel	23	0	0.0 %	1.1 %	0	0
11 : Intermediate Sales and Service Personnel	23	0	0.0 %	1.7 %	0	0
12 : Semi-Skilled Manual Workers	11	0	0.0 %	1.0 %	0	0
Total	349	3	0.9 %	1.4 %	4	-1

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2019-10-18

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	1	0	0.0 %	11.5 %	0	0
02 : Middle and Other Managers	19	3	15.8 %	17.6 %	3	0
03 : Professionals	11	2	18.2 %	31.6 %	3	-1
04 : Semi-Professionals and Technicians	3	0	0.0 %	17.4 %	1	-1
05 : Supervisors	33	6	18.2 %	30.7 %	10	-4
07 : Administrative and Senior Clerical Personnel	225	83	36.9 %	23.2 %	52	31
10 : Clerical Personnel	23	9	39.1 %	28.2 %	6	3
11 : Intermediate Sales and Service Personnel	23	4	17.4 %	36.4 %	8	-4
12 : Semi-Skilled Manual Workers	11	1	9.1 %	26.1 %	3	-2
Total	349	108	31.0 %	25.1 %	86	22

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Workforce Analysis - Summary Report

Date: 2019-10-18

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	20	1	5.0 %	5.0 %	1	0
03 : Professionals	11	0	0.0 %	8.9 %	1	-1
04 : Semi-Professionals and Technicians	3	0	0.0 %	7.6 %	0	0
05 : Supervisors	33	1	3.0 %	27.5 %	9	-8
07 : Administrative and Senior Clerical Personnel	225	4	1.8 %	10.0 %	23	-19
10 : Clerical Personnel	23	0	0.0 %	9.3 %	2	-2
11 : Intermediate Sales and Service Personnel	23	0	0.0 %	10.8 %	2	-2
12 : Semi-Skilled Manual Workers	11	0	0.0 %	10.3 %	1	-1
Total	349	6	1.7 %	11.3 %	39	-33

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-10-18

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2019-10-18

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
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2019	10	18

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

Table 3: Members of Visible Minorities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	1	0	11.5
02	Middle & Other Managers	19	3	17.6
03	Professionals	11	2	31.6
04	Semi-Professionals & Technicians	3	0	17.4
05	Supervisors	33	6	30.7
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	225	83	23.2
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	23	9	28.2
11	Intermediate Sales & Service Personnel	23	4	36.4
12	Semi-Skilled Manual Workers	11	1	26.1
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		349	108	25.1

*** Source:**
0

Table 7: Members of Visible Minorities

Subsequent/Current Workforce Analysis

All Employees	Members of Visible Minorities	
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

*** Source:**
0

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2019	10	18

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	20	1	5.0
03	Professionals	11	0	8.9
04	Semi-Professionals & Technicians	3	0	7.6
05	Supervisors	33	1	27.5
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	225	4	10.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	23	0	9.3
11	Intermediate Sales & Service Personnel	23	0	10.8
12	Semi-Skilled Manual Workers	11	0	10.3
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		349	6	11.3

*** Source:**

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

All Employees	Persons with Disabilities	
	Representation	Availability*
#	#	%
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0

*** Source:**

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 1: Women

Employment Equity Occupational Group (EOG)		First/Previous Short-term Goals																		
		All Employees								Women										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2019-10-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-10-18	Annually	Over 3 Years	#	2019	2022	%	%	%	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01	Senior Managers	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	27.6%	0	0	0.0%	0.0%
02	Middle & Other Managers	19	-100.0%	0.0%	0	0.0%	3.0%	2	2	7	3.0%	1	1	1	39.4%	39.4%	0	0	36.8%	36.8%
03	Professionals	11	-100.0%	0.0%	0	0.0%	1.0%	0	0	3	1.0%	0	1	0	37.5%	37.5%	-1	-1	27.3%	27.3%
04	Semi-Professionals & Tech	3	-100.0%	5.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	0.0%	27.6%	-1	-1	0.0%	0.0%
05	Supervisors	33	-100.0%	0.0%	0	0.0%	4.0%	4	4	19	4.0%	2	0	2	51.1%	51.1%	2	2	57.6%	57.6%
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	225	-100.0%	1.0%	7	0.0%	6.0%	41	48	150	6.0%	27	63	24	50.0%	80.2%	-30	-39	66.7%	63.4%
08	Skilled Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	23	-100.0%	1.0%	1	0.0%	5.0%	3	4	19	5.0%	3	-1	3	63.0%	63.0%	5	4	82.6%	79.2%
11	Intermediate Sales & Service	23	-100.0%	3.0%	2	0.0%	3.0%	2	4	10	3.0%	1	7	3	64.6%	64.6%	-5	-4	43.5%	48.0%
12	Semi-Skilled Manual	11	-100.0%	0.0%	0	0.0%	5.0%	2	2	1	5.0%	0	1	0	15.9%	15.9%	-1	-1	9.1%	9.1%
13	Other Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		349	-100.0%		0	0.0%	16.0%	168	168	209	16.0%	100	132	0	69.1%	-32	-132	59.9%	31.2%	

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 1) x 100.

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

Table 2: Women

Employment Equity Occupational Group (EOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	Only 1 senior manager.
02	Middle & Other Managers	1	39.4	0	0.0	
03	Professionals	0	37.5	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	Only 3 employees in that group with no projected turnover
05	Supervisors	2	51.1	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	24	50.0	0	0.0	Already at more than 50% representation
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	3	63.0	0	0.0	
11	Intermediate Sales & Service	3	64.6	0	0.0	
12	Semi-Skilled Manual	0	15.9	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	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)		All Employees							Aboriginal Peoples												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years	Annually		Over 3 Years	YYYY - YYYY					
		2019-10-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-10-18	Annually	Over 3 Years	Annually	Over 3 Years	2019	2022						
		#	%	%	#	%	%	#	#	%	#	#	%	#	%						
01	Senior Managers	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	3.2%	0	0	0.0%	0.0%	
02	Middle & Other Managers	19	-100.0%	0.0%	0	0.0%	3.0%	2	2	0	3.0%	1	0	2.7%	2.7%	-1	-1	0.0%	0.0%		
03	Professionals	11	-100.0%	0.0%	0	0.0%	7.0%	2	2	1	7.0%	0	-1	1.6%	1.6%	1	1	9.1%	9.1%		
04	Semi-Professionals & Tech	3	-100.0%	5.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	2.8%	0	0	0.0%	0.0%		
05	Supervisors	33	-100.0%	0.0%	0	0.0%	4.0%	4	4	0	4.0%	0	0	1.0%	1.0%	0	0	0.0%	0.0%		
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
07	Administrative & Sr Clerical	225	-100.0%	1.0%	7	0.0%	6.0%	41	48	2	6.0%	0	1	1.3%	1.3%	-1	0	0.9%	1.3%		
08	Skilled Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09	Skilled Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
10	Clerical Personnel	23	-100.0%	1.0%	1	0.0%	5.0%	3	4	0	5.0%	0	0	1.1%	1.1%	0	0	0.0%	0.0%		
11	Intermediate Sales & Service	23	-100.0%	3.0%	2	0.0%	3.0%	2	4	0	3.0%	0	0	1.7%	1.7%	0	0	0.0%	0.0%		
12	Semi-Skilled Manual	11	-100.0%	0.0%	0	0.0%	5.0%	2	2	0	5.0%	0	0	1.0%	1.0%	0	0	0.0%	0.0%		
13	Other Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14	Other Manual Workers	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
Total		349	-100.0%		0	0.0%	16.0%	168	168	3	16.0%	1	3	0	1.4%	-2	-3	0.9%	0.6%		

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 1) x 100.

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	Only 1 senior manager.
02	Middle & Other Managers	0	2.7	0	0.0	
03	Professionals	0	1.6	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	Only 3 employees in that group with no projected turnover
05	Supervisors	0	1.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	1	1.3	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	1.1	0	0.0	
11	Intermediate Sales & Service	0	1.7	0	0.0	
12	Semi-Skilled Manual	0	1.0	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	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-10-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-10-18	Annually	Over 3 Years	2019	2022	%	%	%	%	%	%	
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%
01/02 Managers	20	-100.0%	0.0%	0	0.0%	3.0%	2	2	1	3.0%	0	0	0	3.0%	5.0%	0	0	5.0%	5.0%
03 Professionals	11	-100.0%	0.0%	0	0.0%	7.0%	2	2	0	7.0%	0	1	0	8.9%	8.9%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	3	-100.0%	5.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	7.6%	0	0	0.0%	0.0%
05 Supervisors	33	-100.0%	0.0%	0	0.0%	4.0%	4	4	1	4.0%	0	8	1	27.5%	27.5%	-8	-7	3.0%	6.1%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	225	-100.0%	1.0%	7	0.0%	6.0%	41	48	4	6.0%	1	20	5	10.0%	10.0%	-19	-15	1.8%	3.4%
08 Skilled Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	23	-100.0%	1.0%	1	0.0%	5.0%	3	4	0	5.0%	0	2	0	9.3%	9.3%	-2	-2	0.0%	0.0%
11 Intermediate Sales & Service	23	-100.0%	3.0%	2	0.0%	3.0%	2	4	0	3.0%	0	3	0	10.8%	10.8%	-2	-3	0.0%	0.0%
12 Semi-Skilled Manual	11	-100.0%	0.0%	0	0.0%	5.0%	2	2	0	5.0%	0	1	0	10.3%	10.3%	-1	-1	0.0%	0.0%
13 Other Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	349	-100.0%		0	0.0%	16.0%	168	168	6	16.0%	3	36	0	11.3%	-33	-36	1.7%	0.9%	

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities					Comments
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01/02 Managers	0	3.0	0	0.0	Only 1 senior manager.	
03 Professionals	0	8.9	0	0.0		
04 Semi-Professionals & Tech	0	0.0	0	0.0	Only 3 employees in that group with no projected turnover	
05 Supervisors	1	27.5	0	0.0		
06 Supervisors: Crafts & Trades	0	0.0	0	0.0		
07 Administrative & Sr Clerical	5	10.0	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	9.3	0	0.0		
11 Intermediate Sales & Service	0	10.8	0	0.0		
12 Semi-Skilled Manual	0	10.3	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	0.0	0	0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)		First/Previous Short-term Goals																		
		All Employees								Members of Visible Minorities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	YYYY-MM-DD		Annually	Over 3 Years					
		2019-10-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2019-10-18	Annually	Over 3 Years	#	2019	2022	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01	Senior Managers	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	11.5%	0	0	0.0%	0.0%
02	Middle & Other Managers	19	-100.0%	0.0%	0	0.0%	3.0%	2	2	3	3.0%	0	0	0	17.6%	17.6%	0	0	15.8%	15.8%
03	Professionals	11	-100.0%	0.0%	0	0.0%	7.0%	2	2	2	7.0%	0	1	1	31.6%	31.6%	-1	0	18.2%	27.3%
04	Semi-Professionals & Tech	3	-100.0%	5.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	0.0%	17.4%	-1	-1	0.0%	0.0%
05	Supervisors	33	-100.0%	0.0%	0	0.0%	4.0%	4	4	6	4.0%	1	5	1	30.7%	30.7%	-4	-4	18.2%	18.2%
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	225	-100.0%	1.0%	7	0.0%	6.0%	41	48	83	6.0%	15	-14	11	23.2%	23.2%	31	25	36.9%	34.1%
08	Skilled Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	23	-100.0%	1.0%	1	0.0%	5.0%	3	4	9	5.0%	1	-1	1	28.2%	28.2%	3	2	39.1%	37.5%
11	Intermediate Sales & Service	23	-100.0%	3.0%	2	0.0%	3.0%	2	4	4	3.0%	0	5	1	36.4%	36.4%	-4	-4	17.4%	20.0%
12	Semi-Skilled Manual	11	-100.0%	0.0%	0	0.0%	5.0%	2	2	1	5.0%	0	2	1	26.1%	26.1%	-2	-1	9.1%	18.2%
13	Other Sales & Service	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		349	-100.0%		0	0.0%	16.0%	168	168	108	16.0%	52	32	0		25.1%	20	-32	30.9%	16.0%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 1) x 100.

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	Only 1 senior manager.
02	Middle & Other Managers	0	17.6	0	0.0	
03	Professionals	1	31.6	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	Only 3 employees in that group with no projected turnover
05	Supervisors	1	30.7	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	11	23.2	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	1	28.2	0	0.0	
11	Intermediate Sales & Service	1	36.4	0	0.0	
12	Semi-Skilled Manual	1	26.1	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	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)		All Employees							Women											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	%	%	#	#	%	%	
01	Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02	Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 1) x 100.

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

Table 10: Women

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

Federal Contractors Program Achievement Report

Part 3: Goals

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Data for Subsequent/Current Goals

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

**Table 11: Aboriginal Peoples
Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						Present Availability
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	0	3	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	#	#	#	#	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)¹³ - 1) x 100.

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

Table 12: Aboriginal Peoples

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

Federal Contractors Program Achievement Report

Part 3: Goals

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%	
01/02 Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities			Comments
	Short-term Goals	Long-term Goals		
	%	%	%	
01/02 Managers	0.0	0.0	0.0	
03 Professionals	0.0	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	0.0	
05 Supervisors	0.0	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	0.0	
10 Clerical Personnel	0.0	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	0.0	
12 Semi-Skilled Manual	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	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	%	#	%	#	%	#	%
	#	%	%	#	%	%	#	#	%	#	%	#	%	%	#	%	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

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

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

Table 16: Members of Visible Minorities

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

Federal Contractors Program Achievement Report

Part 4: Results - Women

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D × G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K × G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P × F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U × F ÷ 100	V - X		
Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires			Promotions				Terminations								
			Representation		Availability		Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference					
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01	Senior Managers	2019	1	0.0	27.6	0	0	0.0																	
		0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
02	Middle & Other Managers	2019	19	36.8	39.4	7	0	93.5																	
		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	0.0	0	0
03	Professionals	2019	11	27.3	37.5	4	-1	72.7																	
		0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
04	Semi-Professionals & Technicians	2019	3	0.0	27.6	1	-1	0.0																	
		0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
05	Supervisors	2019	33	57.6	51.1	17	2	112.7																	
		0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2019	0	0.0	0.0	0	0	0.0																	
		0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments		
		All Employees	Flow Data		Short-term Goals				Long-term Goals					
			Women		Women		Women		Women					
			Actual	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met	
#	%	#	%	#	%	#	%	#	%	#	%			
01	Senior Managers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0	0.0					
02	Middle & Other Managers	0	0	0	0.0	1	0.0	39.4	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0	0.0					
03	Professionals	0	0	0	0.0	0	0.0	37.5	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0	0.0					
04	Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0	0.0					
05	Supervisors	0	0	0	0.0	2	0.0	51.1	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0	0.0					
06	Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0	0.0			0	0.0					

Federal Contractors Program Achievement Report

Part 4: Results - Women

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

		Workforce Analysis										Flow Data Analysis											
Employment Equity Occupational Group (EEOG)	Year	Workforce								Hires				Promotions				Terminations					
		All Employees		Women				Gap		EE Result		All Employees		Women		All Employees		Women		All Employees		Women	
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2019	225	150	66.7	80.2	180	-30	83.1														
		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	
08	Skilled Sales & 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	0	0	0.0	0	0	0	0	
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0.0														
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	
10	Clerical Personnel	2019	23	19	82.6	63.0	14	5	131.1														
		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	
11	Intermediate Sales & Service Personnel	2019	23	10	43.5	64.6	15	-5	67.3														
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	
12	Semi-Skilled Manual Workers	2019	11	1	9.1	15.9	2	-1	57.2														
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	

		New Entrants				Goals								Comments
Employment Equity Occupational Group (EEOG)	Year	Flow Data				Short-term Goals				Long-term Goals				
		All Employees		Women		Women		Women		Women		Women		
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	%	#	%	#	%	#	%	#	%	#	%			
07	Administrative & Senior Clerical	0	0	0	0.0	24	0.0	50.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	3	0.0	63.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	3	0.0	64.6	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	15.9	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D × G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K × G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P × F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U × F ÷ 100	V - X		
		Workforce Analysis								Flow Data Analysis															
Employment Equity Occupational Group (EEOG)	Year	Workforce								Hires				Promotions				Terminations							
		All Employees		Aboriginal Peoples						All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples					
				Representation	Availability	Gap	EE Result	Actual		Expected		Actual		Expected		Actual		Expected							
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%				
01	Senior Managers	2019	1	0	0.0	3.2	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
02	Middle & Other Managers	2019	19	0	0.0	2.7	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
03	Professionals	2019	11	1	9.1	1.6	0	1	568.2																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
04	Semi-Professionals & Technicians	2019	3	0	0.0	2.8	0	0	0.0																
		0	0	0	0.0	0.0	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	2019	33	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	0.0	0	0	0	0	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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		New Entrants				Goals								Comments
Employment Equity Occupational Group (EEOG)	Year	Flow Data				Short-term Goals				Long-term Goals				
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
		#	%	#	%	#	%	#	%	#	%	#	%	
01	Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
02	Middle & Other Managers	0	0	0	0.0	0	0.0	2.7	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
03	Professionals	0	0	0	0.0	0	0.0	1.6	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
04	Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
05	Supervisors	0	0	0	0.0	0	0.0	1.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
06	Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	
Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions					Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples				
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07	Administrative & Senior Clerical	2019	225	2	0.9	1.3	3	-1	68.4																
		0	0	0	0.0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2019	23	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
11	Intermediate Sales & Service Personnel	2019	23	0	0.0	1.7	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2019	11	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	0.0	0	0	0	0	0	0	0.0	0	0

		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓												
Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments										
		Flow Data		Short-term Goals				Long-term Goals																
		All Employees	Aboriginal Peoples	Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples																
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met														
#	#	#	%	#	%	%	%	#	%	%	%													
07	Administrative & Senior Clerical	0	0	0	0.0	1	0.0	1.3	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0			0.0	0.0			0.0	0.0											
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0			0.0	0.0			0.0	0.0											
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0			0.0	0.0			0.0	0.0											
10	Clerical Personnel	0	0	0	0.0	0	0.0	1.1	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0			0.0	0.0			0.0	0.0											
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	1.7	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0			0.0	0.0			0.0	0.0											
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	1.0	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0			0.0	0.0			0.0	0.0											

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference									
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	#	%	#	#		
13	Other Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0
14	Other Manual Workers	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0
Total		2019	0	349	3	0.9	1.4	5	-2	61.4	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%				
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
		3	0	0	0.0										
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
		3	0	0	0.0										
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
		3	0	0	0.0										

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	#	%	#	#	#	#	%	#	#		
01&02 Managers	2019	20	1	5.0	5.0	1	0	100.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
03 Professionals	2019	11	0	0.0	8.9	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
04 Semi-Professionals & Technicians	2019	3	0	0.0	7.6	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2019	33	1	3.0	27.5	9	-8	11.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	#	%	#	%	#	%			
01&02 Managers	0	0	0	0.0	0	0.0	3.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	8.9	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	1	0.0	27.5	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

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

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference								
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07	Administrative & Senior Clerical	2019	225	4	1.8	10.0	23	-19	17.8																
		0	0	0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2019	23	0	0.0	9.3	2	-2	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2019	23	0	0.0	10.8	2	-2	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2019	11	0	0.0	10.3	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

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
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Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments		
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities										
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	5	0.0	10.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	9.3	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	10.8	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	10.3	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires				Promotions				Terminations							
			Persons with Disabilities							Persons with Disabilities				Persons with Disabilities				Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
13	Other Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0
			0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0
14	Other Manual Workers	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0
			0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0
Total		2019	0	349	6	1.7	11.3	39	-33	15.2	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0
			0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		Persons with Disabilities				Persons with Disabilities				Persons with Disabilities				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	%	#	%	%	%				
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D × G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K × G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P × F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U × F ÷ 100	V - X		
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	
Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires				Promotions				Terminations							
			Visible Minorities				All Employees			Visible Minorities			All Employees			Visible Minorities			All Employees			Visible Minorities			
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	
01	Senior Managers	2019	1	0	0.0	11.5	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
02	Middle & Other Managers	2019	19	3	15.8	17.6	3	0	89.7																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
03	Professionals	2019	11	2	18.2	31.6	3	-1	57.5																
		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	0.0	0	0
04	Semi-Professionals & Technicians	2019	3	0	0.0	17.4	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
05	Supervisors	2019	33	6	18.2	30.7	10	-4	59.2																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100		
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓		
Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		All Employees	Visible Minorities	Short-term Goals				Long-term Goals						
				Flow Data		Visible Minorities		Visible Minorities		Visible Minorities				
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	%	%	%	%	%	%	%	%			
01	Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0					0.0	0.0			
02	Middle & Other Managers	0	0	0	0.0	0	0.0	17.6	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0					0.0	0.0			
03	Professionals	0	0	0	0.0	1	0.0	31.6	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0					0.0	0.0			
04	Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0					0.0	0.0			
05	Supervisors	0	0	0	0.0	1	0.0	30.7	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0					0.0	0.0			
06	Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0					0.0	0.0			

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D × G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K × G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P × F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U × F ÷ 100	V - X	
Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations						
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	%	#	#			
07	Administrative & Senior Clerical	2019	225	83	36.9	23.2	52	31	159.0																
		0	0	0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2019	23	9	39.1	28.2	6	3	138.8																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2019	23	4	17.4	36.4	8	-4	47.8																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2019	11	1	9.1	26.1	3	-2	34.8																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0

		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments										
		Flow Data		Short-term Goals				Long-term Goals																
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		Visible Minorities																
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met													
#	#	#	%	#	%	%	%	#	%	%	%													
07	Administrative & Senior Clerical	0	0	0	0.0	11	0.0	23.2	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0																			
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0																			
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0																			
10	Clerical Personnel	0	0	0	0.0	1	0.0	28.2	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0																			
11	Intermediate Sales & Service Personnel	0	0	0	0.0	1	0.0	36.4	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0																			
12	Semi-Skilled Manual Workers	0	0	0	0.0	1	0.0	26.1	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0																			

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Bolloré Logistics Canada Inc.
[Date: YYYY-MM-DD]

Efforts

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

Required measures:

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

Other measures:

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

- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Self-identification Questionnaire

Instructions

Bolloré Logistics Canada believes that all employees should be treated fairly. We promote employment equity in the workplace to ensure that women, Aboriginal peoples, persons with disabilities and visible minorities are fully represented at all levels of our organization. Our employment equity program ensures that our hiring and promotion practices are based on qualifications and ability.

As part of our employment equity program, we are collecting information about our workforce through this questionnaire. Identifying as a member of a designated group (women, Aboriginal peoples, persons with disabilities and visible minorities) in Sections B to E will help create an accurate picture of our workforce. We assure you that our workplace is a safe environment in which to self-identify. You can ask for the accommodation you need in order to fulfil your work-related duties to the best of your ability.

Completion of sections B to H is voluntary. However, it is mandatory to complete Section A, sign in Section I, and return the questionnaire to human resources, even if you choose not to fill out any additional information.

The responses that you provide on this form will be retained for statistical purposes only; your confidentiality is protected. We encourage you to review, update and correct information about yourself at any time. Your information will not be used for unauthorized purposes.

Self-identification Questionnaire

Privacy Notice

The information you provide is collected under the authority of sections 18 and 42 of the *Employment Equity Act* to enable our organization to collect workforce data, comply with employment equity legislation and implement employment equity in the workplace.

Participation in the self-identification survey is voluntary. Refusal to provide personal information will result in the incomplete and/or inaccurate capture of our workforce data.

The information you provide will be grouped with other employees' data and shared with the Labour Program of Employment and Social Development Canada (ESDC) for the purpose of complying with employment equity legislation under the Federal Contractors Program.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes by ESDC. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

This questionnaire is also available on our intranet at
<http://bmcamtrapp23vm/SDVINtranet/HRDocuments/Default.aspx>

A. Name: _____
Location: _____
Job title: _____
Employee number: _____

Self-identification Questionnaire

B. Gender

Female Male

After reading the descriptions in each of the next three sections, answer “Yes” if any of the following apply to you. Please note that you may self-identify in more than one group.

C. Aboriginal Peoples

According to the *Employment Equity Act*, an Aboriginal person is a person who is Indian, Inuit or Métis.

Are you an Aboriginal person?

Yes No

D. Visible Minorities

According to the *Employment Equity Act*, members of a visible minority are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.

Examples of visible minorities include, but are not limited to:

- Black
- Non-white Latin American (including Indigenous people from Central and South America)
- East Asian (e.g., Chinese, Japanese, Korean)
- South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad or East Africa)
- Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
- Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)
- People of mixed origin (e.g., with one parent member of a visible minority group).

Are you a member of a visible minority?

Yes No

E. Persons with Disabilities

According to the *Employment Equity Act*, persons with disabilities are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be at a disadvantage in employment by reason of that impairment, or who believe that an employer or potential employer is likely to consider them to be at a disadvantage in employment because of that impairment. This includes people whose functional limitations due to their impairment have been accommodated in their current job or workplace (e.g., by the use of technical aids, changes to equipment or other working arrangements).

Examples of disabilities include, but are not limited to:

- **Coordination or dexterity impairment**
(e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)
- **Mobility impairment**
(e.g., difficulty moving from one office to another, walking long distances or using stairs)
- **Blindness or visual impairment**
(e.g., unable to see or difficulty seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)
- **Speech impairment**
(e.g., unable to speak or difficulty speaking and being understood)
- **Deafness or hearing impairment**
(e.g., unable to hear or difficulty hearing)
- **Other disabilities**
(e.g., learning, developmental and other types of disabilities)

Are you a person with a disability?

Yes No

F. Additional Data for Accommodation Purposes

Please specify how we can accommodate you to help you participate fully in the workplace. Note that if we implement these accommodation measures, they will not have a negative impact on your hiring, training, promotion and retention in our organization.

Self-identification Questionnaire

G. Voluntary Employee Participation

- 1) Please indicate below if you wish to have your employment equity self-identification information used for particular employment equity initiatives.

Yes No

- 2) As part of our ongoing employment equity work, from time to time we ask designated group members to participate in various activities (e.g., committees, focus groups) to provide feedback on new programs. If you agree to be contacted directly by the employment equity contact or a local human resources manager for this kind of activity, please check “Yes” below.

Yes No

H. Employee Comments

If you have any comments/feedback on our employment equity program, we would like to hear from you. Rest assured, all comments will be kept confidential. Please contact Caroline Bernard, HR Manager by phone (514)798-3452 or email caroline.bernard@bollore.com.

I. Employee Signature

Signature: _____ Date: _____

Thank you for your participation!

From: BERNARD Caroline <caroline.bernard@bollore.com>
Sent: October 18, 2019 4:56 PM
To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>
Cc: Brown, Celine E [NC] <celine.brown@labour-travail.gc.ca>
Subject: First compliance assessment

Good morning,

Please find attached the following documents:

1. The self-identification questionnaire used
2. The results of your workforce survey including:
3. The Summary Report and Detailed Report of the workforce analysis
4. The Achievement Report

the number of employees that were surveyed; 376
the combined number of self-identification questionnaires that were returned blank, partially
and fully completed; 355
the number of fully completed and returned self-identification questionnaires. 311

Please let me know if anything is missing.

Regards,

Caroline



Caroline BERNARD

Directrice des ressources humaines / Human Resources Manager

Bollore Logistics Canada

3400 Douglas B. Floreani – St-Laurent – Québec – Canada – H4S 1V2

Tel (514) 956 7870 ext.3058 – Direct (514) 798 3452 - Cell (514) 824 3832 – Fax (514) 956 7871

caroline.bernard@bollore.com - bollore-logistics.com



Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Bolloré Logistics Canada Inc.

Primary Location: Saint-Laurent, Québec

Number of Employees: 349

- Québec 223
- Ontario 63
- British Columbia 47
- Alberta 10
- Manitoba 6

Organization Overview:

NAICS 4885 (Freight transportation arrangement)

(Bolloré Logistics is a global leader in international transport & logistics. The company has enriched its expertise to become a tier-one supply chain partner and one of the top 10 transport and logistics companies in the world with the largest integrated logistics network in Africa.)

Key Dates – First Year Assessment

Initiated: 2019-10-18
 Received: 2019-10-18
 Workforce 2019-10-18
 Analysis:

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	376	100
Number of questionnaires returned:	355	94
Number of completed questionnaires returned:	311	83

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.

- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations: None

WORKFORCE ANALYSIS & GOAL SETTING

- The workforce analysis was done using WEIMS.
- The organization selected the occupational defaults for establishing external availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- The organization appears to have properly coded its positions using the 2011 National Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

Observations: None

SUMMARY OF GOALS

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
03	Professionals	-1	37.5	37.5	27.3	37.5
04	Semi-Professionals & Technicians	-1	27.6	27.6	0.0	27.6

07	Administrative & Senior Clerical Personnel	-30	50.0	50.0	66.7	80.2
11	Intermediate Sales & Service Personnel	-5	50.0	50.0	43.5	64.6
12	Semi-Skilled Manual Workers	-1	15.9	15.9	9.1	15.9

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-1	2.7	2.7	0.0	2.7
07	Administrative & Senior Clerical Personnel	-1	1.3	1.3	0.9	1.3

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
03	Professionals	-1	31.6	31.6	18.2	31.6
04	Semi-Professionals & Technicians	-1	17.4	17.4	0.0	17.4
05	Supervisors	-4	30.7	30.7	18.2	30.7
11	Intermediate Sales & Service Personnel	-4	36.4	36.4	17.4	36.4
12	Semi-Skilled Manual Workers	-2	26.1	26.1	9.1	26.1

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
03	Professionals	-1	8.9	8.9	0.0	8.9
05	Supervisors	-8	27.5	27.5	3.0	27.5
07	Administrative & Senior Clerical Personnel	-19	10.0	10.0	1.8	10.0
10	Clerical Personnel	-2	9.3	9.3	0.0	9.3
11	Intermediate Sales & Service Personnel	-2	10.8	10.8	0.0	10.8
12	Semi-Skilled Manual Workers	-1	10.3	10.3	0.0	10.3

Observations: Goals have been set appropriately at LMA in every EEOG where there is a gap.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- We encourage you to conduct an employment systems review to identify barriers to the recruitment and retention of employees from the designated groups. The completion of this review should assist the organization in achieving its objectives by identifying and removing barriers that may prevent the achievement of full representation of the four designated groups. Guidance on how to conduct an employment systems review is available on the Workplace Equity Information Management System help page (Step 2-2 of the training modules).
- We encourage you to implement special measures to ensure the achievement of your goals and to increase the representation of designated group members within your organization. For example, if not already done so, you may wish to consider contacting organizations that work for access to employment for designated group members in your region to identify qualified candidates who could be considered the next time you begin a process to fill a vacancy.

- We found that the organization has set hiring and promotion goals for the representation of women of over 50% in several EEOGs, even though their representation was already above 50%. Please note that it is the policy of the Labour Program not to require a target to be set in cases where women are represented at 50% or more in an occupational group, regardless of their labour market availability. This is done to avoid grouping and to ensure that these occupations are welcoming to people of all genders.

Name of Analyst: Céline Brown

Date: November 11, 2019



From: Brown, Celine E [NC] **On Behalf Of** EE-EME
Sent: November 8, 2019 1:03 PM
To: LAFRANCE Patrick <Patrick.Lafrance@bollore.com>
Cc: 'BERNARD Caroline' <caroline.bernard@bollore.com>
Subject: Government of Canada Agreement Number: 10000687 – Notification of Compliance with the Federal Contractors Program

This information is also available in English upon request.

Cette information est également disponible en français sur demande.

Dear Patrick Lafrance:

I am writing to inform you that the compliance assessment initiated on October 18, 2019 has been completed. As a result of the assessment, Bolloré Logistics Canada Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

The purpose of this initial assessment was to verify that your organization has taken steps to achieve employment equity by surveying its workforce, conducting a workforce analysis and setting hiring and promotion goals where gaps in the representation of the designated groups were identified.

Based on a review of the information submitted by your organization, you will find recommendations below for your consideration to ensure the ongoing success of Bolloré Logistics Canada Inc's employment equity program.

- We encourage you to conduct an employment systems review to identify barriers to the recruitment and retention of employees from the designated groups. The completion of this review should assist the organization in achieving its objectives by identifying and removing barriers that may prevent the achievement of full representation of the four designated groups. Guidance on how to conduct an employment systems review is available on the Workplace Equity Information Management System help page (Step 2-2 of the training modules).
- We encourage you to implement special measures to ensure the achievement of your goals and to increase the representation of designated group members within your organization. For example, if not already done so, you may wish to consider contacting organizations that work for access to employment for designated group members in your region to identify qualified candidates who could be considered the next time you begin a process to fill a vacancy.
- We found that the organization has set hiring and promotion goals for the representation of women of over 50% in several EEOGs, even though their representation was already above 50%. Please note that it is the policy of the Labour Program not to require a target to be set in cases where women are represented at 50% or more in an occupational group, regardless of their labour market availability. This is done to avoid grouping and to ensure that these occupations are welcoming to people of all genders.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter.

Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Bolloré Logistics Canada Inc is notified of a subsequent assessment, the following information will be required:

1. Workforce data (Form 1 to 6) at the national level.
2. A current workforce analysis; and
3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining 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 reasonable progress has not been made, Bolloré Logistics Canada Inc will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the [Workplace Equity Information Management System \(WEIMS\)](#). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Bolloré Logistics Canada Inc continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

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



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