s.24(1)

Labour Program Federal Contractors Program

| PROTECTED | WHEN | COMPL | ETED - | В |
|-----------|------|-------|--------|---|

| OFFICIAL USE | ONLY | , | |
|--------------|------|---|--|
| Agreement | N°: | | |
| | | | |

Agreement to Implement Employment Equity

| New Agreement (All sections mus | t be completed) |
|---|---|
| Revised Agreement | |
| · · · · · · · · · · · · · · · · · · · | NAMIAA. |
| ORGANI2 Legal Name of Organization | Parent company is located outside Canada |
| | |
| Bridges of Canada Inc. | Yes No |
| Operating Name (if different from Legal Name of Organization) | Ducines Munhar |
| | |
| | (Permanent Full-Time and/or Part-Time) |
| Organization's North American Industry Classification System (NAICS) Code Nui To find your organization's four-digit NAICS code please visit: | mber |
| http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-lis | |
| | Provincially Regulated |
| HEAD O | FFICE |
| Address (building number, street, suite, etc.) | |
| 440 York Street Tel | ephone Number |
| | 506 443-99660 |
| EMPLOYMENT EC | |
| Name (print) , Title | |
| Lana Lewis | Contract Admin. Manager |
| Telephone Number E-mail Address | Preferred Language of Correspondence |
| 506 259-4894 lana. lecois (c | bridges of Canada English French |
| CERTIFIC | ATION |
| The above-named organization: | |
| having a combined workforce of 100 or more permanent full-time an | |
| intending to bid on, or being in receipt of, a federal government good Supply Arrangement, valued at \$1,000,000 or more (including applic | ds or services contract, standing offer or contract issued under a |
| hereby certifies its commitment to implement or maintain employment ed | guity on an on-going basis, beyond the period of the procurement |
| instrument, in keeping with the Federal Contractors Program requireme please refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtm | nts. For more information on how to implement employment equity |
| | |
| Important note: If an audit of the Agreement to Implement Employment the procurement instrument(s) with the Government of Canada may be t | erminated. |
| CICNAT | ODV |
| NOTE: The signatory must be the Chief Executive Officer OR an author | |
| contract on behalf of the organization. | rzed person in an executive position with legal authority to sign a |
| Name (print) | |
| Telephone Number E-mail Address C | Preferred Language of Correspondence |
| 501-259-4094 lang. lewis @ | hridges F Reglish French |
| Sig Uda Compate | <u> </u> |
| | 018-01-26 |
| Privacy Notice: | 018-01-80 |
| The information you provide on this form is collected under the authority of section | 1 42 of the Employment Equity Act to determine your eligibility for the Federal |
| Contractors Program (PCP). | |
| Completion of this form is mandatory. Refusal to provide personal information will to Bid List, loss of the right to bid on federal government goods or services contra | result in the organization's name being placed on the FCP Limited Eligibility cts of any value and may also result in the termination of the contract. |
| The information you provide may be used and/or disclosed for policy analysis, res disclosures of your personal information will never result in an administrative decir | |
| Your personal information is administered in accordance with the <i>Privacy Act</i> and your personal information, which is described in Personal Information Bank ESDC government publication entitled <i>Info Source</i> , which is available at the following we government and any Sendre Canada Control | other applicable laws. You have the right to the protection of, and access to, PPU 721. Instructions for obtaining this information are outlined in the bsite address: http://www.infosource.gc.ca. Info Source may also be |

RETURN INSTRUCTIONS

IMPORTANT

The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by
 The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by

Emploi et Développement social Canada

APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT INFORMATION

Federal Contractors Program

As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board's Contracting Policy, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager). Once completed, the form must be sent by email to: ee-eme@hrsdc-rhdcc.gc.ca.

I, the undersigned, on behalf of (legal name of organization) **Bridges of Canada Inc.** (hereafter referred to as "the organization") and (Agreement to Implement Employment Equity number) **10000663**, agree to the following statements:

- 1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
- 2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
- 3. I am therefore requesting an extension until (date) July 6th 2018 for the following reason(s):

(Please describe) will be away on our due date. We are also still waiting for a few more questionnaires to be returned and we want to have the highest level of participation. There is a chance we will not even need the extension but I wanted to ask for it to be certain we were finished.

4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

| Name: Lana Lewis | Position Title: Contract Manager |
|-----------------------------|----------------------------------|
| Email address: lana.lewis@l | oridgesofcanada.com |
| Telephone number: 506-259- | 4894 |
| Business address: 440 York | Street, Fredericton, NB E3B 3P7 |
| | |
| Signature: | |



Date: June 20, 2018

Workforce Analysis - Detailed Report

Date: 2018-07-05

Women

| | | Women | | | | | | |
|---|-------------------|---------------|--------|-----------|--------|----------|-----|------------------|
| Employment Equity Occupational Group | Internal Location | All Employees | Repres | sentation | Avai | lability | Gap | Recruitment Area |
| | | # | # | % | % | # | # | |
| 01 : Senior Managers | National | 6 | 1 | 16.7 % | 27.4 % | 2 | -1 | National |
| 02 : Middle and Other Managers | National | 3 | 3 | 100.0 % | 38.9 % | 1 | 2 | National |
| 03 : Professionals | | 119 | 27 | 22.7 % | 25.0 % | 30 | -3 | |
| 4154 : Professional occupations in religion | National | 119 | 27 | 22.7 % | 25.0 % | 30 | -3 | National |
| 13 : Other Sales and Service Personnel | | 1 | 0 | 0.0 % | 61.1 % | 1 | -1 | |
| Employment Equity Occupational Group | N.B. less CMA | 1 | 0 | 0.0 % | 61.1 % | 1 | -1 | N.B. less CMA |
| Total | | 129 | 31 | 24.0 % | 25.7 % | 34 | -3 | |

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-07-05

Aboriginal Peoples

| | | Aboriginal Peoples | | | | | | | |
|---|-------------------|--------------------|----------------|-------|--------------|---|-----|------------------|--|
| mployment Equity Occupational Group | Internal Location | All Employees | Representation | | Availability | | Gap | Recruitment Area | |
| | | # | # | % | % | # | # | | |
| 01 : Senior Managers | National | 6 | 0 | 0.0 % | 2.9 % | 0 | 0 | National | |
| 02 : Middle and Other Managers | National | 3 | 0 | 0.0 % | 2.2 % | 0 | 0 | National | |
| 03 : Professionals | | 119 | 2 | 1.7 % | 1.6 % | 2 | 0 | | |
| 4154 : Professional occupations in religion | National | 119 | 2 | 1.7 % | 1.6 % | 2 | 0 | National | |
| 13 : Other Sales and Service Personnel | | 1 | 0 | 0.0 % | 3.9 % | 0 | 0 | | |
| Employment Equity Occupational Group | N.B. less CMA | 1 | 0 | 0.0 % | 3.9 % | 0 | 0 | N.B. less CMA | |
| Total | | 129 | 2 | 1.6 % | 1.7 % | 2 | 0 | | |

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

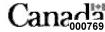
Date: 2018-07-05

Members of Visible Minorities

| Members of Visible Minorities | | | | | | | | |
|---|-------------------|---------------|--------|----------|--------|----------|-----|------------------|
| Employment Equity Occupational Group | Internal Location | All Employees | Repres | entation | Avai | lability | Gap | Recruitment Area |
| | | # | # | % | % | # | # | |
| 01 : Senior Managers | National | 6 | 0 | 0.0 % | 10.1 % | 1 | -1 | National |
| 02 : Middle and Other Managers | National | 3 | 0 | 0.0 % | 15.0 % | 0 | 0 | National |
| 03 : Professionals | | 119 | 28 | 23.5 % | 18.3 % | 22 | 6 | |
| 4154 : Professional occupations in religion | National | 119 | 28 | 23.5 % | 18.3 % | 22 | 6 | National |
| 13 : Other Sales and Service Personnel | | 1 | 0 | 0.0 % | 2.0 % | 0 | 0 | |
| Employment Equity Occupational Group | N.B. less CMA | 1 | 0 | 0.0 % | 2.0 % | 0 | 0 | N.B. less CMA |
| Total | | 129 | 28 | 21.7 % | 17.7 % | 23 | 5 | |

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-07-05

Persons with Disabilities

| | | Persons with Disabilities | | | | | | | |
|--|-------------------|---------------------------|--------|----------|-------|---------|-----|------------------|--|
| Employment Equity Occupational Group | Internal Location | All Employees | Repres | entation | Avail | ability | Gap | Recruitment Area | |
| | | # | # | % | % | # | # | | |
| 01/02 : Managers | National | 9 | 0 | 0.0 % | 4.3 % | 0 | 0 | National | |
| 03 : Professionals | National | 119 | 10 | 8.4 % | 3.8 % | 5 | 5 | National | |
| 13 : Other Sales and Service Personnel | National | 1 | 0 | 0.0 % | 6.3 % | 0 | 0 | National | |
| Total | | 129 | 10 | 7.7 % | 3.9 % | 5 | 5 | | |

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



Workforce Analysis - Detailed Report

Date: 2018-07-05

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

| Employment Equity Occupational Group | EEOG Managers EEOG NOC | Recruitment Area |
|--|------------------------------|------------------|
| 01 : Senior Managers | EEOG | National |
| 02 : Middle and Other Managers | EEOG | National |
| 03 : Professionals | NOC | National |
| 13 : Other Sales and Service Personnel | EEOG | СМА |



Workforce Analysis - Detailed Report

Date: 2018-07-05

WFA Defaults - Persons with Disabilities

| Employment Equity Occupational Group Perform Analysis By | Recruitment Area |
|--|------------------|
|--|------------------|

01/02 : Managers **EEOG** National 03: Professionals **EEOG** National 13: Other Sales and Service Personnel **EEOG** National



Workforce Analysis - Summary Report

Date: 2018-07-05

Women

| | | | | Women | | | |
|--|---------------|--------|-----------|--------|-----------|-----|--|
| Employment Equity Occupational Group | All Employees | Repres | sentation | Avai | ilability | Gap | |
| | # | # | % | % | # | # | |
| 01 : Senior Managers | 6 | 1 | 16.7 % | 27.4 % | 2 | -1 | |
| 02 : Middle and Other Managers | 3 | 3 | 100.0 % | 38.9 % | 1 | 2 | |
| 03 : Professionals | 119 | 27 | 22.7 % | 25.0 % | 30 | -3 | |
| 13 : Other Sales and Service Personnel | 1 | 0 | 0.0 % | 61.1 % | 1 | -1 | |
| Total | 129 | 31 | 24.0 % | 25.7 % | 34 | -3 | |



Workforce Analysis - Summary Report

Date: 2018-07-05

Aboriginal Peoples

| | | Aboriginal Peoples | | | | | | |
|--|---------------|--------------------|----------|-------|---------|-----|--|--|
| Employment Equity Occupational Group | All Employees | Repres | entation | Avail | ability | Gap | | |
| | # | # | % | % | # | # | | |
| 01 : Senior Managers | 6 | 0 | 0.0 % | 2.9 % | 0 | 0 | | |
| 02 : Middle and Other Managers | 3 | 0 | 0.0 % | 2.2 % | 0 | 0 | | |
| 03 : Professionals | 119 | 2 | 1.7 % | 1.6 % | 2 | 0 | | |
| 13 : Other Sales and Service Personnel | 1 | 0 | 0.0 % | 3.9 % | 0 | 0 | | |
| Total | 129 | 2 | 1.6 % | 1.7 % | 2 | 0 | | |



Workforce Analysis - Summary Report

Date: 2018-07-05

Members of Visible Minorities

| | | | Members of | of Visible Min | orities | |
|--|---------------|--------|------------|----------------|----------|-----|
| Employment Equity Occupational Group | All Employees | Repres | sentation | Avai | lability | Gap |
| | # | # | % | % | # | # |
| 01 : Senior Managers | 6 | 0 | 0.0 % | 10.1 % | 1 | -1 |
| 02 : Middle and Other Managers | 3 | 0 | 0.0 % | 15.0 % | 0 | 0 |
| 03 : Professionals | 119 | 28 | 23.5 % | 18.3 % | 22 | 6 |
| 13 : Other Sales and Service Personnel | 1 | 0 | 0.0 % | 2.0 % | 0 | 0 |
| Total | 129 | 28 | 21.7 % | 17.7 % | 23 | 5 |



Workforce Analysis - Summary Report

Date: 2018-07-05

Persons with Disabilities

| | | | Persons | with Disabili | ties | | |
|--|---------------|--------|----------|---------------|----------|-----|--|
| Employment Equity Occupational Group | All Employees | Repres | entation | Avail | lability | Gap | |
| | # | # | % | % | # | # | |
| 01/02 : Managers | 9 | 0 | 0.0 % | 4.3 % | 0 | 0 | |
| 03 : Professionals | 119 | 10 | 8.4 % | 3.8 % | 5 | 5 | |
| 13 : Other Sales and Service Personnel | 1 | 0 | 0.0 % | 6.3 % | 0 | 0 | |
| Total | 129 | 10 | 7.7 % | 3.9 % | 5 | 5 | |



Workforce Analysis - Summary Report

Date: 2018-07-05

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 |
| 13 : Other Sales and Service Personnel | EEOG | СМА |



Workforce Analysis - Summary Report

Date: 2018-07-05

WFA Defaults - Persons with Disabilities

| Employment Equity Occupational Group Perform Analysis By | Recruitment Area |
|--|------------------|
|--|------------------|

01/02 : Managers **EEOG** National 03: Professionals **EEOG** National 13: Other Sales and Service Personnel **EEOG** National



| Data from Firs | t/Previous Woi | kforce Analysis |
|----------------|----------------|-----------------|
| 1 | 1 | |

| Data from Sul | osequent/Curro Analysis | ent Workforce |
|---------------|----------------------------|---------------|
| | \ | Ţ |

| Data from Fi | rst/Previous Workf | force Analysis |
|--------------|--------------------|----------------|
| YYYY | MM | DD |
| 2018 | 07 | 05 |

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

| | | r | Гable 1: Women | l |
|--------|--|---------------|--------------------|---------------|
| | | First/Pr | evious Workforce 2 | Analysis |
| Emple | nyment Equity Occupational Cycup (EEOC) | All Employees | Woi | nen |
| լուսիւ | oyment Equity Occupational Group (EEOG) | | Representation | Availability* |
| | | # | # | % |
| 01 | Senior Managers | 6 | 1 | 27.4 |
| 02 | Middle & Other Managers | 3 | 3 | 38.9 |
| 03 | Professionals | 119 | 27 | 25.0 |
| 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 | 1 | 0 | 61.1 |
| 14 | Other Manual Workers | 0 | 0 | 0.0 |
| Total | • | 129 | 31 | 0.0 |

| | Table 5: Women /Current Workford | e Analysis |
|---------------|-------------------------------------|---------------|
| All Employees | Won | ien |
| | 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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|---|---|---|---|---|---|---|----|---|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| 8 | S.T | aп | ır | α | : : | | | | | | | | | | | | | | | | | | | | | | |
|---|-----|----|----|----------|------------|-------|---|------|--|------|----------|------|------|------|------|----------|------|------|------|------|------|-----|------|------|------|----------|----------|
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | - | - | | | **** | **** | **** | **** | | **** | **** | | | **** | | **** | *** | | **** | **** | **** | **** |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Data from Fir | st/Previous Worl | kforce Analysis |
|---------------|------------------|-----------------|
| \ | | — |

| 2018 | 07 | 05 |
|--------------|-------------------|----------------|
| YYYY | MM | DD |
| Data from Fi | rst/Previous Work | force Analysis |

| | \ | \downarrow |
|-----------------|------------------|-------------------|
| Data from Subse | quent/Current Wo | orkforce Analysis |
| YYYY | MM | DD |

0

0

Data from Subsequent/Current Workforce Analysis

| | | Table 2: Aboriginal Peoples | | | |
|---|--|-----------------------------------|--------------------|---------------|--|
| | | First/Previous Workforce Analysis | | | |
| Employment Equity Occupational Group (EEOG) | | All Employees | Aboriginal Peoples | | |
| | | | Representation | Availability* | |
| | | # | # | % | |
| 01 | Senior Managers | 6 | 0 | 2.9 | |
| 02 | Middle & Other Managers | 3 | 0 | 2.2 | |
| 03 | Professionals | 119 | 2 | 1.6 | |
| 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 | 1 | 0 | 3.9 | |
| 14 | Other Manual Workers | 0 | 0 | 0.0 | |
| Total | | 129 | 2 | 0.0 | |

| Table | 6: Aboriginal Pe | eoples | |
|---------------|--------------------|---------------|--|
| Subsequent | /Current Workford | e Analysis | |
| All Employees | Aboriginal Peoples | | |
| | 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 | |

| 0 | |
|---|--|

| | * Source: | |
|---|-----------|--|
| ı | 0 | |

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| 2018 | 07 | 05 |
|--------------|-------------------|----------------|
| YYYY | MM | DD |
| Data from Fi | rst/Previous Work | force Analysis |

| YYYY | MM | DD |
|-----------------|-------------------|------------------|
| Data from Subse | equent/Current Wo | rkforce Analysis |

Data from Subsequent/Current Workforce

Analysis

| | | Table 3: Members of Visible Minorities First/Previous Workforce Analysis | | | |
|---|--|--|-------------------------------|---------------|--|
| | | | | | |
| Employment Equity Occupational Group (EEOG) | | All Employees | Members of Visible Minorities | | |
| | | | Representation | Availability* | |
| | | # | # | % | |
| 01 | Senior Managers | 6 | 0 | 10.1 | |
| 02 | Middle & Other Managers | 3 | 0 | 15.0 | |
| 03 | Professionals | 119 | 26 | 18.3 | |
| 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 | 1 | 0 | 2.0 | |
| 14 | Other Manual Workers | 0 | 0 | 0.0 | |
| Total | | 129 | 26 | 0.0 | |

| Subsequent | /Current Workford | e 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 | |
| 0 | 0 | 0.0 | |
| 0 | 0 | 0.0 | |
| 0 | 0 | 0.0 | |
| 0 | 0 | 0.0 | |
| 0 | 0 | 0.0 | |
| 0 | 0 | 0.0 | |
| 0 | 0 | 0.0 | |

| 0 | | | | |
|---|--|--|--|--|

| * Source: | | |
|-----------|--|--|
| 0 | | |

| Data from Firs | st/Previous Worl | xforce Analysis |
|----------------|------------------|------------------------|
| | \ | 1 |

| Data from Su | bsequent/Curre Analysis | nt Workforce |
|--------------|----------------------------|--------------|
| — | \ | \ |
| | | |

| 2018 | 07 | 05 |
|--------------|-------------------|----------------|
| YYYY | MM | DD |
| Data from Fi | rst/Previous Work | force Analysis |

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

| | | Table 4: | Persons with Dis | sabilities |
|-------|--|---------------|--------------------|---------------|
| | | First/Pr | evious Workforce A | analysis |
| Emplo | yment Equity Occupational Group (EEOG) | All Employees | Persons with | Disabilities |
| Embio | yment Equity Occupational Group (EEOG) | | Representation | Availability* |
| | | # | # | % |
| 01/02 | Managers | 9 | 0 | 4.3 |
| 03 | Professionals | 119 | 10 | 3.8 |
| 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 | 1 | 0 | 6.3 |
| 14 | Other Manual Workers | 0 | 0 | 0.0 |
| Total | | 129 | 10 | 0.0 |

| Table 8: | Persons with Dis | abilities |
|---------------|-------------------|---------------|
| Subsequent | /Current Workford | e Analysis |
| All Employees | Persons with | Disabilities |
| | Representation | Availability* |
| # | # | % |
| 0 | 0 | 0.0 |
| 0 | 0 | 0.0 |
| 0 | 0 | 0.0 |
| 0 | 0 | 0.0 |
| 0 | 0 | 0.0 |
| 0 | 0 | 0.0 |
| 0 | 0 | 0.0 |
| 0 | 0 | 0.0 |
| 0 | ol | 0.0 |
| 0 | 0 | 0.0 |
| 0 | ol | 0.0 |
| 0 | ol | 0.0 |
| 0 | ol | 0.0 |
| 0 | 0 | 0.0 |

| * | S | 0 | 1 | H | Á | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 8 |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | 20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|----|----|----|----|----|-----|----|----|---|--|--|--|--|--|---|---|---|---|---|---|--|--|--|--|---|---|---|--|---|--|--|---|---|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|---|---|---|---|---|
| × | | | n | | w | | n | a | × | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | ж, | 33 | ž. | 86 | 3. | 38. | ĸ. | ĸ, | ۰ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | * | | | | | | | | | | | | | ä | ä | × | × | ä | × | | | | | ä | ä | × | | × | | | 8 | 8 | Š | 8 | | | | | | | | | | | | | | | | | | | | × | Š | ä | ä | * | 8 |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Part 2: Flow Data Analysis

[Bridges of Canada]

[Date: 2018-07-05]

| Start | Date of Flow | Data |
|-------|--------------|------|
| YYYY | MM | DD |
| | | |

| E | nd Date | of Flow | Data |
|-----|---------|---------|------|
| YYY | Y N | 1M | DD |
| | | | |

Data from Form 4 - Employees Hired

Terminated

| | | \downarrow | \downarrow | \downarrow | \downarrow |
|--|----------------------------------|------------------------|--------------|------------------------|--------------|
| | | | Table 1: | Women | |
| Employment Equity Occupational Group (EEOG) | | Full-time | / National | Part-time | / National |
| | | All Employees Hired | Women Hired | All Employees Hired | Women Hire |
| | | # | # | # | # |
| 01 | Senior Managers | 0 | 0 | 0 | |
| 02 | Middle & Other Managers | 0 | 0 | 0 | |
| 03 | Professionals | 0 | 0 | 0 | |
| 04 | Semi-Professionals & Technicians | 0 | 0 | 0 | |
| | l ~ . | | 1 | | l |

| | Tun-time / National | | Tare-time / National | |
|---|------------------------|-------------|------------------------|-------------|
| Employment Equity Occupational Group (EEOG) | 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 |
| Total | 0 | 0 | 0 | 0 |

| | Table 5: | Women | | |
|---------------------------|-------------------|---------------------------|-------------------|--|
| Full-time / National | | Part-time / National | | |
| All Employees Promoted | Women Promoted | All Employees Promoted | Women Promoted | |
| # | # | # | # | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |

| <u> </u> | 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 | |
| o | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 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 | |

Data from Form 6 - Employees

Part 2: Flow Data Analysis

[Bridges of Canada]

[Date: 2018-07-05]

| Start | Date of Flow | [,] Data |
|-------|--------------|-------------------|
| YYYY | MM | DD |
| 0 | 0 | 0 |

| End l | Date of Flow | Data |
|-------|--------------|------|
| YYYY | MM | DD |
| 0 | 0 | 0 |

Data from Form 4 - Employees Hired

| | Promot | |
|----------|--------|--|
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| ata from | | |
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Data from Form 6 - Employees Terminated

| | | Table 2: Aboriginal Peoples | | | | |
|---|--|-----------------------------|-----------------------------|------------------------|-----------------------------|--|
| | | Full-time | 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 | |
| Tot | al | 0 | 0 | 0 | 0 | |

| Table 6: Aboriginal Peoples | | | | |
|-----------------------------|-----------------------------------|---------------------------|-----------------------------------|--|
| Full-time / | National | Part-time / National | | |
| All Employees Promoted | Aboriginal Peoples Promoted | All Employees Promoted | Aboriginal Peoples Promoted | |
| # | # | # | # | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | (| |
| 0 | 0 | 0 | (| |
| 0 | 0 | 0 | (| |
| 0 | 0 | 0 | (| |
| 0 | 0 | 0 | (| |
| 0 | 0 | 0 | (| |
| 0 | 0 | 0 | (| |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | C | |
| 0 | 0 | 0 | (| |

| Tabl | e 10: Abo | riginal Peo | ples | |
|-----------------------------|-------------------------------------|-----------------------------|-------------------------------------|--|
| 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 | |
| 0 | 0 | 0 | 0 | |
| 0 | 0 | 0 | 0 | |
| 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

[Bridges of Canada]

[Date: 2018-07-05]

| Start | Date of Flow | Data |
|-------|--------------|------|
| YYYY | MM | DD |
| 0 | 0 | 0 |

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

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓ ↓ Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

| Full-time | / National | Part-time / Nationa | | | | | | | | | |
|---------------------------|--|---------------------------|--|--|--|--|--|--|--|--|--|
| 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 | | | | | | | | |

Data from Form 6 - Employees Terminated

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

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

Part 2: Flow Data Analysis

[Bridges of Canada]

[Date: 2018-07-05]

| Start | Date of Flow | / Data |
|-------|--------------|--------|
| YYYY | MM | DD |
| 0 | 0 | 0 |

| 0 | 0 | 0 |
|-------|--------------|------|
| YYYY | MM | DD |
| End l | Date of Flow | Data |

Data from Form 4 - Employees

Table 4: Members of Visible Minorities

| 1 | 1 | 1 |
|-----|-----|---|
| Hir | red | |
| | | |

| | | l able 4: 1 | viembers (| ot visible iv | inorities |
|----|--|------------------------|--|------------------------|--|
| | | Full-time | / National | Part-time | / National |
| | mployment Equity Occupational Group EEOG) Senior Managers Middle & Other Managers Professionals Semi-Professionals & Technicians Supervisors Supervisors: Crafts & Trades Administrative & Senior Clerical Personnel Skilled Sales & Service Personnel Skilled Crafts & Trades Workers Clerical Personnel Intermediate Sales & Service Personnel Semi-Skilled Manual Workers Other Sales & Service Personnel Other Manual Workers | All Employees Hired | Members of Visible Minorities Hired | All Employees Hired | Members of Visible Minorities Hired |
| | | # | # | # | # |
|)1 | 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 | 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 |
| ot | al | 0 | 0 | 0 | 0 |

Total

Data from Form 5 - Employees Promoted

Table 8: Members of Visible Minorities Full-time / National Part-time / National Members of Members of All Employees Visible All Employees Visible Promoted Minorities Promoted Minorities

Promoted Promoted # #

Data from Form 6 - Employees **Terminated**

Table 12: Members of Visible Minorities

Full-time / National Part-time / National Members of Members of All Employees Visible All Employees Visible Terminated Minorities Terminated Minorities Terminated Terminated # #

| | | | | | | | | | Data f | or First/P | Previous (| Goals | | | | | | | |
|---------------------------------------|-------------------------------|---|---------------|-----------------|---|----------------------------|-----------------|-----------------------------|-------------------------------|--------------------|-----------------|--------------------|------|------------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| A B | C | D | E | F | G | Н | Į I | J | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | C x H x 3 | F+I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JхР | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | \ | ↓ | 1 | Ţ | Ţ | 1 | Ţ | J | Ţ | ↓ | 1 | ↓ | Ţ | Ţ | ↓ | Ţ | 1 | ↓ | <u> </u> |
| | | | | | | | | | | Table 1: | | | | | | | | | |
| | | First/Previous Short-term Goals All Employees Women | | | | | | | | | | | | | | | | | |
| | | | | All En | | | | | <u> </u> | | | | | | omen | | | | r |
| | Number | Grov | rth (New Posi | ions) | Turnover (Re | placement of Employees) | Terminated | | Number | Turnover (Re | eplacement of | Hires | | r Goals | | | | | |
| Employment Equity Occupational | | | - | | ļ | | | Anticipated Hires Over 3 | | Terminated | Employees) | Required | | n - To - YYYY | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Group (EEOG) | YYYY-MM-DD | Actual | Pro | ected | Actual | Proj | ected | Years | VYYY-MM-DD | | | Over 3 | **** | - * * * * * | Availability | rresem Gap | Gap | Representation | Years |
| | 2018-07-05 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | | 2018-07-05 | Annually | Over 3 Years | Years | 2018 | 2021 | | | | | |
| | # | % | % | # | % | % | H | # | # | % | # | # | H | % | % | H | # | % | % |
| 01 Senior Managers | . 6 | -100.0% | 3.0% | 1 | 0.0% | 6.0% | 1 | 2 | . 1 | 6.0% | 0 | 1 |] | 27.4% | | -1 | 0 | 16.7% | 28.6% |
| 02 Middle & Other Managers | 3 | -100.0% | | 0 | 0.0% | | 0 | 0 | 3 | 0.0% | 0 | -2 | (|) | 38.9% | 2 | 2 | 100.0% | 100.0% |
| 03 Professionals | 119 | -100.0% | 6.0% | 21 | 0.0% | 5.0% | 18 | 39 | 27 | 5.0% | 4 | 12 | 10 | 25.0% | 25.0% | -3 | -2 | 22.7% | 23.6% |
| 04 Semi-Professionals & Tech | 0 | 0.0% | | 0 | 0.0% | | 0 | | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 05 Supervisors | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 06 Supervisors: Crafts & Trades | 0 | 0.0% | | 0 | 0.0% | | 0 | | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Administrative & Sr Clerical | 0 | 0.0% | | 0 | 0.0% | | 0 | | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 08 Skilled Sales & Service | 0 | 0.0% | | 0 | 0.0% | | 0 | | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | 0 | 0.0% | | 0 | 0.0% | | 0 | | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 0 | 0.0% | | 0 | 0.0% | | 0 | | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 11 Intermediate Sales & Service | 0 | 0.0% | | 0 | 0.0% | | 0 | | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | 0 | 0.0% | | 0 | 0.0% | | 0 |) | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 1 | -100.0% | 50.0% | 2 | 0.0% | 25.0% | 1 | . 3 | 0 | 25.0% | 0 | 2 | 2 | 61.1% | 61.1% | -1 | 0 | 0.0% | 66.7% |
| 14 Other Manual Workers | 0 | 0.0% | | 0 | 0.0% | | 0 | (| 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 129 | -100.0% | | 0 | 0.0% | | 0 | | 31 | 0.0% | 0 | -31 | (|) | 0.0% | 31 | 31 | 24.0% | 24.0% |

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

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

| | Workforce Analysis) ÷ 2) x 100 | J. | | | | |
|-------|--------------------------------|-----------|---------|----------|---------|----------------|
| | | | | | | Table 2: Women |
| F | loyment Equity Occupational | | Wome | m | | |
| | ip (EEOG) | Short-ter | m Goals | Long-tei | m Goals | Comments |
| - | | # | % | # | % | |
| 01 | Senior Managers | 1 | 27.4 | 3 | 50.0 | |
| 02 | Middle & Other Managers | 0 | 0.0 | 0 | 0.0 | |
| 03 | Professionals | 10 | | 30 | 25.0 | |
| 04 | Semi-Professionals & Tech | 0 | 0.0 | 0 | 0.0 | |
| 05 | Supervisors | 0 | 0.0 | 0 | 0.0 | |
| 06 | Supervisors: Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 07 | Administrative & Sr Clerical | 0 | 0.0 | 0 | 0.0 | |
| 08 | Skilled Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 10 | Clerical Personnel | 0 | 0.0 | 0 | 0.0 | |
| 11 | Intermediate Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 12 | Semi-Skilled Manual | 0 | 0.0 | 0 | 0.0 | |
| 13 | Other Sales & Service | 2 | 61.1 | 2 | 61.1 | |
| 14 | Other Manual Workers | 0 | 0.0 | 0 | 0.0 | |
| Total | | 0 | 0.0 | 0 | 0.0 | |

| | | | | | | | | | Data 1 | for First/F | Previous (| Goals | | | | | | | |
|---|-------------------------------|--|-----------------|--------|---|-------------------------|------------|-----------------------------|-------------------------------|--------------------|---------------|--------------------|------|---------------------|-------------------------------|-------------------------------|-----------------------------------|--------------------|----------------------------------|
| A B | C | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & D Workforce Analysis‡ | ata Entry | СхНх3 | F+I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | J | Ţ | Ţ | 1 | Ψ | 1 | ↓ | Ţ | Ţ | 1 | Ţ | Ţ | Ţ | Ţ | ↓ | 1 | Ţ | ↓ | ↓ |
| | | | | | | | | | | 3: Abori | | | | | | | | | |
| | | First/Previous Short-term Goals All Employees Aboriginal Peoples | | | | | | | | | | | | | | | | | |
| | | Ι | | All En | i i | | | ı | | | | 1 | | A Dorigi r Goals | nai Peoples | | | ı | ı |
| | Number | Grov | vth (New Positi | ions) | Turnover (Rep | acement of mployees) | Terminated | | Number | | eplacement of | Hires | | r Goals n - To | | | | | |
| Employment Equity Occupational | YYYY-MM-DD | Actual | Proje | ected | Actual | Proj | ected | Anticipated Hires Over 3 | YYYY-MM-DD | Terminated | l Employees) | Required | | - YYYY | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Group (EEOG) | 2018-07-05 | Annually | Annually | Over 3 | | Annually | Over 3 | Years | 2018-07-05 | Annually | Over 3 | Over 3 Years | 2018 | 2021 | Availability | | Gap | Representation | Years |
| | 2018-07-05 | Annuany | Annuany | Years | Annually | Annuany | Years | | 2018-07-05 | Annuany | Years | | 2018 | 2021 | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 Senior Managers | 6 | -100.0% | | C | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 2.9% | 0 | 0 | 0.0% | 0.0% |
| 02 Middle & Other Managers | 3 | -100.0% | | 0 | 0.0% | | 0 | 0 | | 0.0% | | 0 | 0 | | 2.2% | 0 | 0 | 0.0% | 0.0% |
| 03 Professionals | 119 | -100.0% | | (| 0.0% | | 0 | 0 | 2 | 0.0% | | 0 | 0 | | 1.6% | 0 | 0 | 1.7% | 1.7% |
| 04 Semi-Professionals & Tech | 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! |
| 05 Supervisors 06 Supervisors: Crafts & Trades | 0 | 0.0% | | | 0.0% | | 0 | ١ | | 0.0% | | | " | | 0.0% | " | " | #DIV/0! #DIV/0! | #DIV/0! #DIV/0! |
| 07 Administrative & Sr Clerical | 0 | 0.0% | | | 0.0% | | 0 | ١ |] " | 0.0% | | | " | | 0.0% | " | " | #DIV/0! | #DIV/0! #DIV/0! |
| 08 Skilled Sales & Service | 0 | 0.0% | | | 0.0% | | 0 | ۱ | il ö | 0.0% |] |] , | " | | 0.0% | " | " | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | ٥ | 0.0% | | | 0.0% | | ٥ | ا ا | آ | 0.0% |] ő | ه ا | ا ا | | 0.0% | ا ، | ا ، | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 0 | 0.0% | | (| 0.0% | | 0 | ا آ | آ | 0.0% |] ő | ن ا | ا ا | | 0.0% | ا ، | ن ا | #DIV/0! | #DIV/0! |
| 11 Intermediate Sales & Service | 0 | 0.0% | | C | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | 0 | 0.0% | | c | 0.0% | | 0 | 0 | 0 | 0.0% | . 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | 1 | -100.0% | | c | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 3.9% | 0 | 0 | 0.0% | 0.0% |
| 14 Other Manual Workers | 0 | 0.0% | | C | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | 129 | -100.0% | | (| 0.0% | | 0 | 0 | 2 | 0.0% | 0 | -2 | 0 | | 0.0% | 2 | 2 | 1.6% | 1.6% |

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

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

| | Workforce Finallysis) × 2) x 100 | | | | | Table 4: Aboriginal Peoples |
|-------|----------------------------------|-----------|------------|---------|-----------|-----------------------------|
| | oyment Equity Occupational | | Aboriginal | Peoples | | |
| | p (EEOG) | Short-ter | m Goals | Long-te | erm Goals | Comments |
| | | # | % | # | % | |
| 01 | Senior Managers | 0 | 0.0 | (| 0.0 | |
| 02 | Middle & Other Managers | 0 | 0.0 | (| 0.0 | |
| | Professionals | 0 | 0.0 | (| 0.0 | |
| 04 | Semi-Professionals & Tech | 0 | 0.0 | (| 0.0 | |
| | Supervisors | 0 | 0.0 | (| 0.0 | |
| 06 | Supervisors: Crafts & Trades | 0 | 0,0 | (| 0.0 | |
| 07 | Administrative & Sr Clerical | 0 | 0.0 | (| 0.0 | |
| 08 | Skilled Sales & Service | 0 | 0.0 | (| 0.0 | |
| 09 | Skilled Crafts & Trades | 0 | 0.0 | (| 0.0 | |
| 10 | Clerical Personnel | 0 | 0.0 | (| 0.0 | |
| 11 | Intermediate Sales & Service | 0 | 0.0 | (| 0.0 | |
| 12 | Semi-Skilled Manual | 0 | 0,0 | (| 0.0 | |
| | Other Sales & Service | 0 | 0.0 | (| 0.0 | |
| 14 | Other Manual Workers | 0 | 0.0 | (| 0.0 | |
| Total | | 0 | 0.0 | (| 0.0 | |

| | | | | | | | | [Dat | te: 2018-07 | -05] | | | | | | | | | |
|---------------------------------|-------------------------------|--|------------------|-------------|---|------------|-----------|----------|-------------------------------|--------------------|--------------|--------------------|-------------------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| | | | | | | | | | Data | for First/I | Previous (| Goals | | | | | | | |
| A B | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | C x H x 3 | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | 1 | Ţ | Ţ | ↓ | Ţ | 1 | 1 | ↓ | ↓ | Ţ | ↓ | Ţ | 1 | Ţ | \ | Ţ | 1 | ↓ | ↓ |
| | | | | | | | | | | Persons | | | | | | | | | |
| | | | | AH F. | | | | | First/ | Previous SI | iort-term G | roals | | D | th Disabilities | | | | |
| | | | | All Et | nployees | | | 1 | | | | T | | | th Disabilities | s T | | ı | 1 |
| | Number Growth (New Positions) | | | Turnover (R | Turnover (Replacement of Terminated Employees) | | | Number | Turnover (R | eplacement of | Hires | | r Goals m - To | | | | | | |
| Employment Equity Occupational | YYYY-MM-DD | Actual | D _{ero} | jected | Actual | Anticipate | | | VYYY-MM-DD | | l Employees) | Required | | - YYYY | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Group (EEOG) | 1111-414-00 | Actua | 110 | Over 3 | Actual | 110 | Over 3 | Years | | | Over 3 | Over 3 Years | | | Availability | | Gap | Representation | Years |
| | 2018-07-05 | Annually | Annually | Years | Annually | Annually | Years | | 2018-07-05 | Annually | Years | 10.00 | 2018 | 2021 | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01/02 Managers | 9 | -100.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 4.3% | 0 | 0 | 0.0% | 0.0% |
| 03 Professionals | 119 | -100.0% | | (| 0.0% | | 0 | 0 | 10 | 0.0% | 0 | -5 | |) | 3.8% | 5 | 5 | 8.4% | 8.4% |
| 04 Semi-Professionals & Tech | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | |) | 0.0% | 0 | 0 | #DIV/0! | |
| 05 Supervisors | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | |) | 0.0% | 0 | 0 | #DIV/0! | |
| 06 Supervisors: Crafts & Trades | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | |) | 0.0% | 0 | 0 | #DIV/0! | |
| 07 Administrative & Sr Clerical | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | |
| 08 Skilled Sales & Service | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | |) | 0.0% | 0 | 0 | #DIV/0 | |
| 09 Skilled Crafts & Trades | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | |) | 0.0% | 0 | 0 | #DIV/0! | |
| 10 Clerical Personnel | 0 | 0.0% | | (| 0.0% | | 0 | 0 | | 0.0% | 0 | 0 | |) | 0.0% | 0 | 0 | #DIV/0! | 1 |
| 11 Intermediate Sales & Service | 0 | 0.0% | | (| 0.0% | | 0 | 0 | | 0.0% | 0 | 0 | (|) | 0.0% | 1 | 0 | #DIV/0! | |
| 12 Semi-Skilled Manual | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 1 | 0 | #DIV/0! | |
| 13 Other Sales & Service | 1 | -100.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 6.3% | 1 | 0 | 0.0% | 0.0% |
| 14 Other Manual Workers | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 0.0% | | 0 | #DIV/0! | #DIV/0! |
| Total | 129 | -100.0% | | (| 0.0% | | 0 | 0 | 10 | 0.0% | 0 | -10 | |) | 0.0% | 10 | 10 | 7.8% | 7.8% |

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

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

| Workforce Analysis) ÷ 2) x 10 | 10. | | | | |
|---------------------------------|-----------|-------------|--------------|----------|------------------------------------|
| | | | | | Table 6: Persons with Disabilities |
| Employment Equity Occupational | P | ersons with | Disabilities | 3 | |
| Group (EEOG) | Short-ter | m Goals | Long-te | rm Goals | Comments |
| | # | % | # | % | |
| 01/02 Managers | 0 | 0.0 | 0 | 0.0 | |
| 03 Professionals | 0 | 0.0 | 0 | 0.0 | |
| 04 Semi-Professionals & Tech | 0 | 0.0 | 0 | 0.0 | |
| 05 Supervisors | 0 | 0.0 | 0 | 0.0 | |
| 06 Supervisors: Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 07 Administrative & Sr Clerical | 0 | 0,0 | 0 | 0.0 | |
| 08 Skilled Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 09 Skilled Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 10 Clerical Personnel | 0 | 0.0 | 0 | 0.0 | |
| 11 Intermediate Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 12 Semi-Skilled Manual | 0 | 0.0 | 0 | 0.0 | |
| 13 Other Sales & Service | 0 | 0,0 | 0 | 0.0 | |
| 14 Other Manual Workers | 0 | 0.0 | 0 | 0.0 | |
| Total | 0 | 0.0 | 0 | 0.0 | |

| | | | | | | | | | | Data l | or First/P | Previous (| Goals | | | | | | | |
|-----------|----------------------------|-------------------------------|--|---------------|-----------------|---|------------|-----------------|-----------------------|-------------------------------|--------------------|-----------------|--------------------|--|------------|-------------------------------|-------------------------------|-----------------------------------|----------------|------------------------------|
| [A] | В | C | D | Е | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sour | rces: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНхЗ | F+I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JхР | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | | ↓ | 1 | Ţ | ↓ | Ţ | 1 | 1 | ↓ | ↓ | ↓ | 1 | ↓ | Ţ | Ţ | ↓ | 1 | 1 | J | <u>\</u> |
| | | | | | | | | | | Table 7: M | | | | <u>i </u> | | | | | | |
| | | | | | | | | | | First/ | Previous Sh | iort-term G | oals | | | | | | | |
| | | | | | All En | nployees | | | | | | | | | | isible Minori | ties | | | |
| | | Number | Grow | rth (New Posi | tions) | Turnover (Re | | f Terminated | | Number | Turnover (R) | eplacement of | | | r Goals | | | | | |
| Employm | nent Equity Occupational | | | | | | Employees) | | Anticipated | | Terminated | | Hires Required | | n - To | Present | | Projected | Present | Projected |
| Group (E | EEOG) | YYYY-MM-DD | Actual | Pro | ected | Actual | Pro | jected | Hires Over 3 Years | VYYY-MM-DD | | | Over 3 | YYYY | - YYYY | Availability | Present Gap | Gap | Representation | Representation in 3 Years |
| | | 2018-07-05 | Annually | Annually | Over 3 Years | Annually | Annually | Over 3 Years | | 2018-07-05 | Annually | Over 3 Years | Years | 2018 | 2021 | | | | | |
| | | # | % | % | 4 | % | % | # | 4 | # | % | # | # | # | % | 9/6 | # | - 4 | % | % |
| 01 Sen | nior Managers | 6 | -100.0% | 70 | | 0.0% | 70 | - 7 | , , | 0 | 0.0% | 0 | 1 | , | 70 | 10.1% | -1 | -1 | 0.0% | 0.0% |
| | ddle & Other Managers | 3 | -100.0% | | 1 | 0.0% | | 1 0 | ا ا | آ | 0.0% | 0 | 0 | (| | 15.0% | 0 | 0 | 0.0% | 0.0% |
| 1 1 | ofessionals | 119 | -100.0% | | | 0.0% | | 0 | | 26 | 0.0% | 0 | -4 | (| | 18.3% | 4 | 4 | 21.8% | 21.8% |
| 04 Sen | mi-Professionals & Tech | 0 | 0.0% | | | 0.0% | | 0 | | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 05 Sur | pervisors | 0 | 0.0% | | c | 0.0% | | 0 | o c | o | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 06 Sur | pervisors: Crafts & Trades | 0 | 0.0% | | C | 0.0% | | 0 | o c | o | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Adı | ministrative & Sr Clerical | 0 | 0.0% | | C | 0.0% | | 0 | 0 | o o | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 08 Ski | illed Sales & Service | 0 | 0.0% | | (| 0.0% | | 0 | o c | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 Ski | illed Crafts & Trades | 0 | 0.0% | | (| 0.0% | | 0 | o c | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 10 Cle | erical Personnel | 0 | 0.0% | | (| 0.0% | | 0 | o c | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | ermediate Sales & Service | 0 | 0.0% | | C | 0.0% | | 0 | o c | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | mi-Skilled Manual | 0 | 0.0% | | [0 | 0.0% | | 0 | ol c | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 | her Sales & Service | 1 | -100.0% | | [0 | 0.0% | | 0 | ol c | 0 | 0.0% | 0 | 0 | (| | 2.0% | 0 | 0 | 0.0% | 0.0% |
| 14 Oth | her Manual Workers | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | | 129 | -100.0% | | (| 0.0% | | 0 |) C | 26 | 0.0% | 0 | -26 | (| | 0.0% | 26 | 26 | 20.2% | 20.2% |

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

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

| | workforce Analysis) = 2) x 100 | J. | | | | |
|-------|--|-----------|----------------|-----------|----------|--|
| | | | | | | Table 8: Members of Visible Minorities |
| F1 | 18-16-16-16-16 | Men | abers of Visib | de Minori | ties | |
| | oyment Equity Occupational - o (EEOG) | Short-ter | m Goals | Long-te | rm Goals | Comments |
| | | # | % | # | % | |
| 01 | Senior Managers | 1 | 10.1 | 2 | 33.3 | |
| 02 | Middle & Other Managers | 0 | 0.0 | 0 | 0.0 | |
| 03 | Professionals | 0 | 0.0 | 0 | 0.0 | |
| 04 | Semi-Professionals & Tech | 0 | 0.0 | 0 | 0.0 | |
| 05 | Supervisors | 0 | 0.0 | 0 | 0.0 | |
| 06 | Supervisors: Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 07 | Administrative & Sr Clerical | 0 | 0.0 | 0 | 0.0 | |
| 08 | Skilled Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 09 | Skilled Crafts & Trades | 0 | 0.0 | 0 | 0.0 | |
| 10 | Clerical Personnel | 0 | 0.0 | 0 | 0.0 | |
| 11 | Intermediate Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 12 | Semi-Skilled Manual | 0 | 0.0 | 0 | 0.0 | |
| 13 | Other Sales & Service | 0 | 0.0 | 0 | 0.0 | |
| 14 | Other Manual Workers | 0 | 0.0 | 0 | 0.0 | |
| Total | | 0 | 0.0 | 0 | 0.0 | |

| | | | | | | | | | | Data for | Subseque | nt/Currei | ıt Goals | | | | | | | |
|---|--------------------------|-------------------------------|--|---------------|--------|---|----------------------------|--------------|-----------------------------|-------------------------------|--------------------|---------------|--------------------|-----|-------------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| | | | | | ····· | | | · | · | Y | ····· | | | | | | | | | |
| <u>A</u> | В | C | D | Е | F | G | Н | <u> </u> | <u> </u> | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sources | s: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНх3 | F+I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| *************************************** | - | ↓ | ↓ | Ţ | Ţ | ↓ | 1 | J | Ţ | Ţ | ↓ | J | Ţ | Ţ | Ţ | ↓ | Ţ | 1 | ↓ | 1 |
| | | | | | | | | | | | Table 9: | | | | | | | | | |
| | | | | | | | | | | Subsequ | ent/Current | Short-tern | ı Goals | | | | | | | |
| | | | | | All En | ployees | | | | | | | | | | omen | · | | | |
| | | Number | Grov | rth (New Posi | tions) | Turnover (Re | placement of Employees) | f Terminated | | Number | Turnover (R | eplacement of | Hires | | r Goals n - To | | | | | |
| | nt Equity Occupational | YYYY-MM-DD | Actual | Pro | jected | Actual | | iected | Anticipated Hires Over 3 | YYYY-MM-DD | Terminated | Employees) | Required | | - YYYY | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Group (EEC | OG) | | | | Over 3 | | | Over 3 | Years | | | Over 3 | Over 3 Years | | | Availability | | Gap | Representation | Years |
| | | | Annually | Annually | Years | Annually | Annually | Years | | - | Annually | Years | | 0 | 3 | | | | | |
| | | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 Senior | r Managers | 0 | -100.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 | le & Other Managers | 0 | -100.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 | ssionals | 0 | -100.0% | | C | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 1 1 | -Professionals & Tech | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 05 Super | | 0 | 0.0% | | C | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | visors: Crafts & Trades | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 | nistrative & Sr Clerical | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | d Sales & Service | 0 | 0.0% | | C | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 1 | d Crafts & Trades | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 | cal Personnel | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | nediate Sales & Service | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | -Skilled Manual | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 | Sales & Service | 0 | -100.0% | | 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! |
| Total | | 0 | -100.0% | | [(| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |

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

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

| | | | | Table 10: Women |
|---------------------------------|------------|-------|-----------------|-----------------|
| Employment Equity Occupational | | Womer | | |
| Group (EEOG) | Short-term | Goals | Long-term Goals | Comments |
| | | % | % | |
| 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 | |

| | | | | | | | | | Data for | Subseque | nt/Curre | nt Goals | | | | | | | |
|---------------------------------------|-------------------------------|--|----------------|--------|---|----------------------------|--------------|-----------------------------|-------------------------------|--------------------|---------------|--------------------|-----|-------------------|-------------------------------|-------------------------------|-----------------------------------|--------------------|----------------------------------|
| A B | С | D | Е | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНх3 | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | | 1 | 1 | ↓ | ↓ | Ţ | 1 | ↓ | 1 | 1 | Ţ | 1 | 1 | Ţ | ↓ | 1 | Ţ | ↓ | Ţ |
| | | | | | | | | | | 11: Abor | | | | | | | | | |
| | | | | LUE | | | | | Subsequ | ent/Current | Short-tern | 1 Goals | | | | | | | |
| | | | | All Er | nployees | | | | | | | | | | nal Peoples | 1 | | | 1 |
| | Number | Grev | vth (New Posit | tions) | Turnover (Re | placement of Employees) | f Terminated | | Number | Turnover (R | eplacement of | Hires | | r Goals n - To | | | | | |
| Employment Equity Occupational | YYYY-MM-DD | Actual | Pero | jected | Actual | | iected | Anticipated Hires Over 3 | YYYY-MM-DD | Terminated | Employees) | Required | | - YYYY | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Group (EEOG) | 1111-400-00 | ACIUM | 110) | Over 3 | Actual | 110 | Over 3 | Years | 1111-1100-00 | | Over 3 | Over 3 Years | | | Availability | Trescar Gap | Gap | Representation | Years |
| | | Annually | Annually | Years | Annually | Annually | Years | | - | Annually | Years | rears | 0 | 3 | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 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 | 0 | -100.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 04 Semi-Professionals & Tech | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 05 Supervisors | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 06 Supervisors: Crafts & Trades | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 07 Administrative & Sr Clerical | 0 | 0.0% | | (| 0.0% | | 0 | 0 | | 0.0% | 0 | 0 | (|) | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 08 Skilled Sales & Service | 0 | 0.0% | | (| 0.0% | | 0 | 0 | | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | 0 | 0.0% | | (| 0.0% | | 0 | 0 | | 0.0% | 0 | 0 | (| | 0.0% | | 1 0 | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 0 | 0.0% | | | 0.0% | | 0 | 0 | | 0.0% | 0 | 0 | (| | 0.0% | | 1 0 | #DIV/0! | #DIV/0! |
| 11 Intermediate Sales & Service | | 0.0% | |] (| 0.0% | | | 0 |] | 0.0% | | | ' | | 0.0% | 1 2 | | #DIV/0! | #DIV/0! |
| 12 Semi-Skilled Manual | | 0.0% | |] (| 0.0% | | | |] | 0.0% | | 0 | ' | | 0.0% | 1 2 | | #DIV/0! | #DIV/0! |
| 13 Other Sales & Service | | -100.0% 0.0% | | | 0.0% | | | |] | 0.0% 0.0% | | | | | 0.0% | 1 % | | #DIV/0! | |
| 14 Other Manual Workers | 1 0 | -100.0% | | ' | 0.0% | | 1 0 | 0 | 0 | 0.0% | 0 | 0 | (| | 0.0% | 0 | 0 | #DIV/0! #DIV/0! | #DIV/0! #DIV/0! |
| Total | 1 0 | -100.0% | | (| 0.0% ا | | 1 0 | 1 0 | ט וי | 0.0% | 1 0 | 1 0 | | 1 | 0.0% | <u> </u> | 1 0 | #DI V/0! | #DIV/0! |

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

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

| | Workforce Analysis) ÷ 2) x 10 | 0. | | |
|------|-------------------------------|------------------|-----------------|------------------------------|
| | | | | Table 12: Aboriginal Peoples |
| Emm | loyment Equity Occupational | Aborigina | | |
| | up (EEOG) | Short-term Goals | Long-term Goals | Comments |
| | | % | 9/6 | |
| | 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 | |
| | 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 | |
| Tota | 1 | 0.0 | 0.0 | |

| | | | | | | | | [Dat | e: 2018-07 | -05] | | | | | | | | | |
|--|---|--|------------|--------|---|------------|--------|-----------------------------|-------------------------------|--------------------|---------------|--------------------|----------|------------|-------------------------------|-------------------------------|-----------|--------------------|----------------------------------|
| | | | | | | | | | Data for | Subseque | nt/Curre | nt Goals | | | | | | | |
| A B | С | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sources: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНх3 | F + I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | : / \\ | K÷C | (K - M + O) ÷ (C + F) |
| | ↓ | Ţ | 1 | ↓ | J | Ţ | Ţ | ↓ | J | J | Ţ | 1 | 1 | 1 | 1 | Ţ | 1 | V | 1 |
| | | | | | | | | | | : Persons | | | | | | | | | |
| | | | | All Fa | | | | | Subsequ | ent/Curren | Short-terr | n Goals | | D | ith Disabilities | | | | |
| | | l | | All El | nployees | | | 1 | | 1 | | 1 | | r Goals | tta Disabintie | s T | T | 1 | 1 |
| | Number Growth (New Positions) Turnover (Replacement of Term Employees) | | | | | | | | Number | | eplacement of | Hires | | n - To | 4 | | | | |
| Employment Equity Occupational | YYYY-MM-DD | Actual | Proi | jected | Actual | , | iected | Anticipated Hires Over 3 | YYYY-MM-DD | | Employees) | Required | <u> </u> | - YYYY | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Group (EEOG) | | Annually | Annually | Over 3 | Annually | Annually | Over 3 | Years | _ | Annually | Over 3 | Over 3 Years | 0 | 3 | Availability | | Gap | Representation | Years |
| | | | · | Years | | | Years | | | | Years | | Ů | | | | | | |
| | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01/02 Managers | 0 | -100.0% | | (| 0.0% | | 0 | 0 | | 0.0% | 0 | 0 | |) | 0.0% | | 0 | #DIV/0! | |
| 03 Professionals | 0 | -100.0% | | (| 0.0% | | 0 | 0 | 1 9 | 0.0% | 1 0 | | |) | 0.0% | 1 | | #DIV/0! | #DIV/0! |
| 04 Semi-Professionals & Tech | 0 | 0.0% | | | 0.0% | | 0 | 0 | 1 5 | 0.0% | 1 0 | | | <u>'</u> | 0.0% | 1 | | #DIV/0! | #DIV/0! |
| 05 Supervisors | 0 | 0.0% | | | 0.0% | | 0 | 0 | | 0.0% | 1 0 | | | <u>'</u> | 0.0% | 1 | | #DIV/0! | #DIV/0! #DIV/0! |
| 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical | 0 | 0.0% 0.0% | | | 0.0% | | 1 0 | | | 0.0% | 1 % | 1 0 | | () | 0.0% | 1 | | #DIV/0! #DIV/0! | #DIV/0! |
| 08 Skilled Sales & Service | 0 | 0.0% | | | 0.0% | | 1 0 | | | 0.0% | 1 6 | | | () | 0.0% | 1 | | #DIV/0! | #DIV/0! |
| 09 Skilled Crafts & Trades | 0 | 0.0% | | | 0.0% | | 1 0 | |] | 0.0% | 1 6 | íl ő | | () | 0.0% | | íl ő | #DIV/0! | #DIV/0! |
| 10 Clerical Personnel | 0 | 0.0% | | | 0.0% | | 1 0 | " | | 0.0% | | íl ő | | () | 0.0% | 1 | | #DIV/0! | #DIV/0! |
| 11 Intermediate Sales & Service | 0 | 0.0% | | 1 6 | 0.0% | | 1 0 | ا ا | | 0.0% |] 0 | íl ő | 1 6 | | 0.0% | 1 | م ا | #DIV/0 | #DIV/0! |
| 12 Semi-Skilled Manual | 0 | 0.0% | | 7 | 0.0% | | 0 | 0 | | 0.0% |] |) | | | 0.0% | 1 | | #DIV/0 | #DIV/0! |
| 13 Other Sales & Service | 0 | -100.0% | | ~ | 0.0% | | 0 | 0 | | 0.0% |] 0 |) | | | 0.0% | 1 | | #DIV/0! | #DIV/0! |
| 14 Other Manual Workers | 0 | 0.0% | | 1 6 | 0.0% | | ا 0 | ا | | 0.0% |] 0 | ه ا | | | 0.0% | 1 | ا ا | #DIV/0! | #DIV/0! |
| Total | 0 | -100.0% | | | 0.0% | | 0 | 0 | 1 | 0.0% | 0 | 0 | Č | | 0.0% | | 0 | #DIV/0 | #DIV/0! |

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

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

| workforce Analysis) ÷ 2) x 10 | 0. | | | |
|---------------------------------|------------------|--------------|---------|-------------------------------------|
| | | | | Table 14: Persons with Disabilities |
| Employment Equity Occupational | Persons with | Disabilities | | |
| Group (EEOG) | Short-term Goals | Long-te | m Goals | Comments |
| Group (EEOG) | % | | % | |
| 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 | |

| | | | | | | | | | | Data for | Subseque | nt/Curre | nt Goals | | | | | | | |
|----------|-----------------------------|-------------------------------|--|---------------|--------|---|----------------------------|--------------|-----------------------------|-------------------------------|--------------------|---------------|--------------------|-----|-------------------|-------------------------------|-------------------------------|-----------------------------------|----------------|----------------------------------|
| A | В | C | D | E | F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U |
| Data sou | urces: | From Workforce Analysis | From Workforce Analysis [†] | Data Entry | CxEx3 | From Flow Data Analysis & Workforce Analysis [‡] | Data Entry | СхНхЗ | F+I | From Workforce Analysis | Equivalent to H | KxLx3 | (F x Q) - R + M | JxP | Data Entry | From Workforce Analysis | From Workforce Analysis | (K - M + O) - ((C + F) x Q) | K ÷ C | (K - M + O) ÷ (C + F) |
| | | ↓ | ↓ | ↓ | ↓ | ↓ | 1 | ↓ | ↓ | ↓ | ↓ | ↓ | 1 | 1 | 1 | | ↓ | ↓ | J | ↓ |
| | | | | | | | | | 1 | able 15: N | | | | S | | | | | | |
| | | | | | AUE | | | | | Subsequi | ent/Current | t Short-tern | n Goals | | | | | | | |
| | | | <u> </u> | | All En | nployees | | | | | | | | | | isible Minori | ties | | ı | <u> </u> |
| | | Number | Grev | wth (New Posi | tions) | Turnover (Re | eplacement o Employees) | f Terminated | | Number | Turnover (R | eplacement of | Hires | | r Goals n - To | | | | | |
| | ment Equity Occupational | YYYY-MM-DD | Actual | Pro | jected | Actual | | iected | Anticipated Hires Over 3 | VYYY-MM-DD | Terminated | Employees) | Required | | - YYYY | Present | Present Gap | Projected | Present | Projected Representation in 3 |
| Group (| (EEOG) | 1111-00 | Actual | *** | Over 3 | | 110 | Over 3 | Years | 1111-1111-00 | | Over 3 | Over 3 Years | | | Availability | | Gap | Representation | Years |
| | | | Annually | Annually | Years | Annually | Annually | Years | | - | Annually | Years | 10.00 | 0 | 3 | | | | | |
| | | # | % | % | # | % | % | # | # | # | % | # | # | # | % | % | # | # | % | % |
| 01 Se | enior Managers | 0 | -100.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 | 1iddle & Other Managers | 0 | -100.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | rofessionals | 0 | -100.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 1 | emi-Professionals & Tech | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | upervisors | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | upervisors: Crafts & Trades | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 | dministrative & Sr Clerical | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | killed Sales & Service | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | killed Crafts & Trades | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 | lerical Personnel | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| | ntermediate Sales & Service | 0 | 0.0% | | | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 | emi-Skilled Manual | 0 | 0.0% | | 0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 1 1 | Other Sales & Service | 0 | -100.0% | | | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| 14 O | Other Manual Workers | 0 | 0.0% | | (| 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |
| Total | | 0 | -100.0% | | [0 | 0.0% | | 0 | 0 | 0 | 0.0% | 0 | 0 | 0 | | 0.0% | 0 | 0 | #DIV/0! | #DIV/0! |

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

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

| (| | | | Table 16: Members of Visible Minorities |
|---|------------------|-------------|----------|---|
| Facility of Facility Community of | Members of Vis | ible Minori | ties | |
| Employment Equity Occupational Group (EEOG) | Short-term Goals | Long-ter | rm Goals | Comments |
| | % | | % | |
| 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 | |

| | | | | | | | | | Fede | ral Conti | ractors | Progra | m Achie | vement | Report | | | | | | | | | |
|-------|-------------------------------------|-----------|--|---------------------|-------------|----------------------|------------------------|------------------|------------------------|---------------|------------------------|------------------|------------------------|-----------------|---------------|------------------------|--------------|---------------|-----------------|---------------|--------------|---------|---------------|-----------------|
| | | | | | | | | | reac | | | - | - Wome | | Report | | | | | | | | | |
| | | | | | | | | | | | [Bridg | ges of C | [anada] | | | | | | | | | | | |
| | | | | | | | | | | | [Date | e: 2 018- | 07-05] | | | | | | | | | | | |
| Α | В | С | D | EF | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | T | U | V | W | X | Y |
| Doto | TOUROOF: | | Part 1: Workforce | Part 1: E÷ | - D | Part 1: Workforce | DxG | E-H | E÷H | Part 2: Flow | Part 2: Flow Data | L÷K | K x G ÷ 100 | L-N | Part 2: Flow | Part 2: Flow Data (|) - D v 100 | P x F ÷ 100 | Q - S | Part 2: Flow | Part 2: Flow | V ÷ U x | U x F ÷ 100 | V - X |
| Data | sources: | | Analysis | Analysis X I | l | Analysis | ÷ 100 | | x 100 | Data Analysis | Analysis | x 100 | | | Data Analysis | Analysis | | | | Data Analysis | Analysis | 100 | | V - A |
| | | | | ↓ ↓ Wo: | | ↓ orce An: | ↓ alvsis | | | <u> </u> | <u> </u> | | | | ↓ | ↓ Flow E | ↓)ata Ai | ↓ nalvsis | | <u> </u> | Ψ | Ψ | | Ψ |
| | ployment Equity | Year | | ,,,,, | | orkforce | | | | | | Hires | | | | | omotio | • | | | Teri | minatio | ns | |
| | upational Group OG) | | All Employees | | | Won | | T 6 | enn i | All Employees | s | | /omen | l nor | All Employee | Actu | | omen | D.W | All Employees | Actua | | omen | D |
| | , | # | # | Representatio | m 6 | Availa % | # | Gap # | EE Result | # | # | tual % | Expected # | Difference # | # | # # | 121 % | Expected # | Difference # | # | # # | % | Expected # | Difference # |
| 01 | Senior Managers | 2018 0 | 6 | 1 0 | 16.7 0.0 | 27.4 0.0 | 2 | -1 | 60.8 | | | 0.0 | | | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 02 | Middle & Other | 2018 | 3 | | 0.00 | 38.9 | 1 | 2 | 257.1 | | 0 | 0.0 | 0 | | | | 0.0 | 0 | 0 | U | | 0.0 | 0 | 0 |
| 02 | Managers | 0 2018 | 0 119 | 0 27 | 0.0 22.7 | 0.0 25.0 | 30 | 0 | 0.0 90.8 | С | 0 | 0.0 | 0 | C |) (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 03 | Professionals | 0 | 0 | | 0.0 | 0.0 | 0 | 0 | 0.0 | C | 0 | 0.0 | 0 | C |) (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 04 | Semi-Professionals & Technicians | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | | 0 | 0.0 | | | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 05 | Supervisors | 2018 | 0 | | 0.0 | 0.0 | 0 | 0 | 0.0 | | | 0.0 | U | | , (| | 0.0 | U | U | U | - V | 0.0 | U | 0 |
| | Supervisors: Crafts & | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | C | 0 | 0.0 | 0 | C | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 06 | Trades | 0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | (|) (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| [| | | | Part 2: Flow | | | | | | <u> </u> | | | | | | | | | | | | | | |
| Data | sources: | | Part 2: Flow Data Analysis | Data F - D | x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F ÷ I x 100 | Part 3: Goals | E÷K x 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
| | | 1 | J | 1 1 | L | J | ↓ | Ţ | J | Ψ. | <u> </u> | <u> </u> | 1 | 1 | | | | | | | | | | |
| | | | | V Entrants Tow Data | | • | Chaut to | rm Goals | | oals | Long-ter | m Cools | | | | | | | | | | | | |
| | ployment Equity upational Group | Year | | Women | | | | men | | | Won | | | | | | | C | omment | ts | | | | |
| (EE | OG) | | All Employees | Actual | | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| | | # | # | | 6 | # 1 | % | % | % | # | % | % | % | | | | | | | | | | | |
| 01 | Senior Managers | 3 | 0 | | 0.0 | 1 | 0.0 | 27.4 0.0 | 0.0 | 3 | 0.0 | 50.0 | 0.0 | | | | | | | | | | | |
| | Middle & Other Managers | 0 3 | 0 | | 0.0 | 0 | 0.0 | | 0.0 | | 0.0 | | | | | | | | | | | | | |
| | Professionals | 0 | 0 | | 0.0 | 10 | 0.0 | 0.0 25.0 | 0.0 | | 0.0 | 0.0 25.0 | | | | | | | | | | | | |
| 03 | Semi-Professionals & | 3 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | |
| 04 | Technicians Technicians | 3 | 0 | 0 | 0.0 | U | 0.0 | 0.0 | 0.0 | U | 0.0 | 0.0 | | | | | | | | | | | | |
| 05 | Supervisors | 0 3 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | |
| 06 | Supervisors: Crafts & | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | Trades | 3 | 1 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | | E.J. | -16 | | n | | | D4 | | | | | | | | | |
|----------|---|---|-------------------------------|--|-----------------------|------------------------|------------------|------------------------|-------------------------------|------------------------|------------------|------------------------|------------|---|------------------|-------------|-------------|--------------------|-------------------------------|------------------|----------------|-------------|------------|
| | | | | | | | | reaei | al Contr | | - | m Achie - Wome | | Keport | | | | | | | | | |
| | | | | | | | | | | [Bridg | ges of C | [anada] | | | | | | | | | | | |
| | | | | | | | | | | | e: 2018- | | | | | | | | | | | | |
| A | В | С | D | E F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | Т | U | V | W | X | Y |
| | D | <u></u> | Part 1: | Part 1: | Part 1: | | | | 1 | Part 2: Flow | 171 | <u> </u> | | | Part 2: Flow | 1 | | | | Part 2: Flow | | | <u>.</u> |
| Data s | sources: | | Workforce Analysis | Workforce E ÷ D Analysis E ÷ D x 100 | Workforce Analysis | D x G ÷ 100 | E-H | E ÷ H x 100 | Part 2: Flow Data Analysis | Data | L ÷ K x 100 | K x G ÷ 100 | L-N | Part 2: Flow Data Analysis | Data C | 9 ÷ P x 100 | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X |
| | | *************************************** | Į Į | <u> </u> | Į Į | Ţ | Ţ | Ţ | Į Į | Į Į | Į Į | 1 | Į Į | <u> </u> | 1 | Ţ | . | Ţ | 1 | Ţ | \ | Ţ | Į Į |
| | | | | | orce An | | | | | | | | | | Flow D | | • | | , | | | | |
| | ployment Equity upational Group | Year | | V | Vorkforce Wo | men | | | | Hires Women | | | | | Promotions Women | | | Terminations Women | | | | | |
| (EE | OG) | | All Employees | Representation | Avail | | Gap | EE Result | All Employees | Ac | tual | Expected | Difference | All Employee | Actu | al | Expected | Difference | All Employees | Actua | ı | Expected | Difference |
| | Administrative & | # 2018 | # 0 | # % | 0.0 | # 0 | # 0 | 0.0 | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 07 | 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 | 0.0 | 0 | 0 |
| 08 | Skilled Sales & Service Personnel | 2018 | 0 | 0 0.0 | | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 09 | Skilled Crafts & | 2018 | 0 | 0 0.0 | 0.0 | 0 | 0 | 0.0 | | | | | | | | | | | - | | | | |
| | Trades Workers | 2018 | 0 | 0 0.0 | | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 10 | Clerical Personnel | 0 | 0 | 0 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 |) (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 11 | Intermediate Sales & Service Personnel | 2018 | 0 | 0 0.0 | _ | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 12 | Semi-Skilled Manual | 2018 | 0 | U 0.0 | | | 0 | 0.0 | | | | | | | | 0.0 | | | | | 0.0 | | |
| | Workers | 0 | | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 1 0 | 0 | <u>/ </u> | 0 | 0.0 | <u> </u> | 0 | <u> </u> | 0 | 0.0 | 0 | |
| Data s | sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E ÷ D x 100 Analysis | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F÷I x 100 | Part 3: Goals | E÷Kx 100 | Part 3: Goals | F÷M x 100 | | | | | | | | | | | |
| | | | <u> </u> | <u> </u> | | | | | <u> </u> | 1 | <u> </u> | 1 | i | | | | | | | | | | |
| _ | | | | Entrants | | CL 44 | - C - I | | oals | T | <u> </u> | | | | | | | | | | | | |
| | ployment Equity upational Group | Year | F | low Data Women | | Short-ter Wo | men | <u> </u> | | Long-term Goals Women | | | | | | | C | omment | ts | | | | |
| | og) | | All Employees | Actual | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| <u> </u> | *1 *** · · · · · · · · | # | # | # % | # | % | % | 9/4 | # | % | % | % | | | | | | | | | | | |
| 07 | Administrative & Senior Clerical | 3 | 0 | 0.0 | | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| | Skilled Sales & Service Personnel | 0 | 0 | | | 0.0 | | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | |
| 00 | Skilled Crafts & | 0 | 0 | 0 0.0 | | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | |
| UY | Trades Workers | 3 | 0 | 0 0.0 | | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| 10 | Clerical Personnel | 3 | 0 | 0 0.0 |) | 0.0 | 0.0 | 0.0 | U | 0.0 | 0.0 | | | | | | | | | | | | |
| 11 | Intermediate Sales & Service Personnel | 3 | 0 | 0 0.0 | | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| 12 | Semi-Skilled Manual Workers | 0 3 | 0 | 0 0.0 | | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |

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| | | | | | | | | | | I | 'art 4: I | Results | - Wome | n | | | | | | | | | | | | |
| | | | | | | | | | | | [Bridg | ges of C | anada] | | | | | | | | | | | | | |
| | | | | | | | | | | | [Date | : 2018- | 07-05] | | | | | | | | | | | | | |
| A | В | С | D | E F | | G | Н | I | J | K | L | М | N | O | P | Q | R | S | Т | U | V | W | X | Y | | |
| Data sources: | | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | Е-Н | E÷H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L÷K x 100 | K x G ÷ 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Q ÷ P x 100 | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X | | |
| | | | ↓ | V | ↓ | ↓ | Ţ | Ţ | ↓ | . | 1 | \ | Ţ | ↓ | \ | ↓ | Ţ | 1 | ↓ | 1 | ↓ | Ţ | 1 | ↓ | | |
| | | | | V | Vorkf | force Analysis | | | | | | | | | | Flow | low Data Analysis | | | | | | | | | |
| · · · · · · · · · · · · · · · · · · · | oloyment Equity upational Group | Year | | | W | orkforce | | | | | 1 | Hires | | | | Promotions | | | | | Te | | | | | |
| | працопат Стопр ОС) | | All Employees | Represent | lation | Wo Avail | | Gap | EE Result | All Employees | ees Actual | | omen Expected | Difference | All Employees | Δ. | tual | Expected | Difference | All Employees | Act | | omen Expected | Difference | | |
| • | | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | | |
| 131 | Other Sales & Service | 2018 | 1 | 0 | 0.0 | 61.1 | | -1 | 0.0 | | | | | | | | | | | | | | | | | |
| 13 | Personnel | 0 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | (| | |
| 14 | Other Manual Workers | 2018 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0 | 1 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | | | |
| | | 2018 | 129 | 31 | 24.0 | | | 31 | | | | 0.0 | 0 | | | <u> </u> | 0.0 | | | | 0 | 0.0 | 0 | <u> </u> | | |
| Total | | 0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | (| | |
| Data s | ources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E Analysis | ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F÷I x 100 | Part 3: Goals | E÷ K x 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | | | |
| | | | T . | \ | Ţ | T | Ţ | Ţ | <u> </u> | . | , | 1 | Į į | | | | | | | | | | | | | |
| | | | New | Entrant | ts | | | | G | oals | | | | | | | | | | | | | | | | |
| | oloyment Equity | Year | F | ow Data | | | | rm Goals | s | | Long-ter | | | | | | | | | | | | | | | |
| | upational Group | 1 1 | All Employees | Wome | en | | | omen | | | Women | | n | | | | | (| Sommen | ts | | | | | | |
| (EE | UG) | | | Actus | ıl | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | | | |
| Т | 04 61 66 1 | # | # | # | % | # | % | % | % | # | % | % | % | | | | | | | | | | | | | |
| | Other Sales & Service Personnel | 3 | 0 | 0 | 0.0 | 2 | 0.0 | 61.1 0.0 | 0.0 | | 0.0 | 61.1 0.0 | 0.0 | | | | | | | | | | | | | |
| - | | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | | | |
| 141 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 | Other Manual Workers | 3 | 0 | 0 | 0.0 | | 0,0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | | | |

| | | | | | | | | | Feder | al Contr | | _ | m Achie original | | Report | | | | | | | | | |
|----------------------|-------------------------------------|-----------|-------------------------------|-----------------------------------|----------|-----------------------|-------------------------|------------------|----------------|-------------------------------|-------------------------|--------------------------|---------------------|-----------------|-------------------------------|----------|-------------|-------------------------------|---------------|-------------------------------|------------------|--------------------|------------------|------------|
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| | | | | | | | | | | | | : 2018- | | | | | | | | | | | | |
| | В | С | D | E F | | <u> </u> | Н | ī | ī | K | L | M | N | 0 | P | 0 | R | S | Т | U | v | W | X | Y |
| Part I Part I Part I | | | | | | | | | | Part 2: Flow | 171 | <u> </u> | | | Part 2: Flow | N | 1 | | Dort 2: Flore | | Α | II | | |
| Data | sources: | | Workforce Analysis | Workforce E ÷ E Analysis x 100 | W | Vorkforce Analysis | D x G ÷ 100 | E - H | E ÷ H x 100 | Part 2: Flow Data Analysis | Data Analysis | L ÷ K x 100 | K x G ÷ 100 | L-N | Part 2: Flow Data Analysis | Doto (| Q ÷ P x 100 | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X |
| I | | | <u> </u> | <u> </u> | | 1 | | Ŭ. | <u> </u> | 1 | <u> </u> | <u> </u> | <u> </u> | <u> </u> | <u> </u> | <u> </u> | <u> </u> | | Ų. | <u> </u> | <u> </u> | Ţ | Ţ | <u> </u> |
| Fm | ployment Equity | | | Worl | | ce Ana | llysis | | | | | | | | T | Flow I | | • | | ı | T | | | |
| Oc | cupational Group | Year | | | | rkforce Aboriginal | Peoples | | | 105 | | Hires Aboriginal Peoples | | | | | | notions Aboriginal Peoples | | | 1 eri | ninatio Aborigi | 1S al Peoples | |
| (EI | EOG) | # | All Employees | Representation | | Availab | oility # | Gap # | EE Result | All Employees | Ac | tual % | Expected | Difference # | All Employees | Actu | ıal % | Expected | Difference | All Employees | Actus | l % | Expected | Difference |
| 01 | Senior Managers | 2018 | 6 | 0 (| 0.0 | 2.9 | 0 | 0 | 0.0 | # | T T | | | П | - | 7 | | 7 | rt . | П | П | | TT. | - |
| | Middle & Other | 2018 | 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 |
| 02 | Managers | 0 | 0 | 0 (| 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | (| 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 03 | Professionals | 2018 0 | 119 | | 7).0 | 1.6 0.0 | 0 | 0 | 105.0 0.0 | 0 | 0 | 0.0 | 0 | (| 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 04 | Semi-Professionals & Technicians | 2018 | 0 | | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 05 | Supervisors | 2018 | 0 | 0 (| 0.0 | 0.0 | 0 | 0 | 0.0 | | Ľ | | | | , , | | | | | | | | | V |
| 06 | Supervisors: Crafts & | 2018 | 0 | | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | (| 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 00 | 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 | 0.0 | 0 | 0 |
| Data | sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E÷Dx | | | E÷Gx 100 | Part 3: Goals | F÷Ix 100 | Part 3: Goals | E÷ K x 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
| <u></u> | | | J Data Allalysis | Analysis J | | Goals | J | J | J. | L | <u> </u> | L Goals | Ţ | | | | | | | | | | | |
| | | | | v Entrants | | | Ψ | Ψ | • | oals | <u> </u> | <u> </u> | <u> </u> | | | | | | | | | | | |
| | ployment Equity | Year | F | low Data | | S | | erm Goals | | | Long-ter | | | | | | | | | | | | | |
| | cupational Group EOG) | | All Employees | Aboriginal People Actual | _ | | Aborigina Percent of | Goal | Percent of | Goal | Aborigina Percent of | Goal | Percent of | | | | | C | ommen | ts | | | | |
| ì | | # | # | # % | + | # | Goal Met % | % | Goal Met | # | Goal Met | % | Goal Met | | | | | | | | | | | |
| 01 | Senior Managers | 0 3 | 0 | | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 02 | Middle & Other | 0 | 0 | 0 (| 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | Managers | 0 | 0 | | 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 | | | | | | | | | | | |
| 04 | Semi-Professionals & Technicians | 3 | 0 | 0 (| 0.0 | V | 0.0 | 0.0 | 0.0 | U | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 05 | Supervisors | 3 | 0 | | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| 06 | Supervisors: Crafts & | 0 | 0 | 0 (| 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | Trades | 3 | 1 0 | 0 (| 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

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| | | | | | | | | | Part 5 | : Result | s - Abo | riginal | Peoples | | | | | | | | | | | | |
| | | | | | | | | | | [Bridg | ges of C | anada] | | | | | | | | | | | | | |
| | | | | | | | | | | [Date | : 2018- | 07-05] | | | | | | | | | | | | | |
| A B | C | D | E | F | G | Н | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | | |
| | | Part 1: | Part 1: | | Part 1: | | | | | Part 2: Flow | | A | | | Part 2: Flow | | | | | Part 2: Flow | | A | | | |
| Data sources: | | Workforce Analysis | Workforce Analysis | E ÷ D x 100 | Workforce Analysis | D x G ÷ 100 | E - H | E ÷ H x 100 | Part 2: Flow Data Analysis | Data Analysis | L ÷ K x 100 | K x G ÷ 100 | L - N | Part 2: Flow Data Analysis | Data | | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X | | |
| L | | 1 | 1 | Į | . | l V | Ţ | l l | <u> </u> | . | Į Į | Į Į | J | <u> </u> | <u> </u> | J. | Ţ | ↓ ↓ | 1 | 1 | J. | Į Į | ↓ ↓ | | |
| | | | 1 | Vorkfo | orce An | alysis | | | | | | | | | Flow | Data A | nalysis | | · · · · · · | | | | | | |
| Employment Equity Occupational Group | Year | | | Orkforce Aboriginal Peoples | | | | | Hires | | | | | | omotions | | | Terminations Aboriginal Pagalas | | | | | | | |
| (EEOG) | | All Employees | Employees Representati | | Aborigin | | Gap | EE Result | All Employees | Act | | Aboriginal Peoples Expected | | All Employee | Ac | Aborigi | nal Peoples Expected | Difference | All Employees | Aboriginal People Actual Expect | | | Difference | | |
| | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # | | |
| 07 Administrative & Senior Clerical | 2018 | 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 & | 2018 | 0 | - | 0.0 | | | 0 | 0.0 | | 0 | 0.0 | 0 | 0 | 1 | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | 0 | | | |
| Service Personnel | 0 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | |
| 09 Skilled Crafts & Trades Workers | 2018 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | | | |
| 10 Clerical Personnel | 2018 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | | , in the second | *** | | | | | *** | | | | | | · | , and the second | | |
| | 0 2018 | 0 | 0 | 0.0 | | | 0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | |
| 11 Intermediate Sales & Service Personnel | 0 | 0 | - | 0.0 | 0.0 | - | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | | |
| 12 Semi-Skilled Manual | 2018 | 0 | | 0.0 | 0.0 | | 0 | 0.0 | | | | | | | | | | | | | | | | | |
| Workers | 0 | 0 | 0 | 0.0 | 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 | | |
| Data sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E Analysis | ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F÷I x 100 | Part 3: Goals | E÷Kx 100 | Part 3: Goals | F÷M x 100 | | | | | | | | | | | | | |
| | | <u>↓</u> | | <u> </u> | , | 1 | | <u> </u> | | | | | | | | | | | | | | | | | |
| | | | v Entran | ts | | | | | oals | | | | | | | | | | | | | | | | |
| Employment Equity Occupational Group | Year | r | low Data Aboriginal | Peoples | | Short-ter Aborigina | | S | | Long-term Goals Aboriginal Peoples | | | | | | | c | Commen | ts | | | | | | |
| (EEOG) | | All Employees | Actu | al | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | , | Lo | | | | | | |
| | # | # | # | % | # | % | % | % | # | Goar Met | % | % | | | | | | | | | | | | | |
| O7 Administrative & | 0 | 0 | | 0.0 | 0 | 0.0 | 0.0 | | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | | | |
| Senior Clerical Skilled Sales & | 3 | 0 | - * i | 0.0 | 0 | 0.0 | 0.0 | | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | | | |
| O8 Service Personnel | 3 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | | | |
| 09 Skilled Crafts & Trades Workers | 3 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | | | |
| 10 Clerical Personnel | 0 | 0 | - | 0.0 | 0 | 0.0 | 0.0 | 0.0 | *************************************** | 0.0 | 0.0 | 0.0 | | | | | | | | | | | | | |
| | 3 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | | | |
| Intermediate Sales & Service Personnel | 3 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | | | |
| Semi-Skilled Manual | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | | | |
| Workers Workers | 3 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | | | |

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|---|------------------------------------|------|----------------------------------|------------------------------------|----------------|----------------------------------|------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|------------------------|------------|-------------------------------|----------------------------------|----------------|-------------|------------|-------------------------------|----------------------------------|----------------|-------------------------|-------------|
| | | | | | | | | | | Part 5 | : Result | s - Abo | riginal l | Peoples | | | | | | | | | | |
| | | | | | | | | | | | [Bridg | ges of C | anada] | | | | | | | | | | | |
| | | | | | | | | | | | [Date | : 2018- | 07-05] | | | | | | | | | | | |
| , | | | | · | | | · | · | | | | · | ······ | | | | · | | ····· | | ļ | i | | quaniminana |
| A | В | С | D | Е | F | G | Н | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y |
| Data s | ources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | E-H | E ÷ H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L ÷ K x 100 | K x G ÷ 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X |
| *************************************** | | | . | Ţ | Ţ | 1 | 1 | T T | 1 | . ↓ | 1 | T T | 1 | Ţ | Ţ | Ţ | J | 1 | Ţ | 1 | <u> </u> | <u> </u> | <u> </u> | Ţ |
| | | | | | | orce An | | | | | | | | | | Flow | Data A | nalysis | | | | | | |
| • | oloyment Equity upational Group | Year | | | N | Vorkforce | | | | | | Hires | | | | I | romotio | | | | Te | rminati | | |
| | працопат стопр ОС) | | All Employees | Represen | tation | | al Peoples ability | Gap | EE Result | All Employees | Ac | Aborig tual | Expected | Difference | All Employees | Ar | Aborig tual | Expected | Difference | All Employees | Ac | | nal Peoples Expected | Difference |
| | | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 13 | Other Sales & Service | | 1 | 0 | 0.0 | | | 0 | 0.0 | | | | | | | | | | | | | | | |
| | Personnel | 2018 | 0 | 0 | 0.0 | | | 0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | C | 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 | C | 0 | 0 | 0.0 | 0 | |
| Tota | | 2018 | 129 | 2 | 1.6 | | 0 | 2 | 0.0 | | | | | | | | | | | | | | | |
| Tota | | 0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | C | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | C | 0 | 0 | 0.0 | 0 | |
| Data s | ources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E Analysis | ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F÷I x 100 | Part 3: Goals | E÷ K x 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
| | | | J | J J | Ţ | <u>.</u> | <u> </u> | <u> </u> | <u> </u> | J | <u> </u> | l J | J | | | | | | | | | | | |
| | | | New | Entran | ts | | | | G | oals | | | | | | | | | | | | | | |
| Emj | oloyment Equity | Year | F | low Data | | | Short-te | rm Goal | S | | Long-ter | m Goals | | | | | | | | | | | | |
| | upational Group | rear | All Employees | Aboriginal | Peoples | | | al Peoples | 1 | | Aborigina | l Peoples | 1 | | | | | (| Commen | ts | | | | |
| (EE | OG) | | An Employees | Actu | al | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| - 1 | 04 01 00 : | # | # | # | % | # | % | % | % | # | % | % | % | | | | | | | | | | | |
| 13 | Other Sales & Service Personnel | 3 | 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 | | | | | | | | | | | | |
| 14 | Omer Manuar workers | 3 | 0 | 0 | 0.0 | | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | | | | | | | | | | | | |
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| | | | | | | | | | | Part 6: R | | | | Disabiliti | ies | | | | | | | | | |
| | | | | | | | | | | | | e: 2018- | anada] | | | | | | | | | | | |
| | | | | | | | | | | | Date | : 2016- | 07-05] | | | | | | | | | | | |
| Α | В | С | D | Е | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | Т | U | V | W | X | Y |
| Data | ources: | | Part 1: Workforce Analysis | | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | E - H | E ÷ H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L÷K x 100 | K x G ÷ 100 | L-N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Q ÷ P x 100 | PxF÷100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V ÷ U x 100 | UxF÷100 | V - X |
| | | ····· | , \ | 1 | Ţ | <u> </u> | Ţ | Ţ | Ţ | . | Ţ | 1 | 1 | ↓ | J. | Ţ | <u> </u> | Ţ | J. | Ψ. | Ţ | J | <u> </u> | <u> </u> |
| ** | | | | W | | orce An | • | | | | | | | | | | Data A | | | , | | | | |
| | ployment Equity upational Group | Year | | | | Orkforce Persons with | | | | | | Hires | ith Disabilitie | | | P | romotio | ns ith Disabilities | | | Te | rminatio | ONS ith Disabilitie | |
| | OG) | | All Employees | Representa | | Availa | | Gap | EE Result | All Employee: | S Ac | tual | Expected | Difference | All Employee | Ac | tual | Expected | Difference | All Employees | Ac | | Expected | Difference |
| | | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | Ħ | # | # | # | % | # | # |
| 01& 02 | Managers | 2018 | 9 | 0 | 0.0 | 4.3 0.0 | 0 | 0 | 0.0 | |) 0 | 0.0 | 0 | ļ , | | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | | |
| | D. C 1 | 2018 | 119 | | 8.4 | 3.8 | 5 | 5 | 221.1 | | 1 | 0.0 | | · ` | | 1 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | |
| 03 | Professionals | 0 | 0 | 0 | 0.0 | 0.0 | 0 | Ů | 0.0 | C |) 0 | 0.0 | 0 | (| 0 (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 04 | Semi-Professionals & Technicians | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | | 0.0 | | 0 | 0.0 | 0 | ļ , | | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | | |
| 0.5 | | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | | 0.0 | | 1 | 0.0 | | · ' | | 1 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | |
| 05 | Supervisors | 0 | 0 | 0 | 0.0 | 0.0 | 0 | Ů | 0.0 | (| 0 | 0.0 | 0 | (| 0 (| 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 06 | Supervisors: Crafts & Trades | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | | 0.0 | |) 0 | 0.0 | 0 | | 0 | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | 0 | |
| | 114400 | | <u> </u> | l Vi | 0.0 | 0.0 | | | 0.0 | | <u> </u> | 1 0.0 | | <u>'</u> | <u> </u> | <u>'1 </u> | | V V | U | <u> </u> | 0 | 0.0 | | |
| Data s | ources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E ÷ Analysis | Dx 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F ÷ I x 100 | Part 3: Goals | E÷Kx 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
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| | | | | Entrants | š | | | | | oals | - | ~ . | | | | | | | | | | | | |
| | ployment Equity | Year | F | low Data Persons w | ith | | | rm Goals h Disabilities | | | Long-ter Persons with | | | | | | | _ | | | | | | |
| | upational Group OG) | | All Employees | | | | Percent of | | Percent of | | Percent of | | Percent of | | | | | (| Commen | TS . | | | | |
| Ì | | | | Actual | | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | | | | | | | | | | | |
| 01& | | # 0 | # 0 | # 0 | 0.0 | # 0 | 0.0 | % 0.0 | 0.0 | # (| 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 02 | Managers | 3 | 0 | 0 | 0.0 | Ů | 5.0 | 0.0 | 0.0 | | J.0 | 0.0 | | | | | | | | | | | | |
| 03 | Professionals | 0 | 0 | 0 | 0.0 | 0 | 0.0 | | 0.0 | (| 0.0 | 0.0 | | | | | | | | | | | | |
| | Semi-Professionals & | 3 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | | | | | | | | | | | | |
| 04 | Technicians | 3 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| 05 | Supervisors | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | | | | | | | | | | | | |
| | Supervisors: Crafts & | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 06 | Trades | 3 | 0 | 0 | 0.0 | | 3.0 | 0.0 | 0.0 | | 3.0 | 0.0 | | | | | | | | | | | | |

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| | | | | | | | | | Part 6: R | | | | | - | | | | | | | | | |
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| | | | | | | | | | | [Date | : 2018- | 07-05] | | | | | | | | | | | |
| A | В | С | D | E F | G | Н | I | J | K | L | M | N | 0 | P | Q | R | S | T | U | V | w | X | Y |
| | A | | Part 1: | Part 1: E ÷ D | Part 1: | DxG | | E÷H | Part 2: Flow | Part 2: Flow | L÷K | | ************************************** | Part 2: Flow | Part 2: Flow | | | | Part 2: Flow | Part 2: Flow | V÷Ux | | |
| Data | sources: | | Workforce Analysis | Workforce x 100 | Workforce Analysis | 100 | E-H | x 100 | Data Analysis | Data Analysis | x 100 | K x G ÷ 100 | L-N | Data Analysis | Data Analysis | Q ÷ P x 100 | P x F ÷ 100 | Q - S | Data Analysis | Data Analysis | 100 | U x F ÷ 100 | V - X |
| | | ····· | \ | 1 | J | <u> </u> | <u> </u> | Ţ | \ | 1 | Ψ. | Ţ | J. | Ţ | <u> </u> | Ţ | <u> </u> | J. | Ι | V | <u> </u> | 1 | ν |
| Em | ployment Equity | | | | f <mark>orce A</mark> l Vorkford | | | | | | Hires | | | Т | Flow I | Data Ai | - | | ı | Тон | minatio | ne | |
| Occ | upational Group | Year | AHE | | | th Disabilitie | ş | | AD Francis | | | ith Disabilitie | 2 | AH F | | | th Disabilities | | AH F | | | h Disabilities | i |
| (EE | EOG) | | All Employees | Representation | | ilability | Gap | EE Result | All Employees | | tual : | Expected | Difference | All Employees | Acti | | Expected | Difference | All Employees | Actu | | Expected | Difference |
| | Administrative & | 2018 | # 0 | # % 0 0. | 0 0.0 |) # | # 0 | 0.0 | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 07 | Senior Clerical | 0 | 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 | 0 |
| 08 | Skilled Sales & Service Personnel | 2018 | 0 | 0 0. 0 0. | _ | - | 0 | 0.0 | 0 | 0 | 0.0 | 0 | | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 09 | Skilled Crafts & | 2018 | 0 | 0 0. | | - | 0 | 0.0 | | | 0.0 | | | 7 | | 0.0 | Ü | | 0 | | 0.0 | · · | 0 |
| | Trades Workers | 0 2018 | 0 | 0 0. 0 0. | | | - v | 0.0 | 0 | 0 | 0.0 | 0 | C | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 10 | Clerical Personnel | 0 | 0 | 0 0. | _ | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | C | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 11 | Intermediate Sales & | 2018 | 0 | , , , , , , , , , , , , , , , , , , , | _ | - 8 | 0 | 0.0 | | | | | | | | | | | | | 0.0 | | |
| 12 | Service Personnel Semi-Skilled Manual | 2018 | 0 | 0 0. 0 0. | | + | 0 | 0.0 | 0 | 0 | 0.0 | 0 | | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 12 | Workers | 0 | 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 | 0 |
| Data | sources: | *************************************** | Part 2: Flow | Part 2: Flow Data E÷ D x 10 | Part 3: | E÷Gx | Part 3: | F ÷ I v 100 | Part 3: Goals | F ÷ K v 100 | Part 3: | F ÷ M x 100 | | | | | | | | | | | |
| | | | Data Analysis | Analysis | Goals | 100 | Goals | | | | Goals | | | | | | | | | | | | |
| | | | ↓ | <u></u> | $\overline{}$ | | | | ↓ oals | | | | | | | | | | | | | | |
| | | | | Entrants low Data | 1 | Short-te | rm Goals | | | Long-ter | m Goals | | | | | | | | | | | | |
| | ployment Equity cupational Group | Year | | Persons with Disabilities | | | h Disabilities | | | Persons with | | | | | | | C | Commen | ts | | | | |
| | OG) | | All Employees | Actual | Goal | Percent of | Goal | Percent of | Goal | Percent of | Goal | Percent of | | | | | | | | | | | |
| | | # | # | # % | # | Goal Met | % | Goal Met | # | Goal Met | % | Goal Met | | | | | | | | | | | |
| 07 | Administrative & | 0 | 0 | 0 0. | | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | Senior Clerical Skilled Sales & | 0 | 0 | 0 0. | | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| 08 | Service Personnel | 3 | 0 | 0 0. | 0 | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| 09 | Skilled Crafts & Trades Workers | 3 | 0 | 0 0. 0 0. | | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | | | | | | | | | | | | |
| 10 | Clerical Personnel | 0 | 0 | 0 0. | 0 (| 0.0 | 1 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 11 | Intermediate Sales & Service Personnel | 0 | 0 | | 0 (| 0.0 | 4 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 12 | Semi-Skilled Manual Workers | 0 | 0 | | 0 (| 0.0 | 4 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |

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| | | | | | | | | | | | [Bridg | ges of C | anada] | | | | | | | | | | | |
| | | | | | | | | | | | [Date | : 2018- | 07-05] | | | | | | | | | | | |
| | | | | | | | | | · | | · | | ······· | | · | | | 7 | | | | | | |
| [A] | В | С | D | E | F | G | Н | I | J | K | L | M | N | О | P | Q | R | S | T | U | V | W | X | Y |
| Data sources: | | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | E - H | E÷H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L÷K x 100 | K x G ÷ 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Q÷Px 100 | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X |
| - | | | | Ţ | ↓ | Ţ | Ţ | Ţ | ↓ | Ų. | ↓ | ↓ | ↓ ↓ | ↓ | <u> </u> | Ţ | Ų. | Ţ | Ų. | ↓ | V | Ţ | Ţ | <u> </u> |
| | | | | 1 | | orce An | | | | | | | | | , | Flow I | | | | _ | | | | |
| Employmen Occupation: | | Year | | | | orkforce | | | | | | Hires | ith Disabilities | | | , | omotio | ns ith Disabilitie: | | | Te | rminatio | ons ith Disabilitie | |
| (EEOG) | • | | All Employees | Represei | | Availa | | Gap | EE Result | All Employee: | S Act | tual | Expected | Difference | All Employees | Actu | | Expected | Difference | All Employees | Act | | Expected | Difference |
| | | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 13 Other Sal Personnel | les & Service | 2018 | 1 0 | 0 | 0.0 | 6.3 0.0 | 0 | 0 | 0.0 | |) 0 | 0.0 | | 0 | | 0 | 0.0 | | | | 0 | 0.0 | 0 | |
| | | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | C | , 0 | 0.0 | 0 | 0 | 0 | U | 0.0 | 0 | | , 0 | U | 0.0 | 0 | 0 |
| 14 Other Ma | anual 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 | 0 |
| Total | | 2018 | 129 | 10 | 7.8 | 0.0 | 0 | 10 | | (|) 0 | | 0 | 0 | | | 0.0 | | | | | 0.0 | 0 | |
| | | 0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | (|)[0 | 0.0 | 0 | 0 |] 0 | 0 | 0.0 | 0 | · · |) 0 | 0 | 0.0 | 0 | 0 |
| Data sources: | | | Part 2: Flow Data Analysis | Part 2: Flow Data I Analysis | E ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F÷Ix 100 | Part 3: Goals | E÷K x 100 | Part 3: Goals | F ÷ M x 100 | | | | | | | | | | | |
| | | | Ţ | 1 | Ų. | Į. | Ţ | Ţ | Ų. | Ţ | 1 | V | ↓ ↓ | | | | | | | | | | | |
| | | | New | Entran | ıts | | | | G | oals | | | | | | | | | | | | | | |
| Employmen | nt Equity | V | F | ow Data | *.* | | Short-ter | rm Goals | 3 | | Long-ter | m Goals | | | | | | | | | | | | |
| Occupationa (EEOG) | al Group | Year | All Employees | Persons Disabi | | | Persons witl | n Disabilities | | | Persons with | Disabilities | | | | | | C | Commen | its | | | | |
| (LEOG) | | | | Actı | ıal | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| lou au | 1 0 0 : | # | # | # | % | # | % | % | % | # | % | % | % | | | | | | | | | | | |
| 13 Other Sal Personnel | les & Service | 3 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | (| 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | anual Workers | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | | C | 0.0 | 0.0 | | | | | | | | | | | | |
| 14 Other Ivia | untain WOIKCIS | 3 | 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 | | | | | | | | | | | |

| | | | | | | | | Feder | ral Contr | actors l | Progra | m Achie | vement l | Report | | | | | | | | | |
|--------------------------------------|-----------|--|------------------------------------|--------------------|-----------------------|------------------------|------------------|------------------------|---|------------------------|------------------|------------------------|------------|---------------|------------------|--------------------|------------------|------------|---------------|------------------|--------------------|-------------|------------|
| | | | | | | | | Par | t 7: Resu | ılts - Me | embers | of Visib | le Minor | rities | | | | | | | | | |
| | | | | | | | | | | [Bridg | ges of C | anada] | | | | | | | | | | | |
| | | | | | | | | | | [Date | : 2018- | 07-05] | | | | | | | | | | | |
| A B | С | D | Е | F | G | Н | I | J | K | L | М | N | О | P | Q | R | S | T | U | V | W | X | Y |
| | | Part 1: | Part 1: | E ÷ D | Part 1: | DxG | | E÷H | Part 2: Flow | Part 2: Flow | L÷K | | | Part 2: Flow | Part 2: Flow | | | | Part 2: Flow | Part 2: Flow | V÷Ux | | |
| Data sources: | | Workforce Analysis | Workforce Analysis | x 100 | Workforce Analysis | ÷ 100 | E - H | x 100 | Data Analysis | Data Analysis | x 100 | K x G ÷ 100 | L - N | Data Analysis | Data Analysis | Q ÷ P x 100 | P x F ÷ 100 | Q - S | Data Analysis | Data Analysis | 100 | U x F ÷ 100 | V - X |
| | | <u> </u> | <u> </u> | V | Ţ | <u> </u> | ↓ | 1 | ↓ | <u> </u> | <u> </u> | <u> </u> | ↓ | <u> </u> | 1 | <u> </u> | J. | <u> </u> | 1 | <u> </u> | Ţ | 1 | 1 |
| Employment Equity | | | 1 | | orce An | | | | | | | | | | | Data A | • | | | | | | |
| Occupational Group | Year | | | | orkforce Visible N | dinorities | | | | | Hires Visible | Minorities | | | ľ | romotio Visible | 1S Minorities | | | Ter | minatio Visible | Minorities | |
| (EEOG) | | All Employees | Represer | ntation | Avail | | Gap | EE Result | All Employees | Act | tual | Expected | Difference | All Employees | Ac | tual | Expected | Difference | All Employees | Actu | | Expected | Difference |
| | # | # | # | % | % | # | # | % | # | # | % | # | # | # | # | % | ¥ | # | # | # | % | # | # |
| 01 Senior Managers | 2018 | 6 | 0 | 0.0 | 10.1 | : - | -1 0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 0 | 0 | 0.0 | 0 | 0 |
| 02 Middle & Other | 2018 | 3 | | 0.0 | | | 0 | 0.0 | | | | | | | | | | | | | | | |
| Managers | 0 2018 | 119 | V: | 21.8 | 0.0 18.3 | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 03 Professionals | 0 | 0 | | 0.0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 04 Semi-Professionals & | 2018 | 0 | - · | 0.0 | 0.0 | | 0 | 0.0 | | | | | | | | | | | | | | | |
| Technicians | 0 2018 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 05 Supervisors | 0 | 0 | - | 0.0 | 0.0 | | 0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 06 Supervisors: Crafts & Trades | 2018 | 0 | | 0.0 | 0.0 | | 0 | 0.0 | | 0 | 0.0 | | 0 | | 0 | 0.0 | | | | 0 | 0.0 | 0 | |
| Trades | 1 0 | 1 0 | U U | 0.0 | 0.0 | <u> </u> | U | 1 0.0 | | 1 0 | 0.0 | 1 0 | 0 | 1 0 | 1 0 | 0.0 | 0 | | <u>'I</u> | U | 0.0 | 0 | |
| Data sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E Analysis | E ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F ÷ I x 100 | Part 3: Goals | E÷ K x 100 | Part 3: Goals | F÷M x 100 | | | | | | | | | | | |
| | | , | 1 | J | | <u> </u> | ↓ | 1 | 1 | ↓ | ↓ | <u> </u> | ' | | | | | | | | | | |
| | | | Entran | its | | 61 | | | oals | | | | | | | | | | | | | | |
| Employment Equity Occupational Group | Year | F | low Data Visible Mi | inorities | | Short-ter Visible M | | S | | Long-teri Visible M | | | | | | | (| Commen | ite | | | | |
| (EEOG) | | All Employees | Actu | ıal | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| | # | # | # | % | # | % | % | % | # | Goar Met | % | % | | | | | | | | | | | |
| 01 Senior Managers | 0 | 0 | - 1 | 0.0 | 1 | 0.0 | 10.1 | 0.0 | | 0.0 | 33.3 | 0.0 | | | | | | | | | | | |
| Middle & Other | 3 | 0 | - Ť | 0.0 | 0 | 0.0 | 0.0 | | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 02 Managers | 3 | 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 | | | | | | | | | | | |
| Semi-Professionals & | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | | *************************************** | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 04 Technicians | 3 | 0 | 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 | 0.0 | 0.0 | | | | | | | | | | | |
| 06 Supervisors: Crafts & | 0 | 0 | | 0.0 | 0 | 0.0 | 0.0 | _ | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Trades | 3 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | | | Fede | ral Contr | actors l | Prograi | n Achie | vement | Report | | | | | | | | | |
|------|---|-----------|----------------------------------|------------------------------------|------------------|----------------------------------|------------------------|------------------|------------------------|-------------------------------|----------------------------------|------------------|------------------------|------------|-------------------------------|----------------------------------|--------------------|------------------|------------|-------------------------------|----------------------------------|---------------------|-------------|------------|
| | | | | | | | | | | t 7: Resu | | - | | | - | | | | | | | | | |
| | | | | | | | | | | | [Bridg | ges of C | anada] | | | | | | | | | | | |
| | | | | | | | | | | | [Date | : 2018- | 07-05] | | | | | | | | | | | |
| A | В | C | D | E | F | G | Н | I | J | K | L | M | N | O | P | Q | R | S | Т | U | V | W | X | Y |
| Data | sources: | | Part 1: Workforce Analysis | | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | E - H | E ÷ H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L ÷ K x 100 | K x G ÷ 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | Q ÷ P x 100 | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X |
| | | | <u> </u> | <u> </u> | Ţ | ↓ · | 1 | 1 | 1 | <u> </u> | \ | 1 | <u> </u> | 1 | <u> </u> | 1 | 1 | <u> </u> | <u> </u> | Ψ. | J | \ | \ | 1 |
| T | ata ana at Paule. | | | V | | orce An | | | | | | | | | | | | nalysis | | , | | | | |
| | iployment Equity cupational Group | Year | | | W | orkforce Visible N | | | | | | Hires Visible | Minorities | | | F | romotio Visible | ns Minorities | | | Tei | rminatio Visible | Minorities | |
| (EI | EOG) | | All Employees | Represent | ation | Availa | | Gap | EE Result | All Employees | Act | | Expected | Difference | All Employee | s Ac | tual | Expected | Difference | All Employees | Acti | | Expected | Difference |
| | Administrative & | 2018 | # | # 0 | % | 0.0 | # | # | % 0.0 | # | # | % | # | # | # | # | 9/6 | # | # | # | # | % | # | # |
| 07 | Senior Clerical | 0 | 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 | (|
| 08 | Skilled Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0.0 0.0 | 0 | 0 | 0.0 | | 0 | 0.0 | | | |) 0 | 0.0 | | | | 0 | 0.0 | | |
| 09 | Skilled Crafts & | 2018 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | |) 0 | 0.0 | 1 | , . | | 0 | 0.0 | 0 | |
| 09 | Trades Workers | 0 2018 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | | 0 | 0.0 | 0 | 0 | C | 0 | 0.0 | 0 | C | 0 | 0 | 0.0 | 0 | C |
| 10 | Clerical Personnel | 0 | 0 | 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 | C |
| 11 | Intermediate Sales & Service Personnel | 2018 | 0 | 0 | 0.0 | 0.0 0.0 | | 0 | 0.0 | | 0 | 0.0 | 0 | 0 | | | 0.0 | | | | 0 | 0.0 | 0 | |
| 12 | Semi-Skilled Manual | 2018 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | V | U | 0.0 | U | 0 | | | 0.0 | | , , | , 0 | | 0.0 | O O | |
| | 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 | 0 | (|
| Data | sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E Analysis | ÷ D x 100 | Goals | E÷Gx 100 | Part 3: Goals | F÷I x 100 | Part 3: Goals | | Part 3: Goals | F÷M x 100 | | | | | | | | | | | |
| | | | 1 | <u> </u> | 1 | | | | | <u> </u> | | | | | | | | | | | | | | |
| E | ployment Equity | | | v Entrant low Data | .5 | | Short-te | rm Goals | | oals | Long-ter | m Goals | | | | | | | | | | | | |
| | cupational Group | Year | | Visible Min | orities | | | linorities | | | Visible M | | | | | | | (| Commen | its | | | | |
| (EI | EOG) | | All Employees | Actua | 1 | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | Goal | Percent of Goal Met | | | | | | | | | | | |
| | T | # | # | # | % | # | % | % | 9/4 | # | % | % | % | | | | | | | | | | | |
| 07 | Administrative & Senior Clerical | 3 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 08 | Skilled Sales & | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | Skilled Crafts & | 3 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 09 | Trades Workers | 3 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| 10 | Clerical Personnel | 3 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 11 | Intermediate Sales & Service Personnel | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| 12 | Semi-Skilled Manual | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| _ | Workers | 3 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |

| | | | | | | | | | | al Contr | | _ | | | - | | | | | | | | | |
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| | | | | | | | | | | | | : 2018- | | | | | | | | | | | | |
| | | T | | · · · · · · · · · · · · · · · · · · · | | | | | | | | | | | · | | · · · · · · · · · · · · · · · · · · · | - | | · | | | | |
| A | В | C | D | E | F | G | Н | I | J | K | L | M | N | О | Р | Q | R | S | T | U | V | W | X | Y |
| Data s | sources: | | Part 1: Workforce Analysis | Part 1: Workforce Analysis | E ÷ D x 100 | Part 1: Workforce Analysis | D x G ÷ 100 | E-H | E ÷ H x 100 | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | L ÷ K x 100 | K x G ÷ 100 | L - N | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | | P x F ÷ 100 | Q - S | Part 2: Flow Data Analysis | Part 2: Flow Data Analysis | V ÷ U x 100 | U x F ÷ 100 | V - X |
| : | | ······ | Ŭ ↓ | <u> </u> | Ų. | 1 | Ų. | ↓ | Ţ | 4 | <u> </u> | Ţ | <u> </u> | Ţ | <u> </u> | 1 | Ţ | <u> </u> | Ψ | <u> </u> | Ţ | Ţ | 1 | Ţ |
| | | | | | | orce An | | | | | | | | | | | Data A | • | | _ | | | | |
| | ployment Equity upational Group | Year | | | W | orkforce | | | | | | Hires | | | | I | Promotio | | | | Te | rminatio | | |
| | OG) | | All Employees | Represen | dation | Visible M Availa | | Gap | EE Result | All Employees | Act | | Minorities Expected | Difference | All Employees | Ar | Visible | Minorities Expected | Difference | All Employees | Aei | | Minorities Expected | Difference |
| | | # | # | # | % | % | # | # # | % | # | # | % | # | # | # | # | % | # | # | # | # | % | # | # |
| 13 | Other Sales & Service | 2018 | 1 | 0 | 0.0 | 2.0 | | 0 | 0.0 | | | | | | | | | | | | | | | |
| 15 | Personnel | 0 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| 14 | Other Manual Workers | 2018 | 0 | 0 | 0.0 | 0.0 | | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | | 0 | 0.0 | 0 | 0 | - 0 | 0 | 0.0 | 0 | 0 |
| Tota | 1 | 2018 | 129 | 26 | 20.2 | 0.0 | | 26 | 0.0 | | | 0.0 | | | | | 0.0 | | | Ů | | 0.0 | Ü | |
| 1014 | | 0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0.0 | 0 | 0 |
| Data s | sources: | | Part 2: Flow Data Analysis | Part 2: Flow Data E Analysis | E ÷ D x 100 | Part 3: Goals | E÷Gx 100 | Part 3: Goals | F ÷ I x 100 | Part 3: Goals | E÷ K x 100 | Part 3: Goals | F÷M x 100 | | | | | | | | | | | |
| | | | ¥ | Ţ | 1 | . ↓ | Ţ | Ţ | Ţ | ↓ | ¥ | 1 | V | | | | | | | | | | | |
| | | | | / Entran | ts | | | | | oals | | | | | | | | | | | | | | |
| | ployment Equity | Year | F | low Data | .,. | | | rm Goals | 1 | | Long-teri | | | | | | | _ | | | | | | |
| | upational Group OG) | | All Employees | Visible Mi | | 1 | Visible N Percent of | linorities | Percent of | 6 1 | Visible Mi Percent of | | Percent of | | | | | C | Commen | ts | | | | |
| `~~ | | L | H | Actu | | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | Goal | Goal Met | | | | | | | | | | | |
| | Other Sales & Service | 0 | # 0 | # 0 | 0.0 | # 0 | % | % 0.0 | % | # 0 | 0.0 | 0.0 | % 0.0 | | | | | | | | | | | |
| 13 | Personnel | 3 | 0 | 0 | 0.0 | | | 0.0 | 0.0 | | | 0.0 | 0.0 | | | | | | | | | | | |
| 14 | Other Manual Workers | 0 | 0 | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| | | 3 | 0 | 0 | 0.0 | n | 0.0 | 0.0 | 0.0 | n | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |
| Tota | 1 | 3 | 0 | 0 | 0.0 | | 0.0 | 0.0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 | | | | | | | | | | | |

| Federal Contractors Program Achievement Report |
|--|
| Part 8: Reasonable Efforts |
| [Bridges of Canada] |
| [Date: 2018-07-05] |

Efforts

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

| Requi | red measures: |
|-------|--|
| | Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly. |
| : 1 | 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: |
| 330 | 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 |
| Please | check the appropriate boxes and provide a brief overview of the events that have influenced your zation's activities during the period between the first/previous and subsequent/current compliance |
| | Impact of economic and industrial conditions on the organization. |
| | |
| | |
| | |
| | |
| | Any reorganization or other corporate structural changes. |
| | |
| | |
| | |
| | |
| | Acquisitions, mergers or transfers of employees. |
| | |
| | |
| | |
| | Significant layoffs (include the number of employees affected and the occupational groups of those employees). |
| | |
| | |
| | |

| | Strikes (include dates, the number of employees affected and the occupational groups of those employees). |
|----------|---|
| | |
| | |
| | Other. |
| | |
| | |
| Addit | ional Details |
| Please p | provide any additional information (optional): |
| | |
| | |

Instructions

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

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

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

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

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 Legislated Employment Equity Program or Federal Contractors Program. In the case of the Legislated Employment Equity Program, the aggregate employee information will be shared with the Canadian Human Rights Commission and with the general public.

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.

Your personal information is administered by ESDC in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 729. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: http://www.infosource.gc.ca. *Info Source* may also be accessed online at any Service Canada Centre.

This questionnaire is available in Braille, large print or audio format upon request.

| A. | Name: | | |
|-----------|--------------------|--------------------|------------|
| | Section/Branch: | | |
| | Position: | | |
| | Employment status: | Full-time employee | |
| | | Part-time employee | |
| | | Temporary employee | e - |
| | | | |
| | | | |

| Gender | | | | | |
|---|--|--|--|--|--|
| Female □ Male □ | | | | | |
| eading the descriptions in each of the next three sections, answer "Yes" if any ollowing apply to you. Please note that you may self-identify in more than up. | | | | | |
| Aboriginal Peoples | | | | | |
| ng to the <i>Employment Equity Act</i> , an Aboriginal person is a person who is Indian, Métis. | | | | | |
| Are you an Aboriginal person? | | | | | |
| Yes No | | | | | |
| Visible Minorities | | | | | |
| ng to the <i>Employment Equity Act</i> , members of a visible minority are people in (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in gardless of their place of birth or citizenship. | | | | | |
| les of visible minorities include, but are not limited to: | | | | | |
| Non-white Latin American (including Indigenous people from Central and South America) | | | | | |
| East Asian (e.g., Chinese, Japanese, Korean) | | | | | |
| South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad or East Africa) | | | | | |
| Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese) | | | | | |
| Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan) | | | | | |
| • People of mixed origin (e.g., with one parent member of a visible minority group). | | | | | |
| | | | | | |
| Are you a member of a visible minority? | | | | | |
| Are you a member of a visible minority? Yes No 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 per | rson 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 E | mployee 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) | designated groups) directly by the | r ongoing employment equity work, from time to time we ask oup members to participate in various activities (e.g., committees, to provide feedback on new programs. If you agree to be contacted e employment equity contact or a local human resources manager for ctivity, please check "Yes" below. | | | | | | | |
| | Yes 🗆 | No 🗆 | | | | | | | |
| Н. | Employee Co | omments | | | | | | | |
| to hear | from you. Res | ments/feedback on our employment equity program, we would like st assured, all comments will be kept confidential. Please contact the ontact by phone 506-443-9960 or email anada.com. | | | | | | | |
| I. | Employee Signature | gnature | | | | | | | |
| Signat | ure: | Date: | | | | | | | |
| | | Thank you for your participation! | | | | | | | |
| | PI | ease return this form to your Regional Director by way of email: | | | | | | | |
| | | | | | | | | | |

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Bridges of Canada

Primary Location: Fredericton, New Brunswick

Number of Employees:

Ontario: 32 Québec: 28

British Columbia: 24

Alberta: 15

New Brunswick: 14 Saskatchewan: 7 Manitoba: 5 Nova Scotia: 4 Total: 129

Organization Overview: 6241: Individual and Family Services

Bridges of Canada is a non-profit organization that assists families and individuals with addiction and/or criminality by providing residential treatment programs and camps in correctional facilities and community re-entry settings.

Key Dates – First Year Assessment

Initiated: June 28, 2018 Extension: July 6, 2018 Received: July 5, 2018 Workforce Analysis: July 5, 2018

COLLECTION OF WORKFORCE INFORMATION

Number of employees the questionnaire was sent to:

Number of questionnaires returned:

| meu. | | |
|--------|-----------|--|
| naires | returned: | |

| N | umber | Οţ | comple | ted c | luesti | ionna | ıres | returned | : |
|---|-------|----|--------|-------|--------|-------|------|----------|---|
|---|-------|----|--------|-------|--------|-------|------|----------|---|

| # | % |
|-----|-----|
| 146 | 100 |
| 129 | 88 |
| 119 | 82 |
| | |

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

- The questionnaire indicates that it is available in alternate formats upon request.
- ☐ The questionnaire indicates that answering the self-identification questions is voluntary.
- \times 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

WORKFORCE ANALYSIS & GOAL SETTING

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

SUMMARY OF GOALS

Women

| | Workforce Analysis Results | | | als | | | |
|-----|------------------------------------|---------|----------------|---------------|----------------|-------|--|
| | | | Short- term | Long- term | Representation | LMA | |
| Emp | ployment Equity Occupational Group | Present | | (3 | Representation | | |
| | (EEOG) | Gap | (1 to 3 | years | | | |
| | | | | years) | or | | |
| | | | | more) | | | |
| # | Description | # | % | % | % | % | |
| 01 | Senior Managers | -1 | 27.4 | 50.0 | 16.7% | 27.4% | |
| 03 | Professionals | -3 | 25.0 | 25.0 | 22.7% | 25.0% | |

Aboriginal Peoples

There are currently no gaps for this designated group in any EEOG.

Members of Visible Minorities

| Workforce Analysis Results | | | Goals | | | | | |
|----------------------------|---|----|---------------------------------|---------|----------------|------|----------------|-------|
| | Employment Equity Occupational Group (EEOG) | | Short- Long- term term | | Representation | LMA | | |
| Emp | | | yment Equity Occupational Group | Present | | (3 | Representation | LIVIA |
| | | | (1 to 3 | years | | | | |
| | | | years) | or | | | | |
| | | | | more) | | | | |
| # | Description | # | % | % | % | % | | |
| 01 | Senior Managers | -1 | 10.1 | 33.3 | 0.0 | 10.1 | | |

Person with Disabilities

There are currently no gaps for this designated group in any EEOG.

RECOMMENDATION

| ı | recommend | that | the | emplo | yer | be | foun | d: |
|---|-----------|------|-----|-------|-----|----|------|----|
| • | | | | | , | | | |

 \boxtimes in compliance \square in non-compliance

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

- We recommend that Bridges of Canada continue to implement hiring practices that encourage recruitment in the four designated groups to avoid gaps in representation. It would also be beneficial for this organization to focus efforts on retention and to continue eliminating barriers to employment equity.
- As some long-term goals have been set in excess of availability, we recommend that Bridges of Canada conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices to assist them in meeting these goals. A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf.

Name of Analyst: Alicia Dobney

Date: July 18, 2018

From: Dobney, Alicia A

Sent: August 9, 2018 10:04 AM

To: 'lana.lewis@bridgesofcanada.com' <lana.lewis@bridgesofcanada.com>

Subject: Government of Canada Agreement Number: 10000663 - Notification of Compliance with the

Federal Contractors Program

Subject: Government of Canada Agreement Number: 10000663 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Lana Lewis:

I am writing to inform you that the compliance assessment initiated on June 28, 2018 has been completed. As a result of the assessment, Bridges of Canada Inc has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the *Employment Equity Act*.

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

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

- We recommend that Bridges of Canada continue to implement hiring practices that encourage
 recruitment in the four designated groups to avoid gaps in representation. It would also be
 beneficial for this organization to focus efforts on retention and to continue eliminating barriers to
 employment equity.
- As some long-term goals have been set in excess of availability, we recommend that Bridges of Canada conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices to assist them in meeting these goals. A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf.

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. The next assessment will be initiated on June 28, 2021. 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 Bridges of 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, Bridges of 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 Alicia Dobney at alicia.dobney@labour-travail.gc.ca.

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

Workplace Equity Team

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



Joignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIMT) en ligne, un espace collaboratif pour employeurs. Envoyez-nous un courriel pour vous joindre!

Join the online Workplace Equity, Diversity and Inclusion Forum (WEDIF), a collaborative space for employers. Send us an email to join!