PROTECTED	WHEN	COMPL	FTFD.	. 83

OFFICIAL I	ISE ONLY	-
Agreeme	nt N°:	 -

s.24(1)

Agreement to Implement Employment Equity

☐ New Agreement	(All sections r	must be comple	-				
Revised Agreement							
	ORG.	ANIZATION					***************************************
Legal Name of Organization			Parent compan	y is located outside	: Canada	¥	
Bolloré Logistics Canada In	C			∀ Yes	No		
				A res			
Operating Name (if different from Legal Name	of Organization)		Business No	t			***************************************
Same as above							
			Total number (Permanent Ful	-Time and/or Part	Time)		334
Organization's North American Industry Classi To find your organization's four-digit NAICS co		e Number	☐ Federally	Docudatori			***************************************
http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm 4985				lly Regulated			
1003				ny i vegulaseo			
	HEA	D OFFICE					
Address (building number, street, suite, etc.) 3400 Douglas B. Floreani	2400 0				- 1	al Code	
		Saint-Laurer Telephone Number	*******************************	Quebec	148	1V2	
		514-956-7870					
	EMPI OVMENT	EQUITY CONT	ACT	•••••••••••••••••••••••••••••••••••••••			
Name (print)	LIIII LV I IIILI VI	Title	no i				
Caroline Bernard	•	HR Director					
Telephone Number	E-mail Address			Preferred Langua	ge of Co	rresponde	mce
514-798-3452	14-798-3452 caroline.bernard@bollore.com						
	CERT	IFICATION					
The above-named organization:							
Supply Arrangement, valued at \$1,000 hereby certifies its commitment to implem instrument, in keeping with the Federal C please refer to: http://www.esdc.gc.ca/eng/mportant.note : If an audit of the Agreem the procurement instrument(s) with the Go	ent or maintain employmen contractors Program require g/labour/equality/fcp/index: nent to Implement Employn	nt equity on an on- ements. For more in shtml: nent Equity uncove	nformation on h	now to implemen	t emplo	yment eq	quity

NOTE: The signatory must be the Chief I	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	NATORY	an everutive n	ocition with long	authori	ity to ciar	
contract on behalf of the organiza	ation.	autoreed person in	an executive p	valion will rega	auuioni	ty to sign	ı a
Name (print)		Title	***************************************		***************************************	***************************************	***************************************
Patrick Lafrance	is	CEO		Preferred Langu	non of C	`nmnenne	doneo
		∛bollore.com		Englis		✓ Frend	
	332.337.00	Date (YYYY-MM-DD	<u>))</u>				
	*****	2018-11-15	·				
		~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~					
	authovity of ea	ection 42 of the Empl	oumant Faulty Ac	4 to datamina car	r aliaihilid	by for the E	Endam!
		•		•	J	•	
Completion of this form is mandatory, Refusal to to Bid List, loss of the right to bid on federal go	o provide personal information remment goods or services or	n will result in the organitracts of any value :	anization's name and may also res	being placed on th ult in the terminals	e FCP L	imited Eliq contract	gibility
The information you provide may be used and/ disclosures of your personal information will ne	ver result in <b>an</b> administrative	decision being made	atxout you.				
Your personal information is administered in ac your personal information, which is described in government publication entitled Info Source, what accessed online at any Service Canada Centre	nch is available at the followin	and other applicable SDC PPU 721. Instru g website address: h	laws. You have t actions for obtain ttp://www.infosou	the right to the proing this information rce.gc.ca. <i>Info</i> Soi	ection of are outli arce may	, and acco ned in the also be	≘ss to, t
7		NSTRUCTIONS					
IMPORTANT			·····	***************************************		***************************************	
The signed Agreement to Implement e-mail at: ee-eme@hrsdc-rhdcc.gc.		m must be sent to	o the Labour P	rogram by			

### **Workforce Analysis - Detailed Report**

Date: 2019-10-18

#### Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	lability	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 %	*	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 %	***	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		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



#### **Workforce Analysis - Detailed Report**

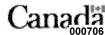
Date: 2019-10-18

#### Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Ava	ilability	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	4	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		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



#### **Workforce Analysis - Detailed Report**

Date: 2019-10-18

#### **Aboriginal Peoples**

		Aboriginal Peoples							
Employment Equity Occupational Group	Internal Location	All Employees	-	sentation	Availa	•	Gap	Recruitment Area	
		#	#	%	%	#	#		
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	



#### **Workforce Analysis - Detailed Report**

Date: 2019-10-18

#### **Aboriginal Peoples**

				Abori	ginal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
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



#### **Workforce Analysis - Detailed Report**

Date: 2019-10-18

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

	Members of Visible Minorities							
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
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		
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		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	•	
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



#### **Workforce Analysis - Detailed Report**

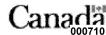
Date: 2019-10-18

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

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	lability	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	*	100.0 %	6.4 %	0	1	Québec
Employment Equity Occupational Group	Toronto	5	0	0.0 %	54.7 %	3		Toronto
Employment Equity Occupational Group	Vancouver	3	**	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
		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**

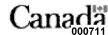
Date: 2019-10-18

#### Persons with Disabilities

		Persons with Disabilities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	20	dem	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	-	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

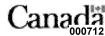


#### **Workforce Analysis - Detailed Report**

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	СМА



#### **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



### **Workforce Analysis - Summary Report**

Date: 2019-10-18

#### Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	ilability	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		
04 : Semi-Professionals and Technicians	3	0	0.0 %	27.6 %	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	



#### **Workforce Analysis - Summary Report**

Date: 2019-10-18

#### **Aboriginal Peoples**

			Abori	ginal Peoples			
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
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	<b>-1</b>	



#### **Workforce Analysis - Summary Report**

Date: 2019-10-18

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

			Members of	f Visible Min	orities		
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	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	•	
04 : Semi-Professionals and Technicians	3	0	0.0 %	17.4 %	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	



#### **Workforce Analysis - Summary Report**

Date: 2019-10-18

#### Persons with Disabilities

	ailability Gap # #	
	# #	
01/02 : Managers 20 1 5.0 % 5.0 %	1 0	
<b>03 : Professionals</b> 11 0 0.0 % 8.9 %	1 -1	
04 : Semi-Professionals and Technicians300.0 %7.6 %	0 0	
<b>05 : Supervisors</b> 33 1 3.0 % 27.5 %	9 -8	
07 : Administrative and Senior Clerical Personnel22541.8 %10.0 %	23 -19	
<b>10 : Clerical Personnel</b> 23 0 0.0 % 9.3 %	2 -2	
11 : Intermediate Sales and Service Personnel 23 0 0.0 % 10.8 %	2 -2	
<b>12 : Semi-Skilled Manual Workers</b> 11 0 0.0 % 10.3 %	1 -1	
Total 349 6 1.7 % 11.3 %	39 <b>-33</b>	



#### **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



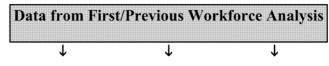
#### **Workforce Analysis - Summary Report**

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





Data from Su	bsequent/Curr Analysis	ent Workforce
1	1	1

Data from Fi	st/Previous Workf	orce Analysis
YYYY	MM	DD
2019	10	18

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD

		-	Гable 1: Women	
		First/Pr	evious Workforce A	<b>Lnalysis</b>
Emnle	yment Equity Occupational Group (EEOG)	All Employees	Won	nen
Cmpre	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	% •
01	Senior Managers	1	0	27.6
02	Middle & Other Managers	19	7	39.4
03	Professionals	11	3	37.5
04	Semi-Professionals & Technicians	3	0	27.6
05	Supervisors	33	19	51.1
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	225	150	80.2
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	23	19	63.0
11	Intermediate Sales & Service Personnel	23	10	64.6
12	Semi-Skilled Manual Workers	11	1	15.9
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		349	209	69.1

	<u> Fable 5: Women</u> t/Current Workfore	e Analysis
All Employees	Won	· · · · · · · · · · · · · · · · · · ·
• • •	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

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Data from First/Previous Workforce Analysis

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Data from Su	bsequent/Curre Analysis	nt Workforce
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2019	10	18

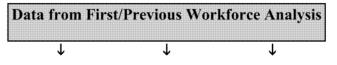
Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
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			2: Aboriginal Po	··············
		First/Pr	evious Workforce /	Analysis
Emnl	oyment Equity Occupational Group (EEOG)	All Employees	Aborigina	d Peoples
cmp	by ment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	1	0	3.2
02	Middle & Other Managers	19	0	2.7
03	Professionals	11	1	1.6
04	Semi-Professionals & Technicians	3	0	2.8
05	Supervisors	33	0	1.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	225	2	1.3
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	23	0	1.1
11	Intermediate Sales & Service Personnel	23	0	1.7
12	Semi-Skilled Manual Workers	11	0	1.0
13	Other Sales & Service Personnel	0	0	0.0
14	Other Manual Workers	0	0	0.0
Total		349	3	1.4

	6: Aboriginal Pe t/Current Workfore	
All Employees	Aborigina	<u>`</u>
	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
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Data from Su	bsequent/Curro Analysis	ent Workforce
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Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2019	10	18

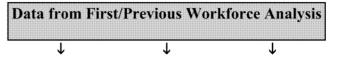
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YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 3: Members of Visible Minorities										
		First/Pr	ıalysis									
Familia	www.nt Equity Occupational Cycup (EEOC)	All Employees	Members of Vis	ible Minorities								
cmpic	yment Equity Occupational Group (EEOG)		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								

Subsequent/Current Workforce Analysis								
All Employees	Members of Visi	ible 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						
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0	0	0.0						
0	0	0.0						
0	0	0.0						
0	0	0.0						

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Data from Su	bsequent/Curro Analysis	ent Workforce
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2019	10	18
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Data from Fi	rst/Previous Work	orce Analysis

0	0	0
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 4:	Persons with Di	sabilities								
		First/Previous Workforce Analysis										
Familia	www.Fauity.Occupational.Cropp.(FFOC)	All Employees	Persons with	Disabilities								
Cmbio	yment Equity Occupational Group (EEOG)		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								

Table 8:	Persons with Dis	abilities							
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							
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#### 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
YYY	ζY	M	VI	DD



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

Full-time /	National	Part-time /	National
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
0	0	o	0
0	0	0	0
0	0	0	0
0	0	o	0
0	0	0	0
0	0	0	0
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	Table 9:	Women	•
Full-time	/ National	Part-time	/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
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0	0	0	0

#### Part 2: Flow Data Analysis

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

0	0	0
YYYY	MM	DD
End I	Date of Flow	Data

### Data from Form 4 - Employees Hired

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Data	from Car	m & Dmr	MARIAAA

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

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

Table 10: Aboriginal Peoples				
Full-time / National		Part-time / National		
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
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0	0	0	0	
0	0	0	0	
0	0	0	0	
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0	0	0	0	
0	0	0	0	

#### Part 2: Flow Data Analysis

Bolloré Logistics Canada Inc.

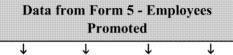
[Date: YYYY-MM-DD]

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

0	0	0
YYYY	MM	DD
End I	Date of Flow	Data

### Data from Form 4 - Employees Hired

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	Lerm	inated	
	ers		
		<b>r</b>	
Dai	a from For	m 6 - E.MD	iovees

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

Table Full-time		with Disabilities Part-time / National		
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	a	n	

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

#### Part 2: Flow Data Analysis

Bolloré Logistics Canada Inc.

[Date: YYYY-MM-DD]

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0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

0	0	()
YYYY	MM	DD
End I	Date of Flow	Data

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		Table 4: Members of Visible Minorities			
Employment Equity Occupational Group EEOG)		Full-time	/ National	Part-time / National	
		All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
		#	#	#	#
) [	Senior Managers	0	0	0	0
)2	Middle & Other Managers	0	0	0	0
)3	Professionals	0	0	0	0
)4	Semi-Professionals & Technicians	0	0	0	0
)5	Supervisors	0	0	0	0
)6	Supervisors: Crafts & Trades	0	0	0	0
)7	Administrative & Senior Clerical Personnel	0	0	0	0
8(	Skilled Sales & Service Personnel	0	0	0	0
)9	Skilled Crafts & Trades Workers	0	0	0	o
0	Clerical Personnel	0	0	0	o
11	Intermediate Sales & Service Personnel	0	0	0	0
12	Semi-Skilled Manual Workers	0	0	0	0
13	Other Sales & Service Personnel	0	0	0	0
4	Other Manual Workers	0	0	0	o

Total

### Data from Form 5 - Employees Promoted

Full-time / National		Part-time / National		
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
o	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
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0	0	0	0	
0	0	0	0	

### Data from Form 6 - Employees Terminated

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Table 12:	Members	of Visible <b>N</b>	<b>Ainorities</b>
Full-time	National	Part-time	/ National
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
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	С	D	E	<u>F</u>	G	H	<u> I</u>	J	<u>K</u>	L	<u>i</u> M	<u>l</u> N	<u> </u>	<u> </u>	Q	R	<u> </u>	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry		From Flow Data Analysis & Workforce Analysis		СхНх3	F	From Workforce Analysis	Equivalen to H	ti KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforc Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C
~~~	Ţ	Į.	J	Į.	Ų.	Ų.	<b>1</b>	Ţ	Į	Į.	Ţ	Ų	Į.	Į.	J	Ţ	Į.	<b>1</b>	Į.
										Table 1:	Women								

										First	/Prev	/ious	Short	-term	Goals	i,
			All En	ploye	es											

				All Emp	oloyees									W	omen				
	Number	Gre	wth (New Posit	ions)		eplacement of	Terminated		Number	Turnover (Re	enlacement of		3 Year						
Employment Equity Occupational						Employees)		Anticipated		Terminated		Hires Required		1 - To	Present		Projected	Present	Projected
Group (EEOG)	VVVV-MM-DD	Actual	Proj	ected	Actual	Proje	cted	Hires Over 3 Years	YVYY-MM-DD			Over 3	1111	- 1777	Availability	Present Gap	Gap	Representation	Representation in 3
•	2019-10-18	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	2019-10-18	Annually	Over 3	Years	2019	2022					Years
				Years	•		Vears				Vears								
	#	%	%	#	9/6	%	#	#	Ħ	%	#	#	#	%	%	#	#	%	0/ ₆
01 Senior Managers	1	-100.0%		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	#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	#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	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	#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	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) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

						Table 2: Women
	oloyment Equity Occupational		Won	nen		
\$000000000	up (EEOG)	Short-teri	m Goals	Long-te	erm Goals	Comments
		#	%	#	%	
	Senior Managers	0	0.0	.	0.0	Only 1 senior manager.
02	Middle & Other Managers	- 1	39,4	(0.0	
03	Professionals	0	37.5	(0.0	
04	Semi-Professionals & Tech	0	0.0	(0.0	Only 3 employees in that group with no projected turnover
05	Supervisors	2	51.1	(0.0	
06	Supervisors: Crafts & Trades	0	0.0	(0.0	
07	Administrative & Sr Clerical	24	50.0	(0.0	Already at more than 50% representation
08	Skilled Sales & Service	0	0,0	(0.0	
09	Skilled Crafts & Trades	0	0,0	(0.0	
10	Clerical Personnel	3	63.0	(0.0	
11	Intermediate Sales & Service	3	64,6	(0.0	
12	Semi-Skilled Manual	0	15.9	(0.0	
13	Other Sales & Service	0	0.0	(0,0	
14	Other Manual Workers	0	0.0	(0.0	
Tota]	0	0.0	(0.0	

									Data	or First/I	Previous (Goals							
A	С	D	<u> </u>	F	Î G	Н	I	<u> </u>	K	<u>I</u>	<u> M</u>	l N	O	<u> </u>	Q	R	S	T	L]
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
***************************************	Ţ	Ţ	J	J	Į.	Ţ	Ų.	Ţ	Ţ	J	Į.	Ţ	Ţ	Į.	Į	Ų	J	J.	<u> </u>
											iginal Peo								
				AHE	aplovees				FIFSU	Previous Si	hort-term G	oais		Aborioi	nal Peoples				
					•	eplacement of	Tourisment			T		T	3 Ves	r Goals	nai i copics	I	<u> </u>	I	
	Number	Gree	oth (New Posit	ions)	i ii i	Employees)	rermmateu	Anticipated	Number		eplacement of	Hires		n - To					Projected
Employment Equity Occupational Group (EEOG)	VVVV-MM-DD	Actual	Proj	ected	Actual	Proje	cted	Hires Over 3	YYYY-MM-DD		f Employees)	Required Over 3	7777	- 17777	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Circuit (ELOCI)	2019-10-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-10-18	Annually	Over 3 Years	Years	2019	2022					Years
	#	%	9/0	#	%	%	#	Ħ	Ħ	%	#	#	#	9/6	%	H	#	%	0/4
01 Senior Managers	1	-100.0%	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%	3.0%	2	2	0	3.0%	0	1	0	2.7%	2.7%	-1	-)	0.0%	0.0%
03 Professionals	11	-100.0%	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%	2.8%	0	0	0.0%	0.0%
05 Supervisors	33	-100.0%	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%	1		0.0%	0.0%	0	0	0	0.0%	0	1 .		0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical 08 Skilled Sales & Service	225	-100.0%	1.0%		0.0%	6.0%	41	48	2	6.0%	0]	1.3%	1.3%	-1	0	0.9%	1.3%
08 Skilled Sales & Service 09 Skilled Crafts & Trades	0	0.0% 0.0%			0.0%	0.0%	0	0		0.0%	0	0		0.0% 0.0%	0.0% 0.0%	0		#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
10 Clerical Personnel	23	-100.0%	1.0%		0.0%	5.0%	0			5.0%		0		1.1%	1.1%	\ \ \ \	, o	0.0%	0.0%
11 Intermediate Sales & Service	23	-100.0%	3.0%		0.0%	3.0%	2	1 1	0	3.0%	1 6	\ \ \ \ \ \		1.7%	1.1%	n	n n	0.0%	0.0%
12 Semi-Skilled Manual	43	-100.0%	0.0%	ć	0.0%	5.0%	2	7	0	5.0%	1 6) n		1.0%	1.7%	n n	0	0.0%	0.0%
13 Other Sales & Service	11	0.0%	1 "		0.0%	0.0%	0	0	6	0.0%] "	0	"	0.0%	0.0%	l "	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	ő	0.0%		ì	0.0%	0.0%	0	o		0.0%] ő	0		0.0%	0.0%	l ő	, o	#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.

0.0%

16.0%

168

349

-100.0%

Total

16.0%

				Table 4: Aboriginal Peoples
Employment Equity Occupational		Aboriginal Peoples		
Group (EEOG)	Short-ter	m Goals Long-t	erm Goals	Comments
	#	% #	%	
01 Senior Managers	0	0.0	0.0	Only 1 senior manager.
02 Middle & Other Managers	0	2.7	0.0	
03 Professionals	0	1.6	0.0	
04 Semi-Professionals & Tech	0	0.0	0.0	Only 3 employees in that group with no projected turnover
05 Supervisors	0	1.0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0.0	
07 Administrative & Sr Clerical	1	1.3	0.0	
08 Skilled Sales & Service	0	0.0	0,0	
09 Skilled Crafts & Trades	0	0.0	0,0	
10 Clerical Personnel	0	1.1	0.0	
11 Intermediate Sales & Service	0	1.7	0.0	
12 Semi-Skilled Manual	0	1,0	0.0	
13 Other Sales & Service	0	0.0	0.0	
14 Other Manual Workers	0	0.0	0.0	
Total	0	0.0	0.0	

1.4%

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

L								[Date.	1 1 1 1-1711	1-00									
									Data	for First/I	Previous (Goals							
AB	<u> </u>	D	<u>I</u>	F	Î G	Н		J	K	L	<u>M</u>	l N	0] P	Q	R	S	T	L. L
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	$\mathbf{F}+\mathbf{I}$	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis		K÷C	(K - M + O) + (C + F)
	<u> </u>	Į.	Į.	Į.	Į.	Ų	Ţ	Ţ	Į.	Ţ	Ţ	Ţ	Ţ	Į.	Ţ	Ų	J	Ų.	Ţ
										: Persons									
									First	Previous SI	hort-term C	Joals							
				All Ei	nployees					·					th Disabilitie	S	1		
	Number	Gree	wth (New Posit	ions)	Turnover (R	eplacement o Employees)	f Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity Occupational			T			,		Anticipated Hires Over 3		Terminated	f Employees)	Required		n - To	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected T	Years	VVVV-MM-DD		1	Over 3	1111	-1111	Availability	rresent Gap	Gap	Representation	Vears
	2019-10-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Vears		2019-10-18	Annually	Over 3 Years	Years	2019	2022					
	#	9/0	%	#	9/6	%	#	Ħ	Ħ	%	Ħ	#	#	%	%	#	#	%	9/6
01/02 Managers	20	-100.0%	0.0%	(0.0%	3.0%	8	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%	7.0%	2	2 2	(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%	7.6%	0	0	0.0%	0.0%
05 Supervisors	33		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	#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	#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	#DIV/0!	#DIV/0!
10 Clerical Personnel	23		1.0%		1 0.0%	5.0%	3	3 4	(5.0%	0	2	(9,3%	9.3%	-2	-2	0.0%	0.0%
11 Intermediate Sales & Service	23	1	3.0%		2 0.0%	3.0%	I	2 4	(3.0%	0	3	(10.8%	10.8%	-2	-3	0.0%	0.0%
12 Semi-Skilled Manual	11	-100.0%	0.0%	(0.0%	5.0%	2	2 2	(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	#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%	6	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.

349

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

	workforce Analysis) = 2) x 10	v.				
						Table 6: Persons with Disabilities
	and the state of the state of	F	ersons with	Disabilities		
	oyment Equity Occupational	Short-ter	rm Goals	Long-te	rm Goals	Comments
Grou	p (EEOG)	#	9/6	#	%	
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		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	

0.9%

[Date: YYYY-MM-DD]

Data for First/Previous Goals H M C D G O From Flow From From Data From (K - M + From From (F x Q) (K - M + O) + (CEquivalent Workforce Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 Data Entry $K \oplus C$ F + IWorkforce KxLx3 $J \times P$ Workforce Workforce O) - ((C+ Data sources: R + Mto H +F) Workforce Analysis Analysis Analysis Analysis F) x Q) Analysis Analysis Table 7: Members of Visible Minorities

									First/	Previous Sh	ort-term G	oats							
				All Em	ployees								M	embers of V	sible Minori	ties			
Employment Equity Occupational	Number	Gree	orth (New Posit	ions)	Turnover (Re	eplacement of Employees)	Terminated	Anticipated	Number	Turnover (Re Terminated		Hires Required	3 Year Fron	Goals i - To	Present		Projected	Present	Projected
Group (EEOG)	GG-MM-YYYY	Actual	Proj	ected	Actual	Proje	cted	Hires Over 3	YVYY-MM-DD		• • •	Over 3	1111	. 11111	Availability	Present Gap	Gap	Representation	Representation in 3
	2019-10-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Vears	Years	2019-10-18	Annually	Over 3 Years	Years	2019	2022				,	Years
	#	%	9/0	#	%	%	#	Ħ	#	%	#	H	#	%	%	#	#	%	%
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	#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	#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	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	#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	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.

	Workloree Analysis) - 27 x 100					Table 8: Members of Visible Minorities
		Mem	bers of Visi	ble Minori	ties	
	oloyment Equity Occupational up (EEOG)	Short-terr	n Goals	Long-te	rm Goals	Comments
V 11 11 11	ult (ercon	#	%	Ħ	%	
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
	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	
111	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	
Tota	l .	0	0.0	0	0.0	

Data for Subsequent/Current Goals В \mathbf{C} D \mathbf{G} H J O From Flow From Data (K - M + From From From From (K - M + O) + (C(F x Q) Equivalent Workforce Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 F + IWorkforce Data Entry Workforce K + CKxLx3 JxP Workforce O) -((C +Data sources: to H R + M+F) Workforce F) x Q) Analysis Analysis Analysis Analysis Analysis Analysis I 1 1 Table 9: Women Subsequent/Current Short-term Goals All Employees Women 3 Year Goals Turnover (Replacement of Terminated Number Growth (New Positions) Number Furnover (Replacement of Employees) Hires From - To Anticipated Projected Employment Equity Occupational Terminated Employees) Required Present Projected Present YYYY-MM-DD Projected Hires Over 3 YYYY-MM-DD 1111-1111 Representation in 3 Actual Projected Actual Group (EEOG) Over 3 Availability Representation Vears Vears Years Over 3 Over 3 Over 3 Annually Years Years Years % 9/6 9% 9% 0/6 % % % % Senior Managers -100.090.09 0.0° 0.0% #DIV/0 #DIV/0! 02 Middle & Other Managers -100.0% 0.09 0.09 0.0% #DIV/0! #DIV/03 03 -100.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! Professionals #DIV/0! 04 Semi-Professionals & Tech -100.09 -0.090.0% 0.0% #DIV/0! 05 Supervisors ~100.09 0.0% 0.09 0.0% #DIV/0! #DIV/0! 06 Supervisors: Crafts & Trades 0.0% 0.09 0.0% #DIV/0! #DIV/0! Administrative & Sr Clerical ~100.09 0.09 0.09 0.0% #DIV/0! #DIV/0! Skilled Sales & Service 0.0% 0.09 #DIV/0! #DIV/0! 08 0.09 0.0% 09 Skilled Crafts & Trades 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! Clerical Personnel 0.0% #DIV/0! 10 ~100.09 0.0% 0.0% #DIV/0! Intermediate Sales & Service 0.0% #DIV/0! 11 -100.0% 0.0% 0.0% #DIV/0! 12 Semi-Skilled Manual -100.0% 0.0% 0.090.0% #DIV/0! #DIV/0! 13 Other Sales & Service -0.0%0.0% 0.0%0.0% #DIV/0! #DIV/0! 14 Other Manual Workers 0.0% 0.0% 0.0%0.0% #DIV/0! #DIV/0!

0.0%

-100.0%

Total

0.0%

0.0%

				Table 10: Women
Employment Equity Occupational		Women		
Group (EEOG)	Short-teri	m Goals Long-ter	rm Goals	Comments
		9/4	%	
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	

#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.

Data for Subsequent/Current Goals В C D \mathbf{G} H J O From Flow From Data (K - M + From From From From (K - M + O) + (CEquivalent (F x Q) Workforce Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 F + IWorkforce Data Entry Workforce K + CKxLx3 JxP Workforce O) -((C +Data sources: to H R + M+F) Workforce Analysis Analysis Analysis Analysis F) x Q) Analysis Analysis I Ţ 1 Table 11: Aboriginal Peoples Subsequent/Current Short-term Goals All Employees Aboriginal Peoples 3 Year Goals Turnover (Replacement of Terminated Number Growth (New Positions) Number Furnover (Replacement of Employees) Hires From - To Anticipated Projected Employment Equity Occupational Terminated Employees) Required Present Projected Present YYYY-MM-DD Projected Hires Over 3 YYYY-MM-DD 1111-1111 Representation in 3 Actual Projected Actual Group (EEOG) Over 3 Availability Representation Vears Venes Years Over 3 Over 3 Over 3 Annually Annually Years Years Years % 9/6 9% 9% 0/6 % 9/6 % % Senior Managers -100.090.09 0.090.0% #DIV/0 #DIV/0! 02 Middle & Other Managers -100.0% 0.09 0.09 0.0% #DIV/0! #DIV/03 03 -100.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! Professionals #DIV/0! 04 Semi-Professionals & Tech -100.09 -0.090.0% 0.0% #DIV/0! 05 Supervisors ~100.09 0.0% 0.09 0.0% #DIV/0! #DIV/0! 06 Supervisors: Crafts & Trades 0.0% 0.09 0.0% #DIV/0! #DIV/0! 07 Administrative & Sr Clerical ~100.09 0.09 0.09 0.0% #DIV/0! #DIV/0! Skilled Sales & Service 0.0% 0.09 #DIV/0! #DIV/0! 08 0.09 0.0% 09 Skilled Crafts & Trades 0.0% 0.0% 0.0% 0.0% #DIV/0! #DIV/0! -100.0% 10 Clerical Personnel 0.0%#DIV/0! 0.0% 0.0% #DIV/0! Intermediate Sales & Service 0.0% #DIV/0! 11 -100.0% 0.0% 0.0% #DIV/0! 12 Semi-Skilled Manual -100.0% 0.0% 0.090.0% #DIV/0! #DIV/0! 13 Other Sales & Service -0.0940.0% 0.0%0.0% #DIV/0! #DIV/0! 14 Other Manual Workers 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 x 100.

0.0%

-100.0%

Total

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.

0.0%

0.0%

Working Analysis) - 27			Table 12: Aboriginal Peoples
	. Aborigina	I Donalos	rable 12. Abbrightar respies
Employment Equity Occupation		Long-term Goals	C
Group (EEOG)	Short-term Goals		Comments
01.16 : 11	9/6	9/6	
01 Senior Managers	0.0		
02 Middle & Other Managers	0.0	1 1 1	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trad	es 0.0	0.0	
07 Administrative & Sr Cleric	al 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 & Servi	ce 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	1 1	
Total	0.0	0.0	

#DIV/0!

Data for Subsequent/Current Goals

A B	С	D	<u>j E </u>	<u> </u>	<u>G</u>	H	<u> </u>		K	<u>l</u>	<u> </u>	<u>l</u> N	0	P	Q	R	<u> 8 </u>	T	<u> </u>	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C	
	Ţ	Ţ	Į	i l	<u> </u>	1	<u> </u>			Ţ	Ţ	Ţ	Ţ	Į	4	·	J			
									with Dis											
	Subsequent/Current Short-term Goals																			
				All En	iployees				Persons with Disabilities											
	Number			Turnover (Replacement of Terminated					Number	Turnover (Replacement of Terminated Employees)			3 Year	3 Year Goals						
	Aumoer	Growth (New Positions)			Employees) Anti			Anticipated	Number			220.63	From - To						Projected	
Employment Equity Occupational Group (EEOG)	VVVV-MM-DD Actual Projected			Actual Projected Hires Over			Hires Over 3	VVVV-MM-DD			Required Over 3			Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3		
Circup (E.E.C.C)		Over 3			Over 3					Over 3	Years			***************************************			representation	Years		
		Annually	Annually	Years	Annually	Annually	Years		_	Annually	Years		0	3						
	#	9/6	%	#	%	%	#	Ħ	#	%	Ħ	#	#	%	9/6	#	#	%	0/ ₆	
01/02 Managers	- 0	-100.0%		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	#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	#DIV/0!	#DIV/0!	
05 Supervisors	0	-100.0%		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	#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	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0) 0	(0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		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	#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	#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	#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	#DIV/0!	#DIV/0!	
14 Other Manual Workers	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.

0.0%

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

Workforce Analysis) + 2) x 1	ω.											
			Table 14: Persons with Disabilities									
Employment Equity Occupational	Persons with Disabi	ities										
Group (EEOG)	Short-term Goals Lon	g-term Goals	Comments									
	%	%										
01/02 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										

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									Data for	Subseque	nt/Curre	nt Goals										
A	С	D	<u>E</u>	I F I	G	Н	I	J	K	<u>l</u>	M	N	0	l P	l Q	l R	S	T	U			
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]		CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)			
	1	1	<u> </u>	<u> </u>	1	1	<u> </u>	1	<u> </u>	1	1	1	1	1	<u> </u>	1	1	<u> </u>	1			
									Table 15: N				28									
				All Em	Mayoor				Subsequent/Current Short-term Goals Members of Visible Minorities													
				AHEM								1		ar Goals	isinic vintori	lines						
	Number	Growth (New Positions) Turnover (Replacement of Termini Employees)					Lerminated		Number	t actioner (rechiacement or		Hires		From - To								
Employment Equity Occupational	YYYY-MM-DD	Actual	Pro	ected	Actual	Proj	ected	Anticipated Hires Over 3	YYYY-MM-DD		i Employees)	Required		(-1711	Present Availability	From (K - M + Workforce O) - ((C + Analysis F) x Q)	Present	Projected Representation in 3				
Group (EEOG)				Over 3			Over 3	Years			Over 3	Over 3 Years		Τ	Availability		Gap	Representation	Years			
		Annually	Annually	Years	Annually	Annually	Vears		-	Annually	Years		0	3								
	#	%	%	#	%	%	#	Ħ	Ħ	%	Ħ	Ħ	#	%	%	#	#	%	0/6			
01 Senior Managers	0	-100.0%		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	#DIV/0!	#DIV/0!			
03 Professionals	(-100.0%		0	0.0%		0	(0	0.0%	0	0) (D	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	#DIV/0!	#DIV/0!			
05 Supervisors	(-100.0%		0	0.0%		0] [0.0%		0	1	0	0.0%	0	0	#DIV/0!	#DIV/0!			
06 Supervisors: Crafts & Trades	(0.0%		0	0.0%		0		1 :	0.0%			1		0.0%	0	1)	#DIV/0!	#DIV/0!			
07 Administrative & Sr Clerical	(-100.0%		0	0.0%		0	9] 5	0.0%)	0	0.0%	0	0	#DIV/0!	#DIV/0!			
08 Skilled Sales & Service		0.0%		"	0.0%		0		1 5	0.0%			1		0.0%	U		#DIV/0!	#DIV/0!			
09 Skilled Crafts & Trades		0.0%		1 0	0.0%		0		1 :	0.0%			1	0	0.0%	0	U	#DIV/0!	#DIV/0!			
10 Clerical Personnel 11 Intermediate Sales & Service		-100.0% -100.0%		1 0	0.0% 0.0%		0		1 .	0.0%	1 5]			0.0%	1 0	1 0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!			
11 Intermediate Sales & Service 12 Semi-Skilled Manual		-100,0%		"	0.0%		0		1 :	0.0%			1		0.0%	1 0	0	#DIV/0!	#DIV/0!			
12 Semi-Skined Manuar 13 Other Sales & Service		100,0%		"	0.0%		n o		1 7	0.0%] 0		()	0	0.0%	1 0	0	#DIV/0!	#DIV/0!			
12 Portier pares or pervice	,	0.020	1	1 7	95978		Ų.	1 "	4	1 0.076	1 5	1 5	'1 '	'1	1 0.070	1 9	1 9	masa.v/O:	F101.4 1/0.1			

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

0.0%

-100.0%

Workforce Analysis) ÷ 2) x 100.

14 Other Manual Workers

Total

workforce Analysis) = 2) x 100	()				
					Table 16: Members of Visible Minorities
to most Foots Committeed	Meml	bers of Visit	de Minorit	ies	
	Short-tern	n Goals	Long-ter	m Goals	Comments
h (EEOO)		9/4		%	
Senior Managers		0.0		0.0	
Middle & Other Managers		0.0		0.0	
Professionals		0.0		0.0	
Semi-Professionals & Tech		0.0		0.0	
Supervisors		0.0		0.0	
Supervisors: Crafts & Trades		0.0		0.0	
Administrative & Sr Clerical		0.0		0.0	
Skilled Sales & Service		0.0		0.0	
Skilled Crafts & Trades		0.0		0,0	
		0.0		0.0	
Intermediate Sales & Service		0.0		0.0	
Semi-Skilled Manual		0.0		0.0	
		0.0		0.0	
Other Manual Workers		0.0		0.0	
		0.0		0.0	
	loyment Equity Occupational p (EEOG) Senior Managers Middle & Other Managers Professionals Semi-Professionals & Tech Supervisors Supervisors: Crafts & Trades Administrative & Sr Clerical Skilled Sales & Service Skilled Crafts & Trades Clerical Personnel Intermediate Sales & Service Semi-Skilled Manual Other Sales & Service Other Manual Workers	Instruction of the control of the co	Isoprent Equity Occupational p (EEOG) Senior Managers Middle & Other Managers Professionals Semi-Professionals & Tech Supervisors: Crafts & Trades Administrative & Sr Clerical Skilled Sales & Service Skilled Crafts & Trades Clerical Personnel Intermediate Sales & Service Semi-Skilled Manual Other Sales & Service Other Manual Workers Members of Visit Short-term Goals 0.0 % 0.0 % 0.0 0.0 0.0 0.0 0.	Intermediate Sales & Service Schief Manual Other Sales & Service Other Manual Workers Members of Visible Minorit Short-term Goals Long-ter 9,0 0,0 0,0 0,0 0,0 0,0 0,0 0,0 0,0 0,	Nembers of Visible Minorities Short-term Goals Cange Cange

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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

Federal Contractors Program Achievement Report Part 4: Results - Women Bolloré Logistics Canada Inc. [Date: YYYY-MM-DD] В \mathbf{C} D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2; Flow $E \div D$ DxG E + H $V \circ U \, x$ E - H K x G + 100 U x F = 100 V - X Workforce Workforce Workforce Data L-N Data O + P x 100 P x F + 100 Q - S Data Data sources: x 100 x 100 + 100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T Ţ T T Ţ J 1 Workforce Analysis Flow Data Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Women Women Women Women All Employees All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Difference Actual Actual Gap Expected Expected Difference Expected Difference % % % % 2019 0 0.0 27.6 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0 0 0 Middle & Other 2019 36.8 39.4 93.5 02 Managers 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 27.3 37.5 72.7 03 Professionals 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 27.6 0.0 2019 0.0 Semi-Professionals & Technicians 0.0 0.0 0.0 0 0.0 0.0 0.0 2019 33 19 57.6 51.1 17 112.7 05 Supervisors () 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Supervisors: Crafts & Trades 0.0 0.0 0.0 0.0 0 0.0 0.0 0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K.x.100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T 1 Ţ T 1 1 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Met Goal Met % % % % # % % % 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0 0.0 39.4 0.0 0.0 0.0 0.0 0.0 02 Managers 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 37.5 0.0 0.0 0.0 0.0 03 Professionals 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & Technicians 0 0.0 0.0 0.0 0.0 0.0 0 0.0 51.1 0,0 0.0 0.0 0 0.0 0.0 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 0.0 0.0 0.0 0.0 0.0

Federal Contractors Program Achievement Report Part 4: Results - Women Bolloré Logistics Canada Inc. [Date: YYYY-MM-DD] B \mathbf{C} D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2; Flow Part 2: Flow Part 2; Flow $E \div D$ DxG E + H $V \circ U \, x$ K x G + 100 Data U x F = 100 Workforce Workforce Workforce E-H L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 x 100 + 100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T J T 1 Workforce Analysis Flow Data Analysis Employment Equity Workforce Hires **Promotions Terminations** Year Occupational Group Women Women Women Women All Employees All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Gap Expected Difference Actual Expected Difference Expected Difference % % % % Administrative & 2019 225 150 66.3 80.2 180 -30 83.1 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0 0 Skilled Sales & 2019 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 0.0 0.0 0.0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 19 63.0 131.1 82.6 14 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0.0 0.0 2019 23 10 43.5 64.6 15 67.3 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 9.1 15.9 57.2 Semi-Skilled Manual Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K.x.100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T T Ţ T 1 1 T **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Met Goal Met % % % % # % % % Administrative & 0 0 0.0 24 0.0 50.0 0.0 0.0 0.0 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 Service Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 63.0 0.0 0.0 0.0 0.0 0 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0.0 0 0,0 0.0 0 0.0 0.0 64.6 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 15.9 0.0 0.0 0.0 0.0 0.0 Workers 0.0 0.0 0.0 0.0 0.0

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								Feder	al Contr					Report									
												- Wome											
											***	Canada											
										Date: Y	YYY	MM-DD]										
A.L. B		D	E	F.	G	H	I	J	K	L,	M	N	O	P	Q	R	S		L.	V	W	X	Y
Data sources:								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	UxF+100	V - X
Economismo		.	1	Ţ	Ų.	Ţ	Ţ	1	J	Ţ	1	<u> </u>	Ţ	1	Ţ	1	\	1	, l	1	Ţ	Ţ	Ţ
					orce An				Flow Data Analysis														
Employment Equity Occupational Group	Year			W	orkforce						Hires				P	romotio			-	Terminations			
(EEOG)		All Employees	Representation		Women Availability Gap EE Result			EE Result	All Employees	Act	Women ual Expected Diff		Difference	All Employees	Employees Actual			Women Expected Difference		Act	Women Actual Expecter		Difference
	я	ø	#	%	%	, H	#	%	-	"	%		ü	· ·	- #	%	#	и	#	#	%	н	#
Other Sales & Service	2019	0	0	0.0	0.0	0	0	0.0															
Personnel	2019	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(0	0	0.0	C) (0 (0	0.0	0	0
14 Other Manual Workers	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0		0	0	0.0	0) (0 (0	0.0	0	(
Total	2019	349	209	59.9	69.1	241	-32	86.7															
	0	0	0	0.0	0.0	0	0	0.0	0	1 0	0.0	0	(0	0	0.0	0) (0] (0	0.0	1 0	1 0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F+Ix 100	Part 3: Goals	Ē÷ K x 100	Part 3: Goals	F + M x 100											
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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											
14 Other Manual Workers	0	0	0	0.0 0.0	0	0.0	0.0	0.0	()	0.0	0.0												
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Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Bolloré Logistics Canada Inc. [Date: YYYY-MM-DD] B \mathbf{C} D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow Part 2; Flow E + DDxG E + H $V \circ U_{2}$ K x G = 100 Data U x F = 100 Workforce Workforce Workforce E-H L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 x 100 + 100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T J 1 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples All Employee All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % 2019 0 0.0 3.2 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0 Middle & Other 2019 0 0.0 2.7 0.0 02 Managers 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 9.1 1.6 568.2 03 Professionals 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 2.8 0.0 2019 0.0 Semi-Professionals & Technicians 0.0 0.0 0.0 0 0.0 0 0.0 0.0 2019 33 0 0.0 1.0 0.0 05 Supervisors 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Supervisors: Crafts & Trades 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K x 100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T T Ţ T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Me Goal Met % % % % # % % % 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 2.7 0 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0.0 02 Managers 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 1.6 0.0 0.0 0.0 0.0 03 Professionals 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & Technicians 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0 0.0 1.0 0.0 0.0 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 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] В \mathbf{C} D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow E + DDxG E + H $V \circ U_{2}$ K x G + 100 U x F = 100 Workforce Workforce Workforce E-H Data L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 x 100 + 100 x 100 Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T Ţ T J 1 1 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group **Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples** All Employee All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % 2019 225 0.9 1.3 68.4 Administrative & Senior Clerical 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0 0 Skilled Sales & 2019 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 0.0 0.0 1.1 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0 0.0 0.0 2019 23 0 0.0 1.7 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 1.0 0.0 Semi-Skilled Manual Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K x 100 Data sources: Data + M x 100 Data Analysis 100 Goals Analysis T T T T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Me Goal Met % % % % # % % % Administrative & 0 0 0.0 0.0 1.3 0.0 0.0 0.0 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 Service Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 1.1 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 0.0 0 0.0 0.0 1.7 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 1.0 0.0 0.0 0.0 0.0 Workers 0.0 0.0 0.0 0.0 0.0

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Total		0	0	0	0.0	0	0.0	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] В \mathbf{C} D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2; Flow $E \div D$ DxG E + H $V \circ U \, x$ E - H K x G + 100 UxF - 100 Workforce Workforce Workforce Data L - N Data O + P x 100 P x F + 100 Q - S Data V - X Data sources: x 100 x 100 + 100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T J T 1 Workforce Analysis Flow Data Analysis Employment Equity Workforce Hires Promotions **Terminations** Vear Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employees All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Gap Expected Difference Actual Expected Difference Expected Difference % % % % % 2019 5.0 5.0 100.0 Managers 02 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0 0 2019 0 0.0 8.9 0.0 03 Professionals 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 0.0 7.6 0.0 Semi-Professionals & Technicians 0 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 3.0 27.5 2019 11.0 05 Supervisors 0.0 0.0 0.0 0 0.0 0 0.0 0.0 Supervisors: Crafts & 2019 0 0.0 0.0 0.0 Trades 0.0 0.0 0.0 0 0.0 0 0.0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \in G|_X$ Part 3: Part 3: Data E = D x 100 F = I x 100 Part 3: Goals E = K x 100 F ÷ M x 100 Data sources Data Analysis 100 Goals Analysis 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Met Goal Met Goal Met Goal Met . % 96 % % # % % 0 0 0.0 0.0 3.0 0.0 0.0 0.0 0.0 01& Managers 3 0 0.0 0.0 0.0 0.0 0.0 8.9 0.0 0.0 0.0 0 0.0 0.0 0 0.0 03 Professionals 3 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 Technicians 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 27.5 0.0 0.0 0.0 0.0 05 Supervisors 3 0.0 0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0

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Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Bolloré Logistics Canada Inc. [Date: YYYY-MM-DD] В \mathbf{C} D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow E + DDxG E + H $V \circ U_{2}$ U x F = 100 Workforce Workforce Workforce E-H Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 + 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis Ţ T J 1 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employees All Employed All Employee dl Employees (EEOG) Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % % 2019 225 4 1.8 10.0 23 -19 17.8 Administrative & Senior Clerical 0 0.0 0.0 0 0.0 0.0 0 0.0 0 0.0 Skilled Sales & 2019 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 9.3 0.0 0.0 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0.0 0.0 2019 23 0 0.0 10.8 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 0 10.3 0.0 Semi-Skilled Manual 0.0 Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K x 100 Data sources: Data + M x 100 Data Analysis 100 Goals Analysis T T T T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Occupational Group Persons with Disabilities Persons with Disabilities Comments Disabilities All Employees (EEOG) Percent of Percent of Percent o Percent of Goal Goal Actual Goal Goal Goal Met Goal Met Goal Met Goal Met # % 9/4 % % % % % Administrative & 0 0.0 10.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 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 Skilled Crafts & Trades Workers 3 0 0.0 0.0 0.0 0.0 0.0 () 0.0 9.3 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 0 0.0 0.0 10.8 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 0.0 0.0 0.0 0.0 0.0

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# # # # % % # # % # # % # # # % # # #	% # #
13 Other Sales & Service 2019 0 0 0.0 0.0 0 0 0 0 0	0.0 0 0
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Total 2019 349 6 1.7 11.3 39 -33 15.2	0.0 0 0
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Data sources: Part 2: Flow Data Analysis Part 2: Flow Data Analysis Part 3: E + D x 100 Part 3: E + G x Goals L00 Goals F + I x 100 Part 3: Goals E + K x 100 Part 3: Goals F + M x 100 Part 3: Goals Part 3: Goals Part 3: Goals Part 3: Goals Par	
New Entrants Goals	
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Occupational Group Disabilities Persons with Disabilities Persons with Disabilities Comments	
(EEOG) All Employees Actual Goal Met	
13 Other Sales & Service 0 0 0 0.0 0 0.0 0	
14 Other Manual Workers 3 0 0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0	
Total 3 0 0 0 0.0 0.0 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] В \mathbf{C} D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow Part 2; Flow E + DDxG E + H $V \oplus U x$ E - H K x G = 100 Data U x F = 100 Workforce Workforce Workforce L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 x 100 + 100 $\times 100$ Data Analysis Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T T J T 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employee All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % % 2019 0 0.0 11.5 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0 Middle & Other 2019 15.8 17.6 89.7 02 Managers 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 18.2 31.6 57.5 03 Professionals 0.0 0.0 0.0 0.0 0 0.0 0.0 0 0 17.4 0.0 2019 0.0 Semi-Professionals & Technicians 0.0 0.0 0.0 0 0.0 0.0 0.0 2019 18.2 30.7 10 59.2 05 Supervisors () 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0.0 0 2019 0 0.0 0.0 0.0 Supervisors: Crafts & Trades 0.0 0.0 0.0 0.0 0 0.0 0.0 0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K.x.100 + M x 100 Data sources: Data Data Analysis 100 Goals Analysis T 1 Ţ T 1 1 1 **New Entrants** Goals Flow Data Long-term Goals **Short-term Goals Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Me Goal Met % % % % # % % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0 0.0 17.6 0.0 0.0 0.0 0.0 0.0 02 Managers 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 31.6 0.0 0.0 0.0 0.0 03 Professionals 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & Technicians 0 0.0 0.0 0.0 0.0 0.0 0 0.0 30.7 0.0 0.0 0 0.0 0.0 0.0 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0

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Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Bolloré Logistics Canada Inc. [Date: YYYY-MM-DD] B \mathbf{C} D E F G H J K L M N 0 P 0 R S T U V W X Y Part 1: Part 1: Part 1: Part 2: Flow Part 2: Flow Part 2: Flow Part 2: Flow Part 2; Flow Part 2: Flow E + DDxG E + H $V \circ U_{2}$ U x F = 100 Workforce Workforce Workforce E-H Data K x G = 100 L-N Data O + P x 100 P x F + 100 Q - S Data V - XData sources: x 100 + 100 $\times 100$ Data Analysis $\times 100$ Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis T J T 1 Flow Data Analysis Workforce Analysis Employment Equity Workforce Hires **Promotions Terminations** Vear Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employees All Employed All Employee dl Employees (EEOG) Representation Availability EE Result Actual Actual Actual Gap Expected Difference Expected Difference Expected Difference % % % % % Administrative & 2019 225 83 36.9 23.2 31 159.0 Senior Clerical 0 0.0 0.0 0 0.0 0.0 0 0.0 0 0.0 0 Skilled Sales & 2019 0 0.0 0.0 0.0 Service Personnel 0 0.0 0.0 0.0 0ĺ 0.0 0 0.0 0.0 2019 0.0 0.0 0.0 Skilled Crafts & Trades Workers 0 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0 138.8 39.1 28.2 2019 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0.0 0.0 2019 23 17.4 36.4 47.8 Intermediate Sales & Service Personnel 0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0 2019 9.1 26.1 34.8 Semi-Skilled Manual Workers 0.0 0.0 0.0 0 0.0 0.0 0 0.0 Part 2: Flow Part 2: Flow Part 3: $E \oplus G | x$ Part 3: Part 3: E + D x 100 Part 3: Goals E + K.x.100 Data sources: Data ± M x 100 Data Analysis 100 Goals Analysis T T Ţ T 1 1 T **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employees (EEOG) Percent of Percent of Percent of Percent of Actual Goal Goal Met Goal Met Goal Me Goal Met % % % % # % % % Administrative & 0 0 0.0 0.0 23.2 0.0 0.0 0.0 0.0 Senior Clerical 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 Service Personnel 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 28.2 0.0 0.0 0.0 0.0 0 10 Clerical Personnel 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 36.4 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 26.1 0.0 0.0 0.0 0.0 0.0

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	Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities																						
	Bolloré Logistics Canada Inc.																						
	[Date: YYYY-MM-DD]																						
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Employment Equity Occupational Group	Year			W	orkforce						Hires	Minorities			P	romotio				1	Termin		
(EEOG)		All Employees	Represe	estation	Visible V Availa		Gap	EE Result	All Employee	Act	visioie tual	Expected	Difference	All Employees	Aci		Minorities Expected	Difference	All Employ	ees	Actual	sible Minoritie Expecte	
	H	Ħ	#	%	9/6	II	ů.	%	ž.	"	%	Ħ	Ħ	H	#	%	¥	И	#	*	9		*
Other Sales & Service Personnel	2019	0	0		0.0	0	(0.0			0.0					0.0						0.0	
	2019	0	0		0.0	0	(0.0		0	0.0	U	·	1 0	0	0.0	0		}	4	0	0.0	0 0
14 Other Manual Workers	0	0	0	0.0	0.0	0	(0.0	(0	0.0	0	C	0	0	0.0	0	()	0	0	0.0	0 0
Total	2019	349 0	108		25.1 0.0	88	20	123.3		0	0.0		0	J	0	0.0				0	0	0.0	0 0
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		New	Entrai	nts				G	oals														
Employment Equity	Year	F	ow Data			Short-tei		S		Long-teri													
Occupational Group	1 cai	All Employees	Visible N	linorities		Visible N Percent of	linorities	Percent of		Visible M Percent of	inorities	Percent of					C	Commen	its				
(EEOG)			Aet	ual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
Other Sales & Service	# 0	# 0	# ()	9,0	# 0	% 0.0	% 0,(0.0	#	0.0	0.0	% 0.0											
13 Personnel	3	0	0	0.0	V	0.0	0.0		,	0.0	0.0	0.0											
14 Other Manual Workers	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	0.0	0.0											
Total	3	0	0	0.0	7		0.0		ì		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.

Contra	ctors i rogram.
Requ	ired 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):
Oper	rational Context
-	check the appropriate boxes and provide a brief overview of the events that have influenced your
organi assessi	zation's activities during the period between the first/previous and subsequent/current compliance
assess	Impact of economic and industrial conditions on the organization.
	input of economic and madesial conditions on the organization.
П	Any rearranization or other computes structural changes
	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.									
Addi	tional Details									
Please	provide any additional information (optional):									

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, <u>it is mandatory to complete</u>
<u>Section A, sign in Section I, and return the questionnaire to human resources</u>, 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.

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://bmscamtrapp23vm/SDVIntranet/HRDocuments/Default.aspx

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

В.	Gender							
	Female	Male □						
	following apply	scriptions in each of the next three sections, answer "Yes" if any y to you. Please note that you may self-identify in more than						
C.	Aboriginal Pe	oples						
	ding to the <i>Emp</i> or Métis.	loyment Equity Act, an Aboriginal person is a person who is Indian,						
	Are you an Al	boriginal person? No 🗖						
D.	Visible Minor	ities						
Canad	la (other than Ab	loyment Equity Act, members of a visible minority are people in poriginal peoples) who are non-white in colour or non-Caucasian in ir place of birth or citizenship.						
Exam	ples of visible n	ninorities include, but are not limited to:						
•	Black							
•	Non-white Lati America)	in American (including Indigenous people from Central and South						
•	East Asian (e.g	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	d origin (e.g., with one parent member of a visible minority group).						
	Are you a men	mber of a visible minority? 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.

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 🗆							
Н.	Employee Comments								
to hear Carolin	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 Sig	gnature							
Signati	ıre:	Date: Thank you for your participation!							

April 2019

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

Pleas let me know if anything is missing.

Regards,

Caroline



Caroline BERNARD

Directrice des ressources humaines / Human Resources Manager

Bolloré 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 British Columbia 47 Alberta 10

Organization Overview:

Manitoba

NAICS 4885 (Freight transportation arrangement)

6

(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 2019-10-18 Workforce

Analysis:

COLLECTION OF WORKFORCE INFORMATION

Number of employees the questionnaire was sent to: Number of questionnaires returned:

Number of completed questionnaires returned:

#	%
376	100
355	94
311	83
L	1

- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- 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

- availability estimates or provided reasonable justifications.
- The organization selected the geographic defaults for establishing external availability estimates or provided reasonable justifications.
- 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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	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			
Emp	Employment Equity Occupational Group (EEOG)		Short- term	Long- term	Representation	LMA
			(1 to 3	(3+		
			years)	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			
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3 years)	Long- term (3+ years)	Representation	LMA
#	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			
Employment Equity Occupational Group (EEOG)		Present Gap	Short- term (1 to 3	Long- term (3+	Representation	LMA
	(1100)	Gap	years)	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

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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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 (Form1 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 underrepresented; 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 <u>Workplace Equity Information Management System</u> (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 joindret Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF), a collaborative space for employers. Send us an email to join!

