

Employment and Emploi et Développement social Canada

Labour Program Federal Contractors Program

PROTECTED WHEN COMPLETED - B

OFFICIAL USE ONLY Agreement N°: 100000400

Agreement to Implement Employment Equity

[7] New Agreement	(All sections r	nust be complet	led)			
Revised Agreement						
Legal Name of Organization		NIZATION	Parent como an	is located outside	Canada	***************************************
Crestline Coach Ltd.						
				Yes	[] No	
Operating Name (if different from Legal Name	of Organization)		Business Num	ber		~~~~~
				employees in Car -Time and/or Part-		180
Organization's North American Industry Classi		Number				
To find your organization's four-digit NAICS or http://www.statcan.gc.ca/subjects-sujets/stand		st-liste-eng.htm	Federally	Regulated		
33611			[7] Provincial	y Regulated		
	······································	DOFFICE		***************************************		***************************************
Address (building number, street, suite, etc.)	***************************************	City		Province	Postal Code	
126 Wheeler Street		Saskatoon	***************************************	SK	S7P 0A9	
		Telephone Number				
		306-934-8844	! 			
	EMPLOYMENT	EQUITY CONTA	NCT			
Name (print) Nicole Nickel		Tide Human Resour	res Manage	·		
Telephone Number	E-mail Address				ge of Corresponder	nce
306-986-5645	nnickel@crestline	coach.com		[Z] English	French	
		FIGATION				
The above-named organization:	VER!!					
having a combined workforce of 100 -	or more permanent full-lim	a and permanent o	art-time employ	ees in Canada	AND	
 intending to bid on, or being in receiptions Supply Arrangement, valued at \$1,00 			oniaci, stanoii	ig offer or contra	CLISSUED UNDER A	*
hereby certifies its commitment to implem						
instrument, in keeping with the Federal C please refer to: http://www.esdc.gc.ca/eng			nformation on h	ow to implemen	t employment eq	uity
*				intina na tina ana		
Important note: If an audit of the Agreen the procurement instrument(s) with the Go			is maicheach	avar on use par	i Oi irio Organizai	OII,
		VATORY			***************************************	
NOTE: The signatory must be the Chief			an executive or	sition with lenal	authority to sign	a
contract on behalf of the organiza		, , , , , , , , , , , , , , , , , , , ,				
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Telephone Number	S TEmail Address	16973		Y Protocort som	age of Correspond	
(306) 986-5616	AL AFFANAS		amad a	m Drennis		
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Firivacy Notice:	and and a mark in the a section of the office	ution 12 of the Court	armani Carda An	t to Makasanina isaas	e alimitella i fae den C	adam)
Contractors Program (FCP).	evies misser the authority or ac	Cuon 42 ta una cirja	yman cymy ac	i io uoteilimie you	r coguetty for ele r	outer .
Completion of this form is mandatory. Refusal I to Bid List, loss of the right to bid on federal go						ibility
The information you provide may be used and/				. However, these :	additional uses and	l/or
disclosures of your personal information will ne		77.	***			
Your personal information is administered in ac your personal information, which is described in government publication entitled Info Source, wh	n Personal Information Bank E	SDC PPU 721, Instru	actions for obtains	ng this information	are outlined in the	iss to,
accessed online at any Service Canada Centre						
	RETURN I!	STRUCTIONS				***************************************
MPORTANT						
 The signed Agreement to Implement e-mail at: ee-eme@hrsdc-rhdcc.gc. 		m must be sent to	the Labour P	rogram by		
e-man ac ee-emegan suc-mocc.gc.	-N/400 .					

Workforce Analysis - Detailed Report

Date: 2018-06-25

Women

National National Semi-reference National Semi-reference National Semi-reference Semi-refere			Women						
National managers National 10	Employment Equity Occupational Group	Internal Location		•			•		Recruitment Area
Mational 1			#	#	%	%	#	#	
Professionals 1: Financial auditors and accountants 1: Financial and accountants	01 : Senior Managers	National	5	0	0.0 %	27.4 %	1	-1	National
1. Financial auditors and accountants 1. Financial auditors and accountants 1. Financial auditors and accountants 1. Infoaction occupations in advertising, marketing and public relations 1. Infoatstrial and manufacturing engineers 1. Industrial and manufacturing technologists and technicians 1. Industrial engineering and manufacturing technologists and technicians 2. Saskatchewan 2. Industrial engineering technologists and technicians 3. Industrial engineering and manufacturing technologists and technicians 3. Industrial engineering technologists and technicians 3. Saskatchewan 4. Electrical and electronics engineering technologists and technicians 3. Industrial engineering technologists and technicians 3.	02 : Middle and Other Managers	National	11	2	18.2 %	38.9 %	4	-2	National
Professional occupations in advertising, marketing and public relations National 1 1 10 0 66 4 1 0 National 1 1 10 0 66 4 1 0 National 1 1 10 0 66 4 1 0 National 1 1 10 0 66 4 1 0 National 1 1 10 0 1 National 1 1 10 0 0 1 National 1 1 10 0 0 1 National 1 1 10 0 0 0 0 0 0	03 : Professionals		13	4	30.8 %	21.4 %	3	1	
Mechanical engineers National 4 1 25 0 % 9.0 % 0 1 National 1 1 1 1 1 1 1 1 1	1111 : Financial auditors and accountants	National	1	1	100.0 %	55.1 %	1	0	National
1 Industrial and manufacturing engineers	1123 : Professional occupations in advertising, marketing and public relations	National	1	1	100.0 %	66.4 %	1	0	National
A computer programmers and interactive media developers National 2 0 0 0 0 17.9 % 0 0 National 3 industrial engineering and manufacturing technologists and technicians 4 industrial engineering and manufacturing technologists and technicians 5 askatchewan 1 industrial engineering and engineering technologists and technicians 5 askatchewan 5 askatchewan 5 and 1 1000 0 5 34 0 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2132 : Mechanical engineers	National	4	1	25.0 %	9.0 %	0	1	National
Semi-Professionals and Technicians 10 2 20.0 % 24.0 % 2 0	2141 : Industrial and manufacturing engineers	National	5	1	20.0 %	17.0 %	1	0	National
3: Industrial engineering and manufacturing technologists and technicians 3: Industrial engineering and manufacturing technologists and technicians 3: Saskatchewan 3: Industrial engineering and manufacturing technologists and technicians 3: Saskatchewan 3: Industrial engineering and manufacturing technologists and technicians 3: Saskatchewan 3: Industrial engineering and manufacturing technologists and technicians 3: Saskatchewan 3: Industrial engineering and manufacturing technologists and technicians 3: Industrial engineering and manufacturing technologists and technicians 3: Saskatchewan 3: Industrial engineering and manufacturing technologists and technicians 3: Industrial engineering techno	2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	17.9 %	0	0	National
1: Electrical and electronics engineering technologists and technicians 3: Inspectors in public and environmental health and occupational health and safety 3: Inspectors in public and environmental health and occupational health and safety 3: Supervisors Employment Equity Occupational Group Saskatchewan Saskatchewan 1 1 100.0% 53.4% 1 0 Saskatchewan Employment Equity Occupational Group Saskatchewan Supervisors: Crafts and Trades 1 1 0 0.0% 0.0% 0.0% 0 0 0 0 0 0 0 0 0 0 0	04 : Semi-Professionals and Technicians		10	2	20.0 %	24.0 %	2	0	
3 Inspectors in public and environmental health and occupational health and safety Saskatchewan 2 1 50.0% 36.1% 1 0 Saskatchewan Supervisors 1 1 100.0% 53.4% 1 0 Saskatchewan	2233 : Industrial engineering and manufacturing technologists and technicians	Saskatchewan	5	1	20.0 %	28.3 %	1	0	Saskatchewan
Supervisors 1 1 100.0 % 53.4 % 1 0 0 0 0 0 0 0 0 0	2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	3	0	0.0 %	8.7 %	0	0	Saskatchewan
Employment Equity Occupational Group Saskatoon 1 100.0% 53.4% 1 0 0 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 0 0 Saskatoon 1 100.0% 53.4% 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2263: Inspectors in public and environmental health and occupational health and safety	Saskatchewan	2	1	50.0 %	36.1 %	1	0	Saskatchewan
Supervisors: Crafts and Trades 9 0 0.0 % 0.0	95 : Supervisors		1	1	100.0 %	53.4 %	1	0	
1: Contractors and supervisors, machining, metal forming, shaping and erecting trades related occupations 1: Supervisors, motor vehicle assembling Saskatchewan 7 0 0.0 % 0.0 % 0.0 % 0 Saskatchewan 8: Administrative and Senior Clerical Personnel Employment Equity Occupational Group Saskatchewan 1 0 0.0 % 84.0 % 3 11 Saskatchewan 1 0 0.0 % 30.0 % 0 0 Saskatchewan 1 0 0.0 % 30.0 % 0 0 Saskatchewan 1 0 0.0 % 30.0 % 0 0 Saskatchewan 1 1 0 0.0 % 30.0 % 0 0 Saskatchewan 1 1 0 0.0 % 30.0 % 0 0 Saskatchewan 1 1 0 0.0 % 30.0 % 0 0 Saskatchewan 1 1 0 0.0 % 30.0 % 0 0 Saskatchewan 1 1 0 0.0 % 30.0 % 0 0 Saskatchewan 2 1 1 3.4 % 1.7 % 0 1	Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	53.4 %	1	0	Saskatoon
Telated occupations	06 : Supervisors: Crafts and Trades		9	0	0.0 %	0.0 %	0	0	
Administrative and Senior Clerical Personnel Employment Equity Occupational Group Saskatoon 4 2 50.0 % 84.0 % 3 1 1 Saskatoon Skilled Sales and Service Personnel Stilled Sales and Service Personnel Saskatchewan Saskatchewan 1 0 0.0 % 30.0 % 0 0 Saskatchewan Skilled Crafts and Trades Workers Saskatchewan Saskatchewan 2 0 0.0 % 2.1 % 0 0 Saskatchewan	7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
Employment Equity Occupational Group Saskatoon 4 2 50.0 % 84.0 % 3 1 Saskatoon Skilled Sales and Service Personnel Subject of the Sakatoham of the Sakatoha	9221 : Supervisors, motor vehicle assembling	Saskatchewan	7	0	0.0 %	0.0 %	0	0	Saskatchewan
Skilled Sales and Service Personnel	7 : Administrative and Senior Clerical Personnel		4	2	50.0 %	84.0 %	3	-1	
Saskatchewan 1 0 0.0 % 30.0 % 0 0 Saskatchewan 29 1 3.4 % 1.7 % 0 1 Saskatchewan 1 Machinists and machining and tooling inspectors Saskatchewan 2 0 0.0 % 2.1 % 0 0 Saskatchewan 2 Saskatchewan 2 0 0.0 % 2.1 % 0 0 Saskatchewan 2 0 0.0 % 2.1 % 0 0 0 Saskatchewan 2 0 0.0 % 2.1 % 0 0 0 Saskatchewan 2 0 0.0 % 2.1 % 0 0 0 Saskatchewan 2 0 0.0 % 2.1 % 0 0 0 Saskatchewan 2 0 0.0 % 2.1 % 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 0 Saskatchewan 2 0 0 0.0 % 2.1 % 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Employment Equity Occupational Group	Saskatoon	4	2	50.0 %	84.0 %	3	-1	Saskatoon
Skilled Crafts and Trades Workers 29 1 3.4 % 1.7 % 0 1 11: Machinists and machining and tooling inspectors Saskatchewan 2 0 0.0 % 2.1 % 0 0 Saskatchewan	98 : Skilled Sales and Service Personnel		1	0	0.0 %	30.0 %	0	0	
11: Machinists and machining and tooling inspectors Saskatchewan 2 0 0.0 % 2.1 % 0 0 Saskatchewan	3345 : Upholsterers	Saskatchewan	1	0	0.0 %	30.0 %	0	0	Saskatchewan
	9 : Skilled Crafts and Trades Workers		29	1	3.4 %	1.7 %	0	1	
7 : Welders and related machine operators Saskatchewan 23 1 4.3 % 1.8 % 0 1 Saskatchewan	7231 : Machinists and machining and tooling inspectors	Saskatchewan	2	0	0.0 %	2.1 %	0	0	Saskatchewan
	7237 : Welders and related machine operators	Saskatchewan	23	1	4.3 %	1.8 %	0	1	Saskatchewan



Workforce Analysis - Detailed Report

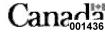
Date: 2018-06-25

Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Ava	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Saskatchewan	4	0	0.0 %	0.9 %	0	0	Saskatchewan
10 : Clerical Personnel		7	4	57.1 %	70.2 %	5	-1	
Employment Equity Occupational Group	Saskatoon	7	4	57.1 %	70.2 %	5	-1	Saskatoon
11 : Intermediate Sales and Service Personnel		19	1	5.3 %	67.9 %	13	-12	
Employment Equity Occupational Group	Saskatoon	19	1	5.3 %	67.9 %	13	-12	Saskatoon
12 : Semi-Skilled Manual Workers		69	10	14.5 %	15.7 %	11	-1	
Employment Equity Occupational Group	Saskatoon	69	10	14.5 %	15.7 %	11	-1	Saskatoon
13 : Other Sales and Service Personnel		6	4	66.7 %	57.1 %	3	1	
Employment Equity Occupational Group	Saskatoon	6	4	66.7 %	57.1 %	3	1	Saskatoon
Total		184	31	16.8 %	25.9 %	46	-15	

Total may not equal sum of components due to rounding.

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

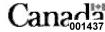


Workforce Analysis - Detailed Report

Date: 2018-06-25

Aboriginal Peoples

ployment Equity Occupational Group	Internal Location	All Employees #	Repres #	entation %	Availa %	ability #	Gap #	Recruitment Area
Senior Managers	National	5	0	0.0 %	2.9 %	0	0	National
Middle and Other Managers	National	11	0	0.0 %	2.2 %	0	0	National
Professionals		13	0	0.0 %	1.0 %	0	0	
1 : Financial auditors and accountants	National	1	0	0.0 %	1.3 %	0	0	National
3 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	2.1 %	0	0	National
2 : Mechanical engineers	National	4	0	0.0 %	0.7 %	0	0	National
1 : Industrial and manufacturing engineers	National	5	0	0.0 %	0.8 %	0	0	National
4 : Computer programmers and interactive media developers	National	2	0	0.0 %	1.0 %	0	0	National
Semi-Professionals and Technicians		10	1	10.0 %	7.1 %	1	0	
3 : Industrial engineering and manufacturing technologists and technicians	Saskatchewan	5	0	0.0 %	10.0 %	1	-1	Saskatchewan
1 : Electrical and electronics engineering technologists and technicians	Saskatchewan	3	1	33.3 %	1.3 %	0	1	Saskatchewan
3: Inspectors in public and environmental health and occupational health and safety	Saskatchewan	2	0	0.0 %	8.4 %	0	0	Saskatchewan
Supervisors		1	0	0.0 %	10.8 %	0	0	
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	10.8 %	0	0	Saskatoon
Supervisors: Crafts and Trades		9	0	0.0 %	1.2 %	0	0	
Contractors and supervisors, machining, metal forming, shaping and erecting trades related occupations	Saskatchewan	2	0	0.0 %	5.4 %	0	0	Saskatchewan
1 : Supervisors, motor vehicle assembling	Saskatchewan	7	0	0.0 %	0.0 %	0	0	Saskatchewan
Administrative and Senior Clerical Personnel		4	0	0.0 %	6.4 %	0	0	
Employment Equity Occupational Group	Saskatoon	4	0	0.0 %	6.4 %	0	0	Saskatoon
Skilled Sales and Service Personnel		1	0	0.0 %	0.0 %	0	0	
5 : Upholsterers	Saskatchewan	1	0	0.0 %	0.0 %	0	0	Saskatchewan
Skilled Crafts and Trades Workers		29	0	0.0 %	7.5 %	2	-2	
1 : Machinists and machining and tooling inspectors	Saskatchewan	2	0	0.0 %	4.7 %	0	0	Saskatchewan
7 : Welders and related machine operators	Saskatchewan	23	0	0.0 %	7.8 %	2	-2	Saskatchewan



Workforce Analysis - Detailed Report

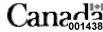
Date: 2018-06-25

Aboriginal Peoples

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Saskatchewan	4	0	0.0 %	7.1 %	0	0	Saskatchewan
10 : Clerical Personnel		7	0	0.0 %	8.4 %	1	-1	
Employment Equity Occupational Group	Saskatoon	7	0	0.0 %	8.4 %	1	-1	Saskatoon
11 : Intermediate Sales and Service Personnel		19	0	0.0 %	8.2 %	2	-2	
Employment Equity Occupational Group	Saskatoon	19	0	0.0 %	8.2 %	2	-2	Saskatoon
12 : Semi-Skilled Manual Workers		69	2	2.9 %	6.5 %	4	-2	
Employment Equity Occupational Group	Saskatoon	69	2	2.9 %	6.5 %	4	-2	Saskatoon
13 : Other Sales and Service Personnel		6	0	0.0 %	11.1 %	1	-1	
Employment Equity Occupational Group	Saskatoon	6	0	0.0 %	11.1 %	1	-1	Saskatoon
Total		184	3	1.6 %	6.1 %	11	-8	

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: 2018-06-25

Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	-	sentation		ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	5	0	0.0 %	10.1 %	1	-1	National
02 : Middle and Other Managers	National	11	0	0.0 %	15.0 %	2	-2	National
03 : Professionals		13	2	15.4 %	29.2 %	4	-2	
1111 : Financial auditors and accountants	National	1	0	0.0 %	27.5 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	16.9 %	0	0	National
2132 : Mechanical engineers	National	4	0	0.0 %	28.6 %	1	-1	National
2141 : Industrial and manufacturing engineers	National	5	2	40.0 %	31.5 %	2	0	National
2174 : Computer programmers and interactive media developers	National	2	0	0.0 %	31.5 %	1	-1	National
04 : Semi-Professionals and Technicians		10	3	30.0 %	8.4 %	1	2	
2233 : Industrial engineering and manufacturing technologists and technicians	Saskatchewan	5	1	20.0 %	10.0 %	1	0	Saskatchewan
2241 : Electrical and electronics engineering technologists and technicians	Saskatchewan	3	1	33.3 %	9.6 %	0	1	Saskatchewan
2263: Inspectors in public and environmental health and occupational health and safety	Saskatchewan	2	1	50.0 %	2.8 %	0	1	Saskatchewan
05 : Supervisors		1	0	0.0 %	7.2 %	0	0	
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	7.2 %	0	0	Saskatoon
06 : Supervisors: Crafts and Trades		9	2	22.2 %	0.0 %	0	2	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	Saskatchewan	2	0	0.0 %	0.0 %	0	0	Saskatchewan
9221 : Supervisors, motor vehicle assembling	Saskatchewan	7	2	28.6 %	0.0 %	0	2	Saskatchewan
07 : Administrative and Senior Clerical Personnel		4	0	0.0 %	5.5 %	0	0	
Employment Equity Occupational Group	Saskatoon	4	0	0.0 %	5.5 %	0	0	Saskatoon
08 : Skilled Sales and Service Personnel		1	1	100.0 %	25.0 %	0	1	
6345 : Upholsterers	Saskatchewan	1	1	100.0 %	25.0 %	0	1	Saskatchewan
09 : Skilled Crafts and Trades Workers		29	16	55.2 %	9.9 %	3	13	
7231 : Machinists and machining and tooling inspectors	Saskatchewan	2	2	100.0 %	16.1 %	0	2	Saskatchewan
7237 : Welders and related machine operators	Saskatchewan	23	14	60.9 %	10.0 %	2	12	Saskatchewan



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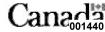
Date: 2018-06-25

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Availability		Gap	Recruitment Area
		#	#	%	%	#	#	
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Saskatchewan	4	0	0.0 %	5.9 %	0	0	Saskatchewan
10 : Clerical Personnel		7	1	14.3 %	7.1 %	0	1	
Employment Equity Occupational Group	Saskatoon	7	1	14.3 %	7.1 %	0	1	Saskatoon
11 : Intermediate Sales and Service Personnel		19	1	5.3 %	11.6 %	2	-1	
Employment Equity Occupational Group	Saskatoon	19	1	5.3 %	11.6 %	2	-1	Saskatoon
2 : Semi-Skilled Manual Workers		69	24	34.8 %	10.8 %	7	17	
Employment Equity Occupational Group	Saskatoon	69	24	34.8 %	10.8 %	7	17	Saskatoon
13 : Other Sales and Service Personnel		6	3	50.0 %	19.1 %	1	2	
Employment Equity Occupational Group	Saskatoon	6	3	50.0 %	19.1 %	1	2	Saskatoon
Total		184	53	28.8 %	11.7 %	21	32	

Total may not equal sum of components due to rounding.

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



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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	16	0	0.0 %	4.3 %	1	-1	National
03 : Professionals	National	13	0	0.0 %	3.8 %	0	0	National
04 : Semi-Professionals and Technicians	National	10	0	0.0 %	4.6 %	0	0	National
05 : Supervisors	National	1	0	0.0 %	13.9 %	0	0	National
06 : Supervisors: Crafts and Trades	National	9	0	0.0 %	7.8 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	4	0	0.0 %	3.4 %	0	0	National
08 : Skilled Sales and Service Personnel	National	1	0	0.0 %	3.5 %	0	0	National
09 : Skilled Crafts and Trades Workers	National	29	0	0.0 %	3.8 %	1	-1	National
10 : Clerical Personnel	National	7	0	0.0 %	7.0 %	0	0	National
11 : Intermediate Sales and Service Personnel	National	19	0	0.0 %	5.6 %	1	-1	National
12 : Semi-Skilled Manual Workers	National	69	0	0.0 %	4.8 %	3	-3	National
13 : Other Sales and Service Personnel	National	6	0	0.0 %	6.3 %	0	0	National
Total		184	0	0.0 %	4.9 %	7	-7	

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: 2018-06-25

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2018-06-25

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



Workforce Analysis - Summary Report

Date: 2018-06-25

Women

	Women						
Employment Equity Occupational Group	All Employees	Repres	sentation	Avail	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	5	0	0.0 %	27.4 %	1	-1	
02 : Middle and Other Managers	11	2	18.2 %	38.9 %	4	-2	
03 : Professionals	13	4	30.8 %	21.4 %	3	1	
04 : Semi-Professionals and Technicians	10	2	20.0 %	24.0 %	2	0	
05 : Supervisors	1	1	100.0 %	53.4 %	1	0	
06 : Supervisors: Crafts and Trades	9	0	0.0 %	0.0 %	0	0	
07 : Administrative and Senior Clerical Personnel	4	2	50.0 %	84.0 %	3	-1	
08 : Skilled Sales and Service Personnel	1	0	0.0 %	30.0 %	0	0	
09 : Skilled Crafts and Trades Workers	29	1	3.4 %	1.7 %	0	1	
10 : Clerical Personnel	7	4	57.1 %	70.2 %	5	-1	
11 : Intermediate Sales and Service Personnel	19	1	5.3 %	67.9 %	13	-12	
12 : Semi-Skilled Manual Workers	69	10	14.5 %	15.7 %	11	-1	
13 : Other Sales and Service Personnel	6	4	66.7 %	57.1 %	3	1	
Total	184	31	16.8 %	25.9 %	46	-15	



Workforce Analysis - Summary Report

Date: 2018-06-25

Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	5	0	0.0 %	2.9 %	0	0	
02 : Middle and Other Managers	11	0	0.0 %	2.2 %	0	0	
03 : Professionals	13	0	0.0 %	1.0 %	0	0	
04 : Semi-Professionals and Technicians	10	1	10.0 %	7.1 %	1	0	
05 : Supervisors	1	0	0.0 %	10.8 %	0	0	
06 : Supervisors: Crafts and Trades	9	0	0.0 %	1.2 %	0	0	
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	6.4 %	0	0	
08 : Skilled Sales and Service Personnel	1	0	0.0 %	0.0 %	0	0	
09 : Skilled Crafts and Trades Workers	29	0	0.0 %	7.5 %	2	-2	
10 : Clerical Personnel	7	0	0.0 %	8.4 %	1	-1	
11 : Intermediate Sales and Service Personnel	19	0	0.0 %	8.2 %	2	-2	
12 : Semi-Skilled Manual Workers	69	2	2.9 %	6.5 %	4	-2	
13 : Other Sales and Service Personnel	6	0	0.0 %	11.1 %	1	-1	
Total	184	3	1.6 %	6.1 %	11	-8	



Workforce Analysis - Summary Report

Date: 2018-06-25

Members of Visible Minorities

			Members o	f Visible Min	orities		
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	5	0	0.0 %	10.1 %	1	-1	
02 : Middle and Other Managers	11	0	0.0 %	15.0 %	2	-2	
03 : Professionals	13	2	15.4 %	29.2 %	4	-2	
04 : Semi-Professionals and Technicians	10	3	30.0 %	8.4 %	1	2	
05 : Supervisors	1	0	0.0 %	7.2 %	0	0	
06 : Supervisors: Crafts and Trades	9	2	22.2 %	0.0 %	0	2	
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	5.5 %	0	0	
08 : Skilled Sales and Service Personnel	1	1	100.0 %	25.0 %	0	1	
09 : Skilled Crafts and Trades Workers	29	16	55.2 %	9.9 %	3	13	
10 : Clerical Personnel	7	1	14.3 %	7.1 %	0	1	
11 : Intermediate Sales and Service Personnel	19	1	5.3 %	11.6 %	2	-1	
12 : Semi-Skilled Manual Workers	69	24	34.8 %	10.8 %	7	17	
13 : Other Sales and Service Personnel	6	3	50.0 %	19.1 %	1	2	
Total	184	53	28.8 %	11.7 %	21	32	



Workforce Analysis - Summary Report

Date: 2018-06-25

Persons with Disabilities

			Persons	with Disabilit	ties		
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	16	0	0.0 %	4.3 %	1	-1	
03 : Professionals	13	0	0.0 %	3.8 %	0	0	
04 : Semi-Professionals and Technicians	10	0	0.0 %	4.6 %	0	0	
05 : Supervisors	1	0	0.0 %	13.9 %	0	0	
06 : Supervisors: Crafts and Trades	9	0	0.0 %	7.8 %	1	-1	
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	3.4 %	0	0	
08 : Skilled Sales and Service Personnel	1	0	0.0 %	3.5 %	0	0	
09 : Skilled Crafts and Trades Workers	29	0	0.0 %	3.8 %	1	-1	
10 : Clerical Personnel	7	0	0.0 %	7.0 %	0	0	
11 : Intermediate Sales and Service Personnel	19	0	0.0 %	5.6 %	1	-1	
12 : Semi-Skilled Manual Workers	69	0	0.0 %	4.8 %	3	-3	
13 : Other Sales and Service Personnel	6	0	0.0 %	6.3 %	0	0	
Total	184	0	0.0 %	4.9 %	7	-7	



Workforce Analysis - Summary Report

Date: 2018-06-25

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA

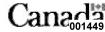


Workforce Analysis - Summary Report

Date: 2018-06-25

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
06 : Supervisors: Crafts and Trades	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National



Data from Fir	st/Previous Worl	kforce Analysis	
	\	1	

Data from Su	bsequent/Curre	nt Workforce
	Analysis	
\downarrow	\downarrow	\downarrow

Data from Fir	st/Previous Workf	force Analysis
YYYY	MM	DD
2018	06	25

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

			Гable 1: Women	l
		First/Pr	evious Workforce A	Analysis
Emple	nument Equity Occupational Crown (EEOC)	All Employees	Wor	nen
Embic	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	5	0	27.4
02	Middle & Other Managers	11	2	38.9
03	Professionals	13	4	21.4
04	Semi-Professionals & Technicians	10	2	24.0
05	Supervisors	1	1	53.4
06	Supervisors: Crafts & Trades	9	0	0.0
07	Administrative & Senior Clerical Personnel	4	2	84.0
08	Skilled Sales & Service Personnel	1	0	30.0
09	Skilled Crafts & Trades Workers	29	1	1.7
10	Clerical Personnel	7	4	70.2
11	Intermediate Sales & Service Personnel	19	1	67.9
12	Semi-Skilled Manual Workers	69	10	15.7
13	Other Sales & Service Personnel	6	4	57.1
14	Other Manual Workers	0	0	0.0
Total		184	31	25.9

	Fable 5: Women t/Current Workfore	e Analysis
All Employees	Wom	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	o	0.0
0	0	0.0
0	0	0.0
0	0	0.0

* Source:			
2011 Natio	onal Househo	ld Survey	

*	6	3	0	u	ı	n	c	e	•																																	
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Data from First/Previous Workforce A	
↓	,

Data from First/Previous Workforce Analysis			Data from Subse	equent/Current Wo	orkforce Analysis
YYYY	MM	DD	YYYY	MM	DD
2018	06	25	0	0	0

		Table 2: Aboriginal Peoples		eoples
		First/Previous Workforce Analys		nalysis
E L LE LO LI LO (FEOC)		All Employees	Aborigina	l Peoples
rmbe	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	5	0	2.9
02	Middle & Other Managers	11	0	2.2
03	Professionals	13	0	1.0
04	Semi-Professionals & Technicians	10	1	7.1
05	Supervisors	1	0	10.8
06	Supervisors: Crafts & Trades	9	0	1.2
07	Administrative & Senior Clerical Personnel	4	0	6.4
08	Skilled Sales & Service Personnel	1	o	0.0
09	Skilled Crafts & Trades Workers	29	0	7.5
10	Clerical Personnel	7	o	8.4
11	Intermediate Sales & Service Personnel	19	0	8.2
12	Semi-Skilled Manual Workers	69	2	6.5
13	Other Sales & Service Personnel	6	o	11.1
14	Other Manual Workers	0	o	0.0
Total		184	3	6.1

Table 6: Aboriginal Peoples					
	Subsequent/Current Workforce Analysis				
All Employees	Aborigina	l 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	o	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			

Data from Subsequent/Current Workforce Analysis

*	Source:			
2	011 Nati	onal House	hold Survey	

* Source:		
0		

Data from Fir	st/Previous Woi	rkforce Analysis
_	<u> </u>	\

2018	06	25
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from S	ubsequent/Curre Analysis	ent Workforce
—		

0	0	0
VVVV	MM	DD
Data from Subse	equent/Current Wo	orkforce Analysis

		Table 3: Members of Vis		sible Minorities	
		First/Previous Workforce Analysis		Analysis	
Employment Equity Occupational Group (EEOG)		All Employees	Members of Vis	sible Minorities	
			Representation	Availability*	
		#	#	%	
01	Senior Managers	5	0	10.1	
02	Middle & Other Managers	11	0	15.0	
03	Professionals	13	2	29.2	
04	Semi-Professionals & Technicians	10	3	8.4	
05	Supervisors	1	0	7.2	
06	Supervisors: Crafts & Trades	9	2	0.0	
07	Administrative & Senior Clerical Personnel	4	0	5.5	
08	Skilled Sales & Service Personnel	1	1	25.0	
09	Skilled Crafts & Trades Workers	29	16	9.9	
10	Clerical Personnel	7	1	7.1	
11	Intermediate Sales & Service Personnel	19	1	11.6	
12	Semi-Skilled Manual Workers	69	24	10.8	
13	Other Sales & Service Personnel	6	3	19.1	
14	Other Manual Workers	0	0	0.0	
Total		184	53	11.7	

Table 7: Members of Visible Minorities					
Subsequent	Subsequent/Current Workforce Analysis				
All Employees	All Employees Members of Visible Minorities				
	Representation	Availability*			
#	#	%			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	0	0.0			
0	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			

* Source:	
2011 National Household Survey	

* Source:		
0		

Data from Firs	t/Previous Wor	kforce Analysis
\	\	\

Data from Sul	osequent/Curre Analysis	ent Workforce
\downarrow	\downarrow	\downarrow

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2018	06	25

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

		Table 4:	Persons with Dis	sabilities	
		First/Previous Workforce Analysis			
		All Employees	Persons with	Disabilities	
rmbio	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	9/0	
01/02	Managers	16	0	4.3	
03	Professionals	13	0	3.8	
04	Semi-Professionals & Technicians	10	0	4.6	
05	Supervisors	1	0	13.9	
06	Supervisors: Crafts & Trades	9	0	7.8	
07	Administrative & Senior Clerical Personnel	4	0	3.4	
08	Skilled Sales & Service Personnel	1	0	3.5	
09	Skilled Crafts & Trades Workers	29	0	3.8	
10	Clerical Personnel	7	0	7.0	
11	Intermediate Sales & Service Personnel	19	0	5.6	
12	Semi-Skilled Manual Workers	69	0	4.8	
13	Other Sales & Service Personnel	6	0	6.3	
14	Other Manual Workers	0	0	0.0	
Total		184	0	4.9	

Table 8:	Table 8: Persons with Disabilities			
Subsequent/Current Workforce Analysis				
All Employees	Persons with	Disabilities		
	Representation	Availability*		
#	#	%		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	0	0.0		
0	o	0.0		
0	0	0.0		
0	0	0.0		

* Source:				
2012 Can	adian Survey	on Disabi	lity	

* Source	:		

Part 2: Flow Data Analysis

Crestline Coach Ltd.

43276

Start	Date of Flow	v Data
YYYY	MM	DD

	End l	Date of	f Flow	Data	
YY	/YY	М	М	E	D

Data from Form 4 - Employees Hired

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Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

			Table 1: Women			
		Full-time	/ National	Part-time	/ National	
Employment Equity Occupational Group (EEOG)		All Employees Hired	Women Hired	All Employees Hired	Women Hired	
		#	#	#	#	
01	Senior Managers	0	0	0	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 5: Women				
Full-time /	National	Part-time / National		
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	ol	0	
0	0	0	0	
0	0	이	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

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

Crestline Coach Ltd.

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0

Start	Date of Flov	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 Data from Form 5 - Employees Promoted

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Data from Form 6 - Employees Terminated

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	Tal	Table 2: Aboriginal Peoples			
		me / National Part-time / Nation			
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	o	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

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	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Tabl	le 10: Abo	riginal Ped	ples	
Full-time			ime / 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

Crestline Coach Ltd.

43276

0	0	0
YYYY	MM	DD
Start	Date of Flov	/ Data

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

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Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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	Table	Table 3: Persons with Disabilities			
	Full-time	/ National	Part-time	/ National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
	#	#	#	#	
01 Senior Managers	0	0	0	0	
02 Middle & Other Managers	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	o	
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	o	
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

Total

	7: Persons / National		/ National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

	1: Persons / National		Abilities / National
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
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	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	C
0	0	0	0
0	0	0	C
0	0	0	C
0	0	0	0

Part 2: Flow Data Analysis

Crestline Coach Ltd.

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0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

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

Data from Form 4 - Employees Hired

									I															

Data from Form 6 - Employees Terminated

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

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

Full-time	Members (Of Visible Part-time	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Federal Contractors Program Achievement Report
Part 3: Goals
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									Data f	or First/F	Previous (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	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)
	↓	Ţ	Ţ	Ţ	Ţ	1	↓	↓	Ţ	↓	1	Ţ	Ţ	\	↓	↓	Ţ	1	\
										Table 1:									
									First/	Previous Sh	ort-term G	oals		-					
				All En	ployees										omen				ı
	Number	Grov	vth (New Posi	tions)	Turnover (R		Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity Occupational			1			Employees)		Anticipated		Terminated		Required		n - To	Present	n	Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-06-25	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-06-25	Annually	Over 3 Years	Years	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	±	¥	%	%	#	#	%	%
01 Senior Managers	5	-100.0%	15.0%	2	0.0%	15.0%	2	4	0	15.0%	0	2	1	27.4%	27.4%	-1	-1	0.0%	14.3%
02 Middle & Other Managers	11	-100.0%	12.0%	4	0.0%	15.0%	5	9	2	15.0%	1	5	4	38.9%	38.9%	-2	-1	18.2%	33.3%
03 Professionals	13	-100.0%	10.0%	4	0.0%	10.0%	4	8	4	10.0%	1	1	C		21.4%	1	-1	30.8%	17.6%
04 Semi-Professionals & Tech	10	-100.0%	6.0%	2	0.0%	20.0%	6	8	2	20.0%	1	2	C		24.0%	0	-2	20.0%	8.3%
05 Supervisors	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0		53.4%	0	0	100.0%	100.0%
06 Supervisors: Crafts & Trades	9	-100.0%	30,0%	8	0.0%	16.0%	4	12	0	16.0%	0	0	C		0.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	4	-100.0%	15.0%	2	0.0%	10.0%	1	3	2	10.0%	1	4	C		84.0%	-1	-4	50.0%	16.7%
08 Skilled Sales & Service	1	-100.0%	75.0%	2	0.0%	50.0%	2	4	0	50.0%	0	1	C		30.0%	0	-1	0.0%	0.0%
09 Skilled Crafts & Trades	29	-100.0%	15.0%	13	l l	12.0%	10	23	1	12.0%	0	0	0		1.7%	1	0	3.4%	2.4%
10 Clerical Personnel	7	-100.0%		4	0.0%	10.0%	2	6	4	10.0%	1	5	C		70.2%	-1	-5	57.1%	27.3%
11 Intermediate Sales & Service	19	-100.0%		4	0.0%	12.0%	7	11	1	12.0%	0	15	6	50.0%	67.9%	-12	-9	5.3%	30.4%
12 Semi-Skilled Manual	69	-100.0%	17.5%	36		19.0%	39	75	10	19.0%	6	12	12	15.7%	15.7%	-1	0	14.5%	15.2%
13 Other Sales & Service	6	-100.0%		2	0.0%	6.0%	1	3	4	6.0%	1	2	[C		57.1%	1	-2	66.7%	37.5%
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	L 0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	184	-100.0%	15.0%	83	0.0%	15.0%	83	166	31	15.0%	14	52	1 0	l .	25.9%	-17	-52	16.8%	6.4%

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

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

Federal Contractors Program Achievement Report	
Part 3: Goals	
Crestline Coach Ltd.	
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					Table 2: Women
Employment Equity Occupational		Wom	en		
Group (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
-	#	%	#	%	
01 Senior Managers	1	27.4	0	27.4	
02 Middle & Other Managers	4	38.9	0	38.9	
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	6	50.0	0	50,0	
12 Semi-Skilled Manual	12	15.7	0	15.7	
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	

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							rederal C		Program A art 3: Goal		ent Repor	'I							
									line Coach										
								Cresi	43276	Liu.									
									.00										
									Data f	or First/P	revious (Joals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	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)
-	V	1	<u> </u>	1	<u> </u>	1	1	\	Ţ	<u> </u>	1	<u> </u>	<u> </u>	<u> </u>	Ţ	\	<u> </u>	↓	<u> </u>
										3: Abori									
					•				First/	Previous Sh	ort-term G	oals			10 1				
				AHER	iployees					·			2.000	A DOFIGI r Goals	nal Peoples	1			I
	Number	Grow	rth (New Posit	tions)	Turnover (Re	eplacement of Employees)	Terminated	Anticipated	Number		eplacement of	Hires		n - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gan	Present Representation	Representation in 3
Group (EEOG)	2018-06-25	Annually	Annually	Over 3	Annually		Over 3	Years							1		l Gab	representation	Years
		Amuany		Vaces	Annuany	Annually			2018-06-25	Annually	Over 3	Years	2018	2021					
	4	·		Years #	· ·		Years	4		· ·	Years				9/2	4	#	92	9/,
01 Senior Managers	# 5	%	% 15.0%	Years #	%	%		# 4	2018-06-25 #	%		Years #	2018 #	2021	%	# 0	# 0	%	% 0.0%
01 Senior Managers 02 Middle & Other Managers	# 5 11	·	%		· ·		Years	# 4 9		· ·	Years				2.9%	# 0	# 0	% 0.0% 0.0%	0.0%
	5	% -100.0%	% 15.0%		%	% 15.0%	Years	# 4 9 8		% 15.0%	Years					# 0 0	# 0 0	0.0%	
02 Middle & Other Managers	5 11	% -100.0% -100.0%	% 15.0% 12.0%		% 0.0% 0.0%	% 15.0% 15.0%	Years	# 4 9 8 8		% 15.0% 15.0%	Years				2.9% 2.2%	# 0 0 0	# 0 0 0 0 -1	0.0% 0.0%	0.0% 0.0% 0.0%
02 Middle & Other Managers 03 Professionals	5 11 13	% -100.0% -100.0% -100.0%	% 15.0% 12.0% 10.0%		% 0.0% 0.0% 0.0%	% 15.0% 15.0% 10.0%	Years	# 4 9 8 8 0		% 15.0% 15.0% 10.0%	Years				2.9% 2.2% 1.0%	# 0 0 0 0	# 0 0 0 0 -1 0	0.0% 0.0% 0.0%	0.0% 0.0% 0.0% 0.0%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech	5 11 13	% -100.0% -100.0% -100.0% -100.0%	% 15.0% 12.0% 10.0% 6.0%		% 0.0% 0.0% 0.0%	% 15.0% 15.0% 10.0% 20.0%	Years # 2 5 4 6	# 4 9 8 8 0 12		% 15.0% 15.0% 10.0% 20.0%	Years				2.9% 2.2% 1.0% 7.1%	# 0 0 0 0 0	# 0 0 0 -1 0	0.0% 0.0% 0.0% 10.0%	0.0% 0.0%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors	5 11 13	-100.0% -100.0% -100.0% -100.0% -100.0%	% 15.0% 12.0% 10.0% 6.0% 0.0%		% 0.0% 0.0% 0.0% 0.0% 0.0%	% 15.0% 15.0% 10.0% 20.0% 0.0%	Years # 2 5 4 6	4 9 8 8		% 15.0% 15.0% 10.0% 20.0% 0.0%	Years				2.9% 2.2% 1.0% 7.1% 10.8%	# 0 0 0 0 0 0	# 0 0 0 0 -1 0 0	0.0% 0.0% 0.0% 10.0% 0.0%	0.0% 0.0% 0.0% 0.0% 0.0%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades	5 11 13	9/6 -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	% 15.0% 12.0% 10.0% 6.0% 0.0% 30.0% 15.0% 75.0%		% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	% 15.0% 15.0% 10.0% 20.0% 0.0% 16.0%	Years # 2 5 4 6	4 9 8 8		15.0% 15.0% 15.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0%	Years				2.9% 2.2% 1.0% 7.1% 10.8% 1.2% 6.4% 0.0%	# 0 0 0 0 0 0 0	# 0 0 0 0 -1 0 0 0	0.0% 0.0% 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%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades	5 11 13	% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	% 15.0% 12.0% 10.0% 6.0% 0.0% 30.0% 15.0%		% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	% 15.0% 15.0% 10.0% 20.0% 0.0% 16.0%	# 2 2 5 4 6 0 0 4 1 1	4 9 8 8 0 12 3	# 0 0 0 1 1 0 0	% 15.0% 15.0% 10.0% 20.0% 0.0% 16.0% 10.0%	Years				2.9% 2.2% 1.0% 7.1% 10.8% 1.2% 6.4% 0.0% 7.5%	# 0 0 0 0 0 0 0 0 0	# 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.0% 0.0% 0.0% 10.0% 0.0% 0.0%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel	5 11 13 10 1 9 4 1 29 7	-100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	%6 15.0% 12.0% 10.0% 6.0% 6.0% 30.0% 15.0% 75.0% 12.0%	# 2 4 4 2 0 8 2 2	% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	% 15.0% 15.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0%	Years # 2 5 4 6 0 4 1 2	4 9 8 8 0 12 3	# 0 0 0 1 1 0 0	15.0% 15.0% 15.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0%	Years			7.5% 8.4%	2.9% 2.2% 1.0% 7.1% 10.8% 1.2% 6.4% 0.0% 7.5% 8.4%	# 0 0 0 0 0 0 0 0 0 0 0 2 -1	# 0 0 0 0 -1 0 0 0 0 -1	0.0% 0.0% 0.0% 10.0% 0.0% 0.0% 0.0%	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 4.8% 9.1%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service	5 11 13 10 1 9 4 1 29 7	%6 -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	%6 15.0% 12.0% 10.0% 6.0% 0.0% 30.0% 15.0% 75.0% 12.0% 7.0%	# 2 4 4 2 0 8 2 2 2 2 13 4	%6 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	% 15.0% 15.0% 10.0% 20.0% 0.0% 16.0% 50.0% 10.0% 12.0% 12.0%	Years # 2 5 4 6 6 0 4 1 2 10 2 7	4 9 8 8 0 12 3 4 23 6	# 0 0 0 1 1 0 0 0 0 0	%6 15.0% 15.0% 20.0% 0.0% 16.0% 10.0% 50.0% 12.0% 12.0%	Years			7.5% 8.4% 8.2%	2.9% 2.2% 1.0% 7.1% 10.8% 1.2% 6.4% 0.0% 7.5% 8.4% 8.2%	0 0 0 0 0 0 0 0 0 0 0 -2 -1 -2	0 0 0 0 -1 0 0 0 0 0 -1 0	0.0% 0.0% 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% 4.8% 9.1% 4.3%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual	5 11 13 10 1 9 4 1 29 7	-100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	%6 15.0% 12.0% 10.0% 6.0% 0.0% 30.0% 15.0% 75.0% 21.0% 7.0% 17.5%	# 2 4 4 2 0 8 2 2	%6 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	% 15.0% 15.0% 10.0% 20.0% 0.0% 16.0% 10.0% 10.0% 10.0% 12.0% 12.0% 19.0%	Years # 2 5 4 6 0 4 1 2 10 2	4 9 8 8 0 12 3 4 23 6	# 0 0 0 1 1 0 0 0 0 0	15.0% 15.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0% 12.0% 12.0% 19.0%	Years			7.5% 8.4% 8.2% 6.5%	2.9% 2.2% 1.0% 7.1% 10.8% 1.29% 6.4% 0.0% 7.5% 8.4% 8.2% 6.5%	# 0 0 0 0 0 0 0 0 0 0 0 -2 -1 -2 -2	0 0 0 0 -1 0 0 0 0 0 -1 0	0.0% 0.0% 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% 4.8% 9.1% 4.3%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual 13 Other Sales & Service	5 11 13 10 1 9 4 1 29 7	% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	% 15.0% 12.0% 10.0% 6.0% 0.0% 30.0% 15.0% 15.0% 21.0% 7.0% 17.5%	# 2 4 4 2 0 8 2 2 2 2 13 4	%6 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	% 15.0% 15.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0% 12.0% 19.0% 6.0%	Years # 2 5 4 6 6 0 4 1 2 10 2 7	4 9 8 8 0 12 3 4 23 6	# 0 0 0 1 1 0 0 0 0 0	% 15.0% 15.0% 10.0% 20.0% 0.0% 16.0% 50.0% 12.0% 12.0% 6.0%	Years			7.5% 8.4% 8.2%	2.9% 2.2% 1.0% 7.1% 10.8% 1.2% 6.4% 0.0% 7.5% 8.4% 8.2% 6.5% 11.1%	0 0 0 0 0 0 0 0 0 0 0 -2 -1 -2	0 0 0 0 -1 0 0 0 0 0 -1 0	0.0% 0.0% 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%
02 Middle & Other Managers 03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual	5 11 13 10 1 9 4 1 29 7	-100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	%6 15.0% 12.0% 10.0% 6.0% 0.0% 30.0% 15.0% 75.0% 21.0% 7.0% 17.5%	# 2 4 4 2 0 8 2 2 2 2 13 4	%6 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.	% 15.0% 15.0% 10.0% 20.0% 0.0% 16.0% 10.0% 10.0% 10.0% 12.0% 12.0% 19.0%	Years # 2 5 4 6 6 0 4 1 2 10 2 7	4 9 8 8 0 12 3 4 23 6 11 75 3	# 0 0 0 0 1 1 0 0 0 0 0 0 0 0 0 0	15.0% 15.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0% 12.0% 12.0% 19.0%	Years			7.5% 8.4% 8.2% 6.5%	2.9% 2.2% 1.0% 7.1% 10.8% 1.29% 6.4% 0.0% 7.5% 8.4% 8.2% 6.5%	0 0 0 0 0 0 0 0 0 0 0 -2 -1 -2 -2	0 0 0 0 -1 0 0 0 0 -1 0 -1 0	0.0% 0.0% 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% 4.8% 9.1% 4.3%

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

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

	Federal Contractors Program Achievement Report							
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					Table 4: Aboriginal Peoples
Employment Equity Occupational		Aboriginal	Peoples		
Group (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
Group (EEOG)	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	2	7.5	0	7.5	
10 Clerical Personnel	1	8.4	0	8.4	
11 Intermediate Sales & Service	1	8.2	0	8.2	
12 Semi-Skilled Manual	5	6.5	0	6,5	
13 Other Sales & Service	0	11.1	0	11.1	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	

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	Crestline Coach Ltd.																		
		43276																	
		Data for First/Previous Goals																	
AB	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 & Workforce Analysis [‡]	Data	C x H x 3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		Ţ	Ţ	1	Ţ	Ţ	Ţ	Ţ	Ţ	↓	↓	↓	Ţ	↓	Ţ	Ţ	Ų.	↓ ·	1
										Persons									
									First/	Previous Sh	ort-term G	oals							
				All En	nployees										th Disabilities		- 1	I	
	Number	Grov	wth (New Posi	tions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (Re		Hires	3 Year Fron						
Employment Equity Occupational	YYYY-MM-DD	Actual	Pro	jected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3		- YYYY	Present Availability	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	2018-06-25	Annually	Annually	Over 3	Annually	Annually	Over 3 Years	Years	2018-06-25	Annually	Over 3	Years	2018	2021	Availability		Gap	Representation	Years
	2010-00-23	Annuany	Amounty.	Vears							Years								
	#	· ·		Years #	%	%	#	#	#	%	Years #	#	#	%	%	#	#	9/6	%
01/02 Managers		%	% 27.0%	#	% 3 0.0%	% 30.0%		- "	.,,	30.0%		# 1	# 1	% 4.3%	% 4.3%	# -1	# 0	%	% 3.4%
01/02 Managers 03 Professionals	#	-100.0%	%	# 13		+	#		.,,			# 1 1	# 1 0			n	# 0 -1		
	# 16	% -100.0% -100.0%	% 27.0% 10.0% 6.0%	# 13 4 2	0.0%	30.0% 10.0%	#		.,,	30.0%		# 1 1	# 1 0 0		4.3%	n	# 0 -1 -1	0.0%	3.4%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors	# 16 13	% -100.0% -100.0% -100.0% -100.0%	% 27.0% 10.0% 6.0% 0.0%	# 13 6 4 6 2	0.0%	30.0% 10.0% 20.0% 0.0%	#		.,,	30.0% 10.0%		# 1 1 1 0	# 1 0 0 0	4.3%	4.3% 3.8% 4.6% 13.9%	n	# 0 -1 -1 0	0.0% 0.0%	3.4% 0.0%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades	# 16 13	% -100.0% -100.0% -100.0% -100.0% -100.0%	27.0% 27.0% 10.0% 6.0% 0.0% 30.0%	# 13 6 4 6 2 6 0	0.0% 0.0% 0.0%	30.0% 10.0% 20.0% 0.0% 16.0%	#		.,,	30.0% 10.0% 20.0%		# 1 1 1 0 1	# 1 0 0 0 1		4.3% 3.8% 4.6%	n	# 0 -1 -1 0 0	0.0% 0.0% 0.0%	3.4% 0.0% 0.0% 0.0% 5.9%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	# 16 13	% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	% 27.0% 10.0% 6.0% 0.0% 30.0% 15.0%	# 13 6 4 7 2 8 8 8 2	0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	30.0% 10.0% 20.0% 0.0% 16.0%	#		.,,	30.0% 10.0% 20.0% 0.0% 16.0% 10.0%		# 1 1 1 0 1 0	# 1 0 0 0 1	4.3%	4.3% 3.8% 4.6% 13.9% 7.8% 3.4%	-1 0 0 0	# 0 -1 -1 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0%	3.4% 0.0% 0.0% 0.0% 5.9% 0.0%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service	# 16 13 10 1 9 4	% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	% 0 27.0% 10.0% 0 6.0% 0 0.0% 30.0% 15.0% 0 75.0%	# 13 4 2 6 0 8 8 2 2 2	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	30.0% 10.0% 20.0% 0.0% 16.0%	#		.,,	30.0% 10.0% 20.0% 0.0% 16.0%		# 1 1 1 0 1 0 0	# 1 0 0 0 1 0 0	4.3% 7.8%	4.3% 3.8% 4.6% 13.9% 7.8% 3.4% 3.5%	-1 0 0 0	# 0 -1 -1 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0%	3.4% 0.0% 0.0% 0.0% 5.9% 0.0%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades	# 16 13	% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	% 27.0% 10.0% 6.0% 0.0% 30.0% 15.0% 75.0% 15.0%	# 13 4 5 6 7 7 8 8 9 9 13	8 0.0% 4 0.0% 2 0.0% 6 0.0% 8 0.0% 2 0.0% 2 0.0% 6 0.0%	30.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0%	#		0 0 0 0 0	30.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0%		# 1 1 1 0 1 0 0 0 2	# 1 0 0 0 1 1 0 0	4.3%	4.3% 3.8% 4.6% 13.9% 7.8% 3.4% 3.5% 3.8%	-1 0 0 0	# 0 -1 -1 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	3.4% 0.0% 0.0% 0.0% 5.9% 0.0% 0.0%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel	# 16 13 10 1 1 9 4 1 1 29 7	% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	% 27.0% 10.0% 6.0% 0.0% 30.0% 15.0% 75.0% 15.0% 21.0%	# 13 4 2 6 7 8 8 9 9 13 4	8 0.0% 4 0.0% 2 0.0% 6 0.0% 8 0.0% 2 0.0% 2 0.0% 6 0.0%	30.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0% 12.0%	#	27 8 8 0 12 3	0 0 0 0 0	30.0% 10.0% 20.0% 0.0% 16.0% 50.0% 12.0%		# 1 1 1 0 1 0 0 2 1	# 1 0 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 1 0 0 1	4.3% 7.8% 3.8%	4.3% 3.8% 4.6% 13.9% 7.8% 3.4% 3.5% 3.8% 7.0%	-1 0 0 0 -1 0 0	# 0 -1 -1 0 0 0 0 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	3.4% 0.0% 0.0% 0.0% 5.9% 0.0% 0.0% 2.4% 0.0%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service	# 16 13 10 1 1 9 4 1 29 7	% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	% 27.0% 10.0% 6.0% 0.0% 0.0% 0.15.0% 0.15.0% 0.15.0% 0.15.0% 0.75.0% 0.75.0% 0.75.0% 0.75.0%	# 13 6 4 7 2 8 8 8 2 9 2 13 6 4	6 0.0% 4 0.0% 2 0.0% 6 0.0% 8 0.0% 2 0.0% 6 0.0% 6 0.0% 6 0.0% 6 0.0%	30.0% 10.0% 20.0% 0.0% 16.0% 50.0% 12.0% 10.0%	# 14 4 6 0 0 4 1 2 10 2 7	27 8 8 0 12 3 4 23 6	0 0 0 0 0	30.0% 10.0% 20.0% 0.0% 16.0% 50.0% 12.0% 12.0%		# 1 1 0 0 0 2 1 1	# 1 0 0 0 0 1 1 0 0 1 1	4.3% 7.8% 3.8% 5.6%	4.3% 3.8% 4.6% 13.9% 7.8% 3.4% 3.5% 3.8% 7.0% 5.6%	-1 0 0 0 -1 0 0	0 -1 -1 0 0 0 0 0 -1 -1	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	3.4% 0.0% 0.0% 0.0% 5.9% 0.0% 0.0% 2.4% 0.0% 4.3%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual	# 16 13 10 1 1 9 4 1 1 29 7	%6 -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	% 27.0% 10.0% 6.0% 0.0% 0.0% 0.15.0% 0.15.0% 0.15.0% 0.15.0% 0.15.0% 0.15.0% 0.17.5%	# 13 6 4 7 2 8 8 8 2 9 2 9 4 9 4 9 4 9 4	6 0.0% 4 0.0% 5 0.0% 6 0.0% 6 0.0% 6 0.0% 6 0.0% 6 0.0% 6 0.0% 6 0.0%	30.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0% 12.0% 10.0% 12.0%	#	27 8 8 0 12 3 4 23 6	0 0 0 0 0	30.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0% 12.0% 10.0% 19.0%		# 1 1 1 0 0 1 0 0 0 2 1 1 1 5 5	# 1 0 0 0 1 0 0 1 0 0 1 4 4	4.3% 7.8% 3.8%	4.3% 3.8% 4.6% 13.9% 7.8% 3.4% 3.5% 7.0% 5.6% 4.8%	-1 0 0 0 -1 0 0	# 0 -1 -1 0 0 0 0 0 -1 -1 0	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	3.4% 0.0% 0.0% 0.0% 5.9% 0.0% 0.0% 2.4% 0.0% 4.3% 3.8%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual 13 Other Sales & Service	# 16 13 10 1 1 9 4 1 29 7	%6 -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	% 27.0% 10.0% 6.0% 75.0% 75.0% 15.0% 7.0% 17.5% 10.0%	# 13 6 4 7 2 8 8 8 2 9 2 9 4 9 4 9 4 9 4	6 0.0% 1 0.0% 2 0.0% 3 0.0% 6 0.0% 6 0.0% 6 0.0% 6 0.0% 6 0.0% 6 0.0% 6 0.0% 6 0.0% 6 0.0%	30.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0% 12.0% 10.0% 12.0% 6.0%	# 14 4 6 0 0 4 1 2 10 2 7	27 8 8 0 12 3 4 23 6	0 0 0 0 0	30.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0% 12.0% 12.0% 19.0% 6.0%		# 1 1 1 0 0 1 1 0 0 0 2 1 1 1 5 5 1 1	# 1 0 0 0 0 1 1 0 0 1 4 4 0 0	4.3% 7.8% 3.8% 5.6%	4.3% 3.8% 4.6% 13.9% 7.8% 3.4% 3.5% 7.0% 5.6% 4.8% 6.3%	-1 0 0 0 -1 0 0 -1 0	# 0 -1 -1 0 0 0 0 0 -1 -1 -1 -1	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	3.4% 0.0% 0.0% 0.0% 5.9% 0.0% 2.4% 0.0% 4.3% 3.8% 0.0%
03 Professionals 04 Semi-Professionals & Tech 05 Supervisors 06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical 08 Skilled Sales & Service 09 Skilled Crafts & Trades 10 Clerical Personnel 11 Intermediate Sales & Service 12 Semi-Skilled Manual	# 16 13 10 1 1 9 4 1 29 7	%6 -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0% -100.0%	% 27.0% 10.0% 6.0% 0.0% 0.0% 0.15.0% 0.15.0% 0.15.0% 0.15.0% 0.15.0% 0.15.0% 0.17.5%	# 133 6 4 4 2 2 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4	6 0.0% 6 0.0% 7 0.0% 8 0.0% 8 0.0% 9 0.0% 10 0.0%	30.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0% 12.0% 10.0% 12.0%	# 14 4 6 0 0 4 1 2 10 2 7	27 8 8 8 0 12 3 4 23 6 11 75 3		30.0% 10.0% 20.0% 0.0% 16.0% 10.0% 50.0% 12.0% 10.0% 19.0%		# 1 1 1 1 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1	# 1 0 0 0 0 1 1 0 0 0 1 4 4 0 0 0 0 0	4.3% 7.8% 3.8% 5.6%	4.3% 3.8% 4.6% 13.9% 7.8% 3.4% 3.5% 7.0% 5.6% 4.8%	-1 0 0 0 -1 0 0 -1 0	# 0 -1 -1 -0 0 0 0 0 -1 -1 -1 0 -1 -1	0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	3.4% 0.0% 0.0% 0.0% 5.9% 0.0% 0.0% 2.4% 0.0% 4.3% 3.8%

Total 184 -100.0% 15.0% 83 0.0% 15.0% 83 166 0 15.0% 0 13 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.

t 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.

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		Table 6: Persons with Disabilities								
Employment Equity Occupational			th Disabilities							
Group (EEOG)	Short-ter	Short-term Goals Long-term Go		Short-term Goals		rm Goals	Comments			
-	#	%	#	%						
01/02 Managers	1	4.3	0	4.3						
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	1	7.8	0	7.8						
07 Administrative & Sr Clerical	0	0.0	0	0.0						
08 Skilled Sales & Service	0	0.0	0	0.0						
09 Skilled Crafts & Trades	1	3.8	0	3.8						
10 Clerical Personnel	0	0.0	0	0.0						
11 Intermediate Sales & Service	1	5.6	0	5,6						
12 Semi-Skilled Manual	4	4.8	0	4.8						
13 Other Sales & Service	0	0.0	0	0,0						
14 Other Manual Workers	0	0.0	0	0.0						
Total	0	0.0	0	0.0						

Federal Contractors Program Achievement Report Part 3: Goals Crestline Coach Ltd. A B C D E F G H I J J K L M N O P Q R S Data From Workforce Analysis Analysis & Analysis & Ently Workforce Analysis Analysis & Analysi	T	U (K - M + O) + (+ F)
Crestline Coach Ltd. 43276 Data for First/Previous Goals A B C D E F G H I J J K L M N O P Q R S	K ÷ C	(K - M + O) ÷ (+ F)
A B C D E F G H I J K L M N O P Q R S	K ÷ C	(K - M + O) ÷ (+ F)
Data sources: Data C x H x 3 F+1 From Workforce Analysis Morkforce Analysis Morkforce Analysis Data Data Entry C x E x 3 Data Data Data Data Entry C x H x 3 F+1 Data D	K ÷ C	(K - M + O) ÷ (+ F)
A B C D E F G H I J J K L M N O P Q R S From Workforce Analysis & Workf	K ÷ C	(K - M + O) ÷ (+ F)
Prom Workforce Analysis Workforce Analysis & Data Entry C x E x 3 Prom Flow Workforce Analysis & Data Entry Workforce Analysis & Pix Q) **Table 7: Members of Visible Minorities** **Table 7: Members of Visible Minorities** **Table 7: Members of Visible Minorities** **Turnover (Replacement of Terminated Employees) **Number** **Turnover (Replacement of Terminated Employees) **Number** **Turnover (Replacement of Terminated Employees) **Present Gap Projected Gap Vyyy-MM-DD Actual Projected Actual Projected Yyyy-MM-DD Years **Yours Over 3 Years** **Projected Gap Yyyy-My-DD Actual Projected Analysis & Analys	K ÷ C	(K - M + O) ÷ (+ F)
Prom Workforce Analysis Workforc		+ F)
Table 7: Members of Visible Minorities First/Previous Short-term Goals Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Anticipated Group (EEOG) Turnover (Replacement of Terminated Employees) Anticipated Hires Over 3 Years Yyyy-MM-DD Actual Projected Anticipated Hires Over 3 Years Ye	1	↓
	ı	
Number Growth (New Positions) Turnover (Replacement of Terminated Employees) Employment Equity Occupational Group (EEOG) Turnover (Replacement of Terminated Employees) Anticipated Hires Over 3 Years Years Number Turnover (Replacement of Terminated Employees) Turnover (Replacement of Terminated Employees) Anticipated Hires Over 3 Years YYYY-MM-DD Actual Projected Over 3 Years 2018-06-25 Annually Over 3 Annually Over 3 Annually Over 3 Years Turnover (Replacement of Terminated Employees) YYYY-MM-DD Over 3 Years Years Years Years 3 Year Goals From - To YYYY-YYYY Over 3 Years Years 2018-06-25 Annually Over 3 Years Years	T T	
Number Growth (New Positions) Employment Equity Occupational Group (EEOG) Number Growth (New Positions) Employees Anticipated Hires Over 3 Anticipated Hires Over 3 Years 2018-06-25 Annually Annually Over 3 Annually Annually Over 3 Years Number Growth (New Positions) Employees Anticipated Hires Over 3 Years Anticipated Hires Over 3 Yyyy-MM-DD Over 3 Years 2018-06-25 Annually Over 3 Years 2018-06-25 Annually Over 3 Years 2018-06-25 Annually Over 3 Years		
Employment Equity Occupational Group (EEOG) Employment Equity Occupational Group (EEOG) Actual Projected Actual Projected Hires Over 3 YYYY-MM-DD Actual Projected Hires Over 3 Years Annually Annually Over 3 Annually Over 3 Annually Over 3 Years		
Group (EEOG) YYYY-MM-DD Actual Projected Actual Projected Project	Present	Projected
2018-06-25 Annually Annually Annually Annually 1 2018-06-25 Annually 2018 2021	Representation	Representation in Years
# % % # % % # # # % # # # % % # # #	%	%
01 Senior Managers 5 -100.0% 15.0% 2 0.0% 15.0% 2 4 0 15.0% 0 1 0 10.1% 10.1% -1	0.0%	
02 Middle & Other Managers 11 -100.0% 12.0% 4 0.0% 15.0% 5 9 0 15.0% 0 2 1 15.0% 15.0% -2 -1	1	
03 Professionals 13 -100.0% 10.0% 4 0.0% 10.0% 4 8 2 10.0% 1 4 2 29.2% 29.2% -2 -2		
04 Semi-Professionals & Tech 10 -100.0% 6.0% 2 0.0% 6 8 3 20.0% 2 0 0 8.4% 2	7	
05 Supervisors 1 -100.0% 0.0% 0 0.0% 0 0 0 0 0 0 7.2% 0 0	1 0.07	
06 Supervisors: Crafts & Trades 9 -100.0% 30.0% 8 0.0% 16.0% 4 12 2 16.0% 1 -1 0 0.0% 2	22.2%	
07 Administrative & Sr Clerical 4 -100.0% 15.0% 2 0.0% 10.0% 1 3 0 10.0% 0 0 5.5% 0 (1 0.07	
08 Skilled Sales & Service 1 -100.0% 75.0% 2 0.0% 50.0% 2 4 1 50.0% 2 2 0 25.0% 1 -2		
09 Skilled Crafts & Trades 29 -100.0% 15.0% 13 0.0% 12.0% 10 23 16 12.0% 6 -6 0 9.9% 13 0.0% 10.	1	
10 Cicited 1 Cisoline 7 - 100.076 21.076 4 0.076 2 0 0 1 1 10.076 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	17.57	
11 Intermediate Sales & Service 19 -100.0% 7.0% 4 0.0% 12.0% 7 11 1 12.0% 0 2 1 11.6% 11.6% -1 -1 12.0% 10.0% 10.0% 17.5% 10.0% 10.0% 17.5% 10.0% 10.0% 17.5% 10.0% 10.0% 17.5% 10.0	1	
12 Semi-Skilled Manual 69 -100.0% 17.5% 36 0.0% 19.0% 39 75 24 19.0% 14 1 0 10.8% 17 -1 13 Other Sales & Service 6 -100.0% 10.0% 2 0.0% 6.0% 1 3 3 3 6.0% 1 0 0 19.1% 2		
15 Other Sales & Service 0 100.076 2 0.076 1 0 0 0 1		70 25.0
14 Other Manual Workers 0 0.0% 0.0% 0 0.0% 0 0.0% 0 0 0 0.0% 0 0 0 0 0 0 0 0 0	/	0! #DIV/

[†] 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.

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		Table 8: Members of Visible Minorities								
Employment Equity Occupational	Men	Members of Visible Minorities		ties						
Group (EEOG)	Short-term Goals Long-term		rm Goals	Comments						
	#	%	#	%						
01 Senior Managers	0	10.1	0	10.1						
02 Middle & Other Managers	1	15.0	0	15.0						
03 Professionals	2	29.2	0	29.2						
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	1	11.6	0	11.6						
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						

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	Crestline Coach Ltd.																		
	43276																		
		Data for Subsequent/Current Goals																	
AB	С	D	E	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	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)
	V	,	<u> </u>	<u> </u>	<u> </u>	<u> </u>	'	<u>, </u>	\	\	'	<u> </u>	<u> </u>	\ \	\	\	<u> </u>		<u> </u>
	Table 9: Women																		
									Subsequ	ent/Curren	t Short-terr	n Goals							
				All En	ployees			ı							omen	1		ı	
	Number	Grov	vth (New Posit	ions)	Turnover (Re	eplacement of Employees)	f Terminated		Number	Turnover (R	eplacement of	Hires		r Goals n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Deni	ected	Actual		iected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	l Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	1111-444-00	Actual	1103	Over 3		110)	Over 3	Years	1111-404-00		Over 3	Over 3 Years			Availability	Treatme Gap	Gap	Representation	Years
		Annually	Annually	Years	Annually	Annually	Years			Annually	Years		0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	'	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	'	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total		-100.0%		1 0	0.0%		1 0		0 0	0.0%	0	0	<u> </u>		0.0%	1 0	0	#DIV/0!	#DIV/0!

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

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

						Table 10: Women
E	ormant Faults Committees		Wome	en		
Cros	oyment Equity Occupational p (EEOG)	Short-teri	m Goals	Long-teri	m Goals	Comments
G. 0.	p (EEGG)		%		%	
	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	

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08 Skilled Sales & Service	0.0		0.0								
09 Skilled Crafts & Trades	0.0		0.0								
10 Clerical Personnel	0.0)	0.0								
11 Intermediate Sales & Service	0.0)	0.0								
12 Semi-Skilled Manual	0.0)	0.0								
13 Other Sales & Service	0.0		0.0								
14 Other Manual Workers	0.0)	0.0								
Total	0.0		0.0								

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Data for Subsequent/Current Goals																			
A B	C	D	E	F	G	Н	I	J	К	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	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	1	↓	<u>\</u>	↓	↓	\	1	<u>\</u>	\	\	1	\	Ţ	\	\	Ţ	<u> </u>
										11: Abor									
		Subsequent/Current Short-term Goals																	
	All En				ployees	ees					· · · · · · · · · · · · · · · · · · ·			nal Peoples				,	
	Number	Growth (New Por				Replacement of Terminated		Anticipated		Turnovar (D.	Turnover (Replacement of Terminated Employees)	Hires Required	3 Yea	r Goals		Pro			
Employment Equity Occupational					Employees)					<u> </u>			n - To	Present	Projected		Present	Projected	
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
		Annually	Annually	Over 3	Annually	Annually	Over 3	Itais		Annually	Over 3	Years	0	3					Icars
	•			Years			Years				Years								-
01 Senior Managers	#	% -100.0%	%	#	0.0%	%	#	#	#	0.0%	#	#	#	%	0.0%	#	#	% #DIV/0!	% #DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		1 0	"		0.0%	0	"	"		0.0%]	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		1 0	"]	0.0%	"	"	"		0.0%]	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%			0.0%		1 0	١]	0.0%	"	٠ ١	۱ °		0.0%	1 ,]	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%			0.0%		1 0	۱	l ő	0.0%	ا ا	آ آ	١		0.0%] ~	ا ا	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		1 0	آ آ	م ا	0.0%	ا ا	آ آ	0		0.0%	l ŏ	ا ا	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		1 0	آ آ	ا ا	0.0%	0	ن ا	0		0.0%	ن ا	ا ا	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		0	0.0%		1 0	l 0	ه ا	0.0%	0	0	l 0		0.0%		ا ا	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	l 0	0	0.0%	0	0	0		0.0%	. 0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	l 0	0	0.0%	0	0	0		0.0%	. 0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#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 12: Aboriginal Peoples									
Empl Grou	oyment Equity Occupational p (EEOG)	Short-ter	Aboriginal Peoples m 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							

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07 Administrative & Sr Clerical	0.0	0.0								
08 Skilled Sales & Service	0.0	0.0								
09 Skilled Crafts & Trades	0.0	0.0								
10 Clerical Personnel	0.0	0.0								
11 Intermediate Sales & Service	0.0	0.0								
12 Semi-Skilled Manual	0.0	0.0								
13 Other Sales & Service	0.0	0.0								
14 Other Manual Workers	0.0	0.0								
Total	0.0	0.0								

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									Data for	Subseque	nt/Curre	nt Goals							
			.,											.,					
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	<u> </u>
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
1	<u> </u>	<u> </u>	1	1	<u> </u>	1	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	1	\	<u> </u>
										: Persons									
									Subseque	ent/Curren	t Short-teri	n Goals							
				All Er	nployees										ith Disabilitie	es .			
	Number	Grov	wth (New Posi	tions)	Turnover (R	eplacement o Employees)	f Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity Occupational	YYYY-MM-DD	Actual	- n	iected	Actual	,	jected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		m - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actuai	P F O	1	Actuai	PFO		Years	YYYY-MM-DD		Τ	Over 3 Years	1111	- 1111	Availability	i resent Gap	Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Over 3 Years	rears	0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	0	-100.0%)	(0.0%		0	C	0	0.0%	C	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%)	(0.0%		0	C	0	0.0%	0	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%)	(0.0%		0	C	0	0.0%	C	0)	0.0%	6 0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%)	(0.0%		0	C	0	0.0%	0	0)	0.0%	6 0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	О О	-100.0%	,	(0.0%		0	c	0	0.0%	0	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	О О	-100.0%	,	(0.0%		0	c	0	0.0%	0	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	О О	-100.0%	,	(0.0%		0	c	0	0.0%	C	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	О О	-100.0%	,	(0.0%		0	c	0	0.0%	0	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	О О	-100.0%	,	(0.0%		0	c	0	0.0%	C	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		(0.0%		0	[c	0	0.0%	C	0)	0.0%	6 0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		(0.0%		0	[c	0	0.0%	C	0)	0.0%	6 0	[o	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		(0.0%		0	[c	0	0.0%	0	0)	0.0%	6 0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		(0.0%		0	[c	0	0.0%	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!

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

0.0%

-100.0%

Total

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 (Indayolo) 2) it is				7. 11 11 D 11 D 1 1 W 1
					Table 14: Persons with Disabilities
E	annual Faults Committees	Pe	ersons with Dis	abilities	
Comp	oyment Equity Occupational p (EEOG)	Short-teri	m Goals 📗 I	Long-term Goals	Comments
GIO	p (EEOG)		%	%	
01/0	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	

#DIV/0!

0.0%

#DIV/0!

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					Crestline Coach L	td.			
					43276				
09	Skilled Crafts & Trades	0.0	0.0						
	Clerical Personnel	0.0	0.0						
11	Intermediate Sales & Service	0.0	0.0						
12	Semi-Skilled Manual	0.0	0.0						
13	Other Sales & Service	0.0	0.0						
14	Other Manual Workers	0.0	0.0						
Total		0.0	0.0						

Federal Contractors Program Achievement Report	
Part 3: Goals	
Crestline Coach Ltd.	
43276	

										Data for	Subseque	nt/Curre	nt Goals							
				T 5	T - 5	Т 6 Т		Т -		T 7	T	T 3.	T 37	Т	P		Т Б	T 6	Т	T
A B		<u>C</u>	D	Е	<u> </u>	G	Н	11	J	K	<u> </u>	M	N	0	<u> </u>	Q	R	S	<u> </u>	U
Data sources:		From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	_	↓	Ţ	1	Ţ	\	1	1	↓	↓	\	1	\	1	↓	1	1	1	↓	1
									1	Table 15: N				es .						
										Subseque	ent/Current	t Short-tern	n Goals							
					All En	iployees					,			M	embers of V	isible Minor	ities	,		
		Number	Grov	oth (New Posi	tions)	Turnover (Re		Terminated		Number	Turnovar (D.	eplacement of		3 Yea	r Goals					
Employment Equity Occ	cupational						Employees)		Anticipated		Terminated		Hires Required		n - To	Present		Projected	Present	Projected
Group (EEOG)		YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
			Annually	Annually	Over 3	Annually	Annually	Over 3	rears		Annually	Over 3	Years	0	3					TCIII.
		••			Years			Years	#			Years	#	#			<u>.</u>			
01 Senior Managers		#	% -100.0%	%	#	0.0%	%	#	#	#	0.0%	#	#	#	%	% 0.0%	#	#	% #DIV/0!	% #DIV/0!
02 Middle & Other Ma	onogers	0	-100.0%			0.0%		0	0	"	0.0%	"	1 ,	1 %		0.0%		"	#DIV/0!	#DIV/0!
03 Professionals	anagers	0	-100.0%			0.0%		۱ °	١	۱ °	0.0%	1 0	۱ °	1 ,		0.0%] ,		#DIV/0!	#DIV/0!
04 Semi-Professionals	& Tech	0	-100.0%			0.0%		هٔ ا	١	١ ٥	0.0%	1 0	۱	l ő		0.0%	1 ,	آ ا	#DIV/0!	#DIV/0!
05 Supervisors	cc reen	0	-100.0%		l ~	0.0%		آ	٥	آ آ	0.0%	0	آ آ	ا آ		0.0%	Ĭ	آ آ	#DIV/0!	#DIV/0!
06 Supervisors: Crafts	& Trades	0	-100.0%		l .	0.0%		l 0	٥	ا آ	0.0%	0	آ آ	0		0.0%	ه ا	آ آ	#DIV/0!	#DIV/0!
07 Administrative & Si		0	-100.0%		l 0	0.0%		0	0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
08 Skilled Sales & Ser		0	-100.0%		l c	0.0%		0	0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Tra		0	-100.0%		l c	0.0%		0	0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
10 Clerical Personnel		0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	. 0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales &	& Service	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manua	al	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Servi	ice	0	-100.0%		o	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Work	kers	0	0.0%		c	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%		C	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 Visit	ole Minorities		
Emn	lovment Fauity Occupational	Mem	bers of Visible N	Ainorities				
Gro	loyment Equity Occupational rp (EEOG)	Short-teri		ong-term Goals		Comments		
			%	%				
01	Senior Managers		0.0	0.0				
02	Senior Managers Middle & Other Managers		0.0	0.0				
	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				

		Federal Contractors Program Achievement Report
		Part 3: Goals
		Crestline Coach Ltd.
		43276
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

								Feder	al Contr	ractors	Progra	m Achie	vement	Report									
									I	Part 4: 1	Results	- Wome	en										
										Crestl	ine Coa	ich Ltd.											
											43276												
A B	C	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
		<u> </u>	<u> </u>	\	<u> </u>	1	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	,	<u> </u>	<u> </u>	1	<u> </u>	
			,	Workf	orce An	alysis									Flow	Data A	nalysis						
Employment Equity	Year			N	orkforce/						Hires				. P	'romotio				Te	rminatio		
Occupational Group (EEOG)		All Employees			Wo				All Employees			omen	Τ	All Employees	<u> </u>		omen	T	All Employees			omen	T
(LLOO)	#	##	Represe	ntation %	Avail:	ability #	Gap #	EE Result	##	Ac	tual %	Expected #	Difference #	##	Ac	tual %	Expected #	Difference #	##	Act #	ual %	Expected #	Difference #
0.10	2018	5	0	0.0	27.4		-1	0.0	7	"	~	- 77	,	<u> </u>	, ,	/0	,	#	,	,	70	,	7
01 Senior 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	0
02 Middle & Other	2018	11	2	18.2	38.9		-2																
Managers	0	0	0 4	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
03 Professionals	2018	13	0	30.8	21.4 0.0		0	143.8	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	
Semi-Professionals &	2018	10	2		24.0		0	83.3	, and the second	, ,	0.0	Ů	, and the second		,	0.0	0	Ů		Ŭ	0.0		Ť
04 Technicians	0	0	0	0.0	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	1	1	100.0	53.4		0	187.3															
O6 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	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
	1		i :						I	1				1	1			I					
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F÷M x 100											
		, , , , , ,	↓	\		1	↓	1	↓	↓	↓	↓											
		New	Entrai	ıts					oals														
Employment Equity	Year		low Data			Short-te		S		Long-ter													
Occupational Group (EEOG)		All	Wor			Wo Percent of		Percent of		Won Percent of		Percent of					(Commen	ts				
(EEOO)		Employees	Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
T	#	#	#	%	#	%	%	%	#	%	%	%											
01 Senior Managers	3	0	0	0.0	1	0.0	27.4 0.0	0.0	0	0.0	27.4 0.0	0.0											
Middle & Other	0	0			4	0.0	38.9	0.0	0	0.0	38.9												
02 Managers	3	0	0	0.0			0.0	0.0	1.002011.002011.002011.002011.0020		0.0												
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
Cami Das Cassianala Ca	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		0.0	0.0	0.0		0.0	0.0												
	0	0	0	0.0	0	0.0	0.0	0.0	200-11000-11000-11000-11000	0.0	0.0												
05 Supervisors	3	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												
Trades	3	0	0	0.0			0.0	0.0			0.0	0.0											

								Feder	al Contr	actors	Progra	m Achie	vement	Report									
									F	'art 4: I	Results	- Wome	en										
										Crestli	ine Coa	ich Ltd.											
											43276	· •											
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	Т	U	V	W	X	Y
Data sources:		Part 1: Workforce	Part 1: Workforce	E ÷ D x 100	Part 1: Workforce	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data	V ÷ U x 100	J x F ÷ 100	V - X
		Analysis	Analysis	T	Analysis	J	J	J	J	Analysis	J	<u> </u>	Į	<u> </u>	Analysis L		J	J		Analysis J		J	<u> </u>
		· ·	•	Workf	orce An	•	•	•	· ·	•	•	•	•		Flow I	•	nalysis		•	•	•	•	•
Employment Equity	Year			W	orkforce						Hires				P	romotio				Te	rminatio		
Occupational Group (EEOG)		All Employees	Represe	entation	·	men ability	Gap	EE Result	All Employees	Ac	tual	/omen Expected	Difference	All Employees	Act		omen Expected	Difference	All Employees	Acu		nen Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07 Administrative & Senior Clerical	2018	4 0	2 0	50.0 0.0	84.0 0.0	:	-1 0	59.5 0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	
08 Skilled Sales &	2018	1	0		30.0	:	0	0.0															
Service Personnel Skilled Crafts &	2018	29	0		0.0		1	0.0 202.8	0	0	0.0	0	C		0	0.0	0	0	0	0	0.0	0	(
09 Trades Workers	0	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	(
10 Clerical Personnel	2018	7 0	4 0		70.2	:	-1 0	81.4 0.0	0	0	0.0	0	(0	0.0	0	0	0	0	0.0	0	
11 Intermediate Sales &	2018	19	1	5.3	67.9	13	-12	7.8										_					
Service Personnel Semi-Skilled Manual	2018	69	0 10		0.0 15.7		-1	92.3	0	0	0.0	0	C	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	C	0	0	0.0	0	0	0	0	0.0	0	C
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
			Analysis		İ			<u> </u>		<u> </u>		<u> </u>											
		↓ New	↓ ⁄ Entrai	↓ nts	<u>↓</u>			<u> </u>	↓ Joals														
Employment Equity		F	low Data			Short-ter	rm Goals			Long-ter	m Goals												
Occupational Group	Year	All	Wo	men		Wei	men			Won	nen						C	ommen	ts				
(EEOG)		Employees	Act	tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
1.1	#	#	#	%	#	%	%	%	#	%	%	%											
07 Administrative & Senior Clerical	3	0	0		0	0.0	0.0	0.0	U	0.0	0.0	0.0											
08 Skilled Sales & Service Personnel	0	0			0	0.0	0.0	0.0	0	0.0	0.0												
Shillad Crafts &	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												
11 Intermediate Sales &	0	0	0	0.0	6	0.0	50.0	0.0	0	0.0	50.0	0.0											
Service Personnel Semi-Skilled Manual	0	0	0		12	0.0	0.0 15.7	0.0	***************************************	0.0	0.0 15.7												
Workers	3	0	0		12	0.0	0.0			1 0.0	0.0												

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											_	- Wome		•									
										Crestl	ine Coa	ich Ltd.											
											43276	:											
				······			,		· · · · · · · · · · · · · · · · · · ·	·	,	·		.,	······	,	,						
A B	С	D	E	F	G	Н	I	J	K	<u>L</u>	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 ÷ 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
L		\	\	,	\	1	1	1	<u> </u>	.i	<u> </u>		 	\	\	, \		\	<u> </u>	\	Ţ	\	\
	Your															Data A	nalysis						
Employment Equity	quity roup Year Workforce Hires All Women All Women															romotio:				Tei	minatio		
Occupational Group (EEOG)																tual	omen Expected	Difference	All Employees	Acti		omen Expected	Difference
	# # # % % # # % # # % # :															%	#	#	#	#	%	##	#
Other Sales & Service	2018	6	4	66.7	57.1	3	1	116.8															
Personnel Other Manual	0 2018	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
Workers	0	0	0		0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Total	2018	184	31		25.9		-17	65.0															
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0		0	0	0.0	0	0	0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
		↓	V	↓		\	↓ ↓	↓	<u> </u>	.i↓	J	\											
		New	Entra	nts				G	oals														
Employment Equity	Year	F	ow Data				rm Goals	S		Long-ter													
Occupational Group (EEOG)	itai	All Employees		men		Wo Percent of		Percent of		Wor Percent of		Percent of					C	ommen	ts				
(****			Act		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	0.0											
13 Personnel	3	0	0	0.0	V		0.0	0.0	V		0.0	0.0											
14 Other Manual Workers	0	0	0		0	0.0	0.0	0.0	0	0.0	0.0												
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Total	3	0	0	0.0			0.0	0.0			0.0	0.0											

								Feder	al Contr	actors	Progra	m Achie	vement	Report									
									Part 5	: Result	ts - Abo	riginal	Peoples										
										Crestl	ine Coa	ich Ltd.											
											43276	:											
	.,	.,	,		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,									.,	.,		,				,		
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	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	UxF÷100	V - X
		,		1	, \	1	` ↓	\	_ ↓	↓	<u> </u>	1	Ψ.	<u> </u>	, 1	\	<u> </u>	↓	<u> </u>	, J	1	↓	<u>\</u>
			,	Workf	orce An	alysis									Flow	Data A	nalysis						
Employment Equity	Year			N	orkforce/						Hires				P	romotio'				Te	rminatio		
Occupational Group (EEOG)		All Employees	Represe		Aborigina Availa		I 6	EE Result	All Employees	<u> </u>	Aborig tual	inal Peoples	Difference	All Employees	Ac		nal Peoples	Difference	All Employees		Aborigi ual	nal Peoples	T norm
ì	#	#	##	%	Avan.	#	Gap #	Er. Resun	#	#	- %	Expected #	##	#	#	.uai %	Expected #	#	#	#		Expected #	Difference #
01 Senior Managers	2018	5	0	0.0	2.9	0	0	0.0															
	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Middle & Other	2018	11	0		2.2		0	0.0			0.0					0.0			0		0.0		
Managers	2018	13	0	0.0	0.0 1.0		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	0
04 Semi-Professionals &	2018	10	1	10.0	7.1		0	140.8															
Technicians	0	0	0	0.0	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	1 0	0	0.0	10.8		0	0.0	0		0.0	-			0	0.0	0	0	0	0	0.0	0	
06 Supervisors: Crafts &	2018	9	0	0.0	1.2		0	0.0	, and the second	<u> </u>	0.0	Ť	, i	1	<u> </u>	0.0	Ů	Ů	Ť	Ť	0.0	Ī	
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	0
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			Entrai	ıts					oals														
Employment Equity	Year	F	low Data Aborigina	I Panalar			rm Goal	S		Long-ter Aborigina								7					
Occupational Group (EEOG)		All Employees	<u> </u>		6.1	Percent of		Percent of		Percent of		Percent of					Č	Commen	ES				
(EEG)	<u> </u>		Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
	0	# 0	# 0	0.0	#	%	% 0.0	%	#	0.0	0.0	0.0											
01 Senior Managers	3	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											
Managers Managers	3	0	0				0.0	0.0			0.0												
03 Professionals	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
Semi-Professionals &	0	0	0		0	0.0		0.0		0.0													
04 Semi-Professionals & Technicians	3	0	0				0.0	0.0			0.0	0.0											
05 Supervisors	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												
06 Trades	3	0	0	0.0		0.0	0.0	0.0	U	1 0.0	0.0												
1			<u> </u>								4		l .										

								Feder	al Contr	actors	Progra	m Achie	vement	Report									
									Part 5	: Result	s - Abo	riginal	Peoples										
										Crestli	ine Coa	ch Ltd.											
											43276												
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A	В	C	D	E F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U	V	W	X	Y
Data	sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis E ÷ D x 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
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				Work	force A	nalysis									Flow E	Data Ai	nalysis						
	ployment Equity	Year			Workford						Hires				Pr	omotio				Ter	minatio		
	upational Group OG)		All Employees	Representation		nal Peoples ilability	1 6	EE Result	All Employees		Aborig tual	nal Peoples	Difference	All Employees	Acti		nal Peoples	Difference	All Employees	Actu		nal Peoples	Difference
ľ		#	#	# 1 %	%	: #	Gap #	EE Resuit	#	#	- %	Expected #	##	#	# #	ии %	Expected #	#	#	#	ai %	Expected #	#
07	Administrative &	2018	4	0 0	.0 6.	4 0	0	0.0															
L"	Senior Clerical	0	0	0 0			0	0.0	0	0	0.0	0	С	0	0	0.0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	1 0	0 0			0	0.0	0	0	0.0	0			0	0.0	0	0	0	0	0.0		
	Skilled Crafts &	2018	29				-2	0.0	0		0.0			1	1	0.0	0		0	0	0.0		
09	Trades Workers	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
10	Clerical Personnel	2018	7		_	-:	-1	0.0															
-	Intermediate Sales &	0 2018	19	0 0			-2	0.0	0	0	0.0	0	() 0	0	0.0	0	0	0	0	0.0	0	0
11	Service Personnel	0	0			-		0.0	0	0	0.0	0	C	0	0	0.0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual	2018	69				-2	44.6															
	Workers	0	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 Data Analysis	Part 2: Flow Data Analysis E÷D 2	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					oals														
	ployment Equity	Year	F	low Data Aboriginal Peoples			rm Goals			Long-ter Aborigina							,	7					
	upational Group OG)		All Employees			Percent of		Percent of	6.1	Percent of		Percent of					(Commen	ES				
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	Administrative &	# 0	# 0	# % 0 0	0 #	0 0.0	9% 0.0	%	#	0.0	0.0	0.0											
07	Senior Clerical	3	0	0 0	continuonti montinuo	·	0.0	0.0	U	1 0.0	0.0												
08	Skilled Sales &	0	0			0.0	0	0.0	0	0.0													
<u> </u>	Service Personnel	3	0	, , , , ,	0.113900.113900.113900.	1 00	0.0	0.0	^	0.0	0.0												
09	Skilled Crafts & Trades Workers	3	0	0 0	900000000000000000000000000000000000000	2 0.0	7.5	0.0	0	0.0	7.5 0.0												
10	Clerical Personnel	0	0		C. (10000C. (10000C.) (10000C.)	1 0.0		0.0	0	0.0	8.4												
		3	0	0 0	3,10003,10003,10003		0.0	0.0			0.0												
11	Intermediate Sales & Service Personnel	3	0	0 0	0.000.000.000.000	1 0.0	8.2 0.0	0.0	0	0.0	8.2 0.0												
-	Semi-Skilled Manual	0	0	 	21 mego 21 mego 21 mego 21	5 0.0	4	0.0	0	0.0	6.5												
12	Workers	3	0		.0		0.0	0.0			0.0												

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			1	Vorkf	orce An	alysis									Flow I	Data A	nalysis						
Employment Equity	Year North N														Pı	omotio	ns			Ter	minatio	ns	
Occupational Group (EEOG)												nal Peoples	ı	All			nal Peoples		All			ial Peoples	
(EEOO)	#	£mpioyees #	Represen	tation %	Availa %	bility #	Gap #	EE Result	Employees #	Ac	tual %	Expected #	Difference #	Employees #	Acti	ral %	Expected	Difference #	Employees	Actu	al %	Expected #	Difference #
Other Sales & Service	2018	6	0	0.0	11.1	# 1	-1	0.0	#	#	/0	#	*	#	#	70	#	Ħ	#	"	70	#	#
13 Other Sales & Service Personnel	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Other Manual	2018	0		0.0			0	0.0									_						
Workers	2018	184	0	0.0		11	-8	0.0 26.7	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	<u>0</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	0
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Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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		New	Entran	ts				G	oals														
Employment Equity											m Goals												
Occupational Group	1 tai	All	Aboriginal			_	d Peoples	Percent of		Aborigina Percent of		Percent of					C	'ommen	ts				
(EEOG)		Employees	Actu		Goal	Percent of Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
04 64 66 :	#	# 0	#	%	#	%	%	0.0	#	%	%	%											
Other Sales & Service Personnel	3	0	0	0.0	U	0.0	11.1 0.0	0.0	U	0.0	11.1 0.0	0.0											
Other 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	اء		0.0	0.0	-		0.0	0.0											
Total	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	_ ·	L 0	L 0	0.0			0.0	0.0			0.0	L 0.0											

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									ı	Part 6: R				Disabiliti	es									
											Crestli		ch Ltd.											
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Data :	sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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				V	Vorkf	orce An	alysis									Flow I	Data A	nalysis						
	ployment Equity	Year				orkforce						Hires				P	romotio				Te	rminatio		
	upational Group OG)	All Persons with Disabilities Employees Representation Availability Gap EE Res								All Employees		Persons w	th Disabilitie Expected	S Difference	All Employees	Act		th Disabilitie Expected	Difference	All Employees	Act		th Disabilitie	Difference
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01& 02	Managers	2018 0	16 0	1	0.0	1	•	-1 0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
03	Professionals	2018	13	0	0.0	3.8	0		0.0		0		0	0		0		0		0	0		0	
	Semi-Professionals &	2018	10		0.0				0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	
04	Technicians	0	0	0	0.0	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	1	0	0.0			0	0.0													0.0		
	Supervisors: Crafts &	2018	9	0	0.0			Ů	0.0	0	0	0.0	0	0	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	
Data :	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F ÷ M x 100											
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			New	/ Entrant	ts				G	oals														
Em	ployment Equity			low Data			Short-te	rm Goals			Long-ter	m Goals												
	upational Group	Year	All	Persons Disabili			Persons wit	h Disabilities			Persons with	Disabilities						(Comment	ts				
(EE	(OG)		Employees	Actus		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
01& 02	Managers	3	0	0	0.0	1	0.0	4.3 0.0	0.0	U	0.0	4.3 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											
	Semi-Professionals &	3	0	0	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	U	0.0	0.0	0.0											
05	Supervisors	0 3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
06	Supervisors: Crafts & Trades	0	0		0.0		0.0	7.8	0.0	0	0.0	7.8	0.0											

								Feder	al Contr	actors	Progra	m Achie	vement	Report									
								J	Part 6: R	esults -	Person	s with E	isabilit	ies									
										Crestl	ine Coa	ch Ltd.											
											43276												
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Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
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				Workf	orce An	alysis									Flow	Data A	nalysis						
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(EEOG)		All Employees	Represe		Persons with Availa		Gap	EE Result	All Employees	Ac	Persons w	ith Disabilitie Expected	Difference	All Employees	Ac	Persons w	th Disabilities Expected	Difference	All Employees	Ac	Persons wi	th Disabilitie Expected	Difference
	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	9/6	#	#
07 Administrative & Senior Clerical	2018 0	4 0	0 0	0.0 0.0	3.4 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 &	2018	1	0		3.5		0	0.0															
Service Personnel Skilled Crafts &	2018	29	0		0.0 3.8		-1	0.0	0	0	0.0	0	(0	0	0.0	0	0	0	0	0.0	0	0
09 Trades Workers	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
10 Clerical Personnel	2018	7	0		7.0		0	0.0			0.0					0.0	0	0			0.0		
Intermediate Sales &	2018	19	0		0.0 5.6		-1	0.0	0	0	0.0	0	() 0	0	0.0	0	0	0	0	0.0	0	0
Service Personnel	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
12 Semi-Skilled Manual Workers	2018	69	0		4.8 0.0	3	-3	0.0	0	0	0.0	0			0	0.0	0	0	0	0	0.0	0	0
, r dille	1 0	<u> </u>	0	0.0	0.0			0.0		<u> </u>	: 0.0	<u> </u>		<u>′1 </u>		. 0.0	<u> </u>	0	1 0		: 0.0		<u> </u>
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
		i J	J.	J.	 J	T	↓		L L	.i	 J	j J											
		· · · · · · · · · · · · · · · · · · ·	Entrai	nts	l	•	•	G	oals	•	•	•											
Employment Equity			low Data			Short-te	rm Goal			Long-ter	m Goals												
Occupational Group	Year	All	Persor Disab			Persons wit	h Disabilitie	S		Persons with	Disabilities						C	ommen	ts				
(EEOG)		Employees	Act		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	# -	#	%	#	%	9/6	%	#	9/4	%	9/6											
07 Administrative & Senior Clerical	3	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												
Service Personnel	3	0	0			0.0	0.0	0.0	^		0.0												
09 Skilled Crafts & Trades Workers	3	0	0		1	0.0	3.8 0.0	0.0	0	0.0	3.8 0.0												
10 Clerical Personnel	0 3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Intermediate Sales & Service Personnel	0 3	0	0	0.0	1	0.0	5.6	0.0	0	0.0	5.6	0.0											
Semi-Skilled Manual	0	0	0		4	0.0		0.0	0	0.0	4.8												
Workers Workers	3	0	0	0.0			0.0	0.0			0.0	0.0											

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											Crestli	ine Coa	ch Ltd.											
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Α	В	С	D	E	F	G	Н	Ī	J	K	L	М	N	O	P	О	R	S	Т	U	V	W	X	Y
			Part 1:	Part 1:		Part 1:		<u> </u>			Part 2:					Part 2:					Part 2:	<u></u>		1
Data so	urces:		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	Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
L			↓ ↓	V		↓	.	i↓	V	↓	↓		↓	↓	<u>i</u> ↓	↓	<u>;</u> ↓	↓	<u>.</u> ↓	<u> </u>	↓	i↓	i	.i
					Workfo											Flow	Data A	nalysis						
	ployment Equity cupational Group Year Workforce Persons with Disabilities											Hires	th Disabilitie		All	I	romotio	ns ith Disabilitie	o .	All	Т	erminat Parsons	ONS vith Disabilitie	
(EEC			All Employees	Repres	entation	Avail		Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference	Employees	Ac	tual	Expected	
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	Ħ	%	#	#	#	#	%	#	#
	Other Sales & Service Personnel	2018	6	0		6.3 0.0	:	ľ	0.0	0	0	0.0	0	0		. 0	0.0	0	0	,	0	0.0) (
1 14 1	Other Manual	2018	0	0	-	0.0	0	0	0.0		·	0.0					0.0	v		Ť		Ü.,		
V	Vorkers	0	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 0	184 0	0	:	4.9 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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14 Other Manual Workers	0	0	0		0	0.0	0.0	0.0	0	0.0	0.0	0.0											
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Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Crestline Coach Ltd.
43276

Efforts

Please check the appropriate boxes next to the efforts that your organization made to implement the Federal C

Contrac	etors Program.
Requi	red measures:
	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
	Adjusted survey results to reflect hires, promotions and terminations.
	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
	Ensured that any new gaps identified are addressed accordingly.
	Maintained appropriate records in all required areas.
Other	measures:
	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
	Ensured ongoing senior-level support for employment equity and its implementation.
	Established accountability mechanisms to ensure that the short-term goals would be met.
	Communicated the goals to relevant managers as well as monitored and recorded the results.
	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
	Consulted employee/union representatives on communication and implementation of employment equity.

	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	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance nent.
	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	tional Details
Please 1	provide any additional information (optional):

Instructions

Crestline Coach Ltd. 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

Canada Centre.

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

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

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

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

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

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

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

B.	Gender	
	Female	Male
	following app	escriptions in each of the next three sections, answer "Yes" if any oly to you. Please note that you may self-identify in more than
C.	Aboriginal F	Peoples Peoples
	ding to the <i>Em</i> or Métis.	ployment Equity Act, an Aboriginal person is a person who is Indian,
	Are vou an A	Aboriginal person?
	Yes 🗖	No 🗆
D.	Visible Mind	prities
Canad	la (other than A	ployment Equity Act, members of a visible minority are people in Aboriginal peoples) who are non-white in colour or non-Caucasian in eir place of birth or citizenship.
Exam	ples of visible	minorities include, but are not limited to:
•	Black	
•	Non-white La America)	atin American (including Indigenous people from Central and South
•	East Asian (e	.g., Chinese, Japanese, Korean)
•		East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from idad or East Africa)
•	Southeast As	ian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
•	Non-white W Libyan)	est Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian,
•	People of mix	ed origin (e.g., with one parent member of a visible minority group).
	Are you a m	ember of a visible minority?
	Yes 🗖	No 🗖

E. Persons with Disabilities

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

Examples of disabilities include, but are not limited to:

- Coordination or dexterity impairment
 (e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)
- Mobility impairment

(e.g., difficulty moving from one office to another, walking long distances or using stairs)

Blindness or visual impairment

(e.g., unable to see or difficulty seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)

Speech impairment

(e.g., unable to speak or difficulty speaking and being understood)

Deafness or hearing impairment

(e.g., unable to hear or difficulty hearing)

Other disabilities

(e.g., learning, developmental and other types of disabilities)

Are you a pe	erson wi	th a disability?	
Yes 🗖	No 🗆	l	

F. Additional Data for Accommodation Purposes

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

G.	Voluntary Employee Participation
1)	Please indicate below if you wish to have your employment equity self-identification information used for particular employment equity initiatives.
	Yes No
2)	As part of our ongoing employment equity work, from time to time we ask designated group members to participate in various activities (e.g., committees, focus groups) to provide feedback on new programs. If you agree to be contacted directly by the employment equity contact or a local human resources manager for this kind of activity, please check "Yes" below.
	Yes No
Н.	Employee Comments
to hear	have any comments/feedback on our employment equity program, we would like from you. Rest assured, all comments will be kept confidential. Please contact the yment equity contacts: Nicole Nickel, 306-986-5645, nnickel@crestlinecoach.com Mosterd, 306-986-5603, lmosterd@crestlinecoach.com .
I.	Employee Signature
Signat	ure: Date:
	Thank you for your participation!
	Please return this form in the envelope provided to:
	Human Resources

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Crestline Coach Ltd.

Primary Location: Saskatoon (Saskatchewan)

Number of Employees: 184

Organization Overview:

NAICS 3361 – Motor Vehicle Manufacturing

Crestline Coach Ltd. manufactures and distributes ambulances, buses, and specialty and

emergency vehicles.

Key Dates – First Year Assessment

Initiated: 2018-10-16 Received: 2018-10-16 Workforce Analysis: 2018-06-25

COLLECTION OF WORKFORCE INFORMATION

Number of employees the questionnaire was sent to:

Number of questionnaires returned:

Number of completed questionnaires returned:

#	%
184	100
184	100
151	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.
- ☐ 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.
- themselves at any time

Observations: None

WORKFORCE ANALYSIS & GOAL SETTING

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

Observations: None

SUMMARY OF GOALS

Women

Workforce Analysis Results			Goals			
Employment Equity Occupational Group		C - · ·	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(+3		
			years)	more)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	27.4	27.4	0.0	27.4
02	Middle & Other Managers	-2	38.9	38.9	18.2	38.9
07	Admin & Senior Clerical Personnel	-1	-	-	50.0	84.0
10	Clerical Personnel	-1	-	-	57.1	70.2
11	Intermediate Sales & Service Personnel	-12	50	50	5.3	67.9
12	Semi-Skilled Manual Workers	-1	15.7	15.7	14.5	15.7

Observations:

No goals are required for EEOGs 07 and 10 given that the current representation of women is 50% or above.

Aboriginal Peoples

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Cara	Short- term	Long- term	Representation	LMA
		Gap	(1 to 3	(+3		
			years)	more)		
#	Description	#	%	%	%	%
09	Skilled Crafts & Trades Workers	-2	7.5	7.5	0.0	7.5
10	Clerical Personnel	-1	8.4	8.4	0.0	8.4
11	Intermediate Sales & Service Personnel	-2	8.2	8.2	0.0	8.2
12	Semi-Skilled Manual Workers	-2	6.5	6.5	2.9	6.5
13	Other Sales & Service Personnel	-1	11.1	11.1	0.0	11.1

Observations: None

Members of Visible Minorities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group		Gap	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(+3		
			years)	more)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	10.1	10.1	0.0	10.1
02	Middle & Other Managers	-2	15.0	15.0	0.0	15.0
03	Professionals	-2	29.2	29.2	15.4	29.2
11	Intermediate Sales & Service Personnel	-1	11.6	11.6	5.3	11.6

Observations: None

Persons with Disabilities

Workforce Analysis Results		Goals			
Employment Equity Occupational Group	Can	Short- term	Long- term	Representation	LMA
(EEOG)	Gap	(1 to 3	(+3		
		years)	more)		

#	Description	#	%	%	%	%
1/2	Managers	-1	4.3	4.3	0.0	4.3
06	Supervisors: Crafts & Trades	-1	7.8	7.8	0.0	7.8
09	Skilled Crafts & Trades Workers	-1	3.8	3.8	0.0	3.8
11	Intermediate Sales & Service Personnel	-1	5.6	5.6	0.0	5.6
12	Semi-Skilled Manual Workers	-3	4.8	4.8	0.0	4.8

Observations: None

RECOMMENDATION

I recommend that the employer be found: \boxtimes in compliance \square in non-compliance

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

It may be beneficial for Crestline Coach Ltd. to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of designated groups. Fostering relationships with these organizations could allow Crestline Coach Ltd. to address and close gaps through internships or permanent employment when vacancies arise.

Name of Analyst: Maurice N. Yakibonge

Date: 2018-11-02

From: Yakibonge, Maurice [NC] On Behalf Of EE-EME

Sent: November 14, 2018 1:33 PM

To: 'shoffrogge@crestlinecoach.com' <shoffrogge@crestlinecoach.com>

Cc: 'nnickel@crestlinecoach.com' <nnickel@crestlinecoach.com>; 'lmosterd@crestlinecoach.com'

<lmosterd@crestlinecoach.com>

Subject: Government of Canada Agreement Number: 10000400 - Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Steven Hoffrogge:

I am writing to inform you that the compliance assessment initiated on October 16, 2018 has been completed. As a result of the assessment, Crestline Coach Ltd. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by your organization, you will find a recommendation below for your consideration to ensure the ongoing success of Crestline Coach Ltd.'s employment equity program.

It may be beneficial for Crestline Coach Ltd. to develop relationships with colleges, universities or
other professional associations to identify and hire qualified students or professionals that are
part of designated groups. Fostering relationships with these organizations could allow Crestline
Coach Ltd. to address and close gaps through internships or permanent employment when
vacancies arise.

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 October 16, 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 Crestline Coach Ltd. is notified of a subsequent assessment, the following information will be required:

- workforce data (Form 1 to 6) at the national level:
- a current workforce analysis; and
- 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, Crestline Coach Ltd. 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 Maurice Yakibonge at maurice.yakibonge@labour-travail.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish Crestline Coach Ltd. 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.qc.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!

a

Sent: October 18, 2018 2:49 PM

To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>

Cc: Steve Hoffrogge <shoffrogge@crestlinecoach.com>; Nicole Nickel <nnickel@crestlinecoach.com> **Subject:** FW: Government of Canada Agreement 10000400 – First Compliance Assessment under the

Federal Contractors Program - Crestline Coach Ltd.

Importance: High

Good Afternoon,

Please find attached a revised copy of the Achievement Report as requested.

Should you require any addition information in meeting compliance, please advise.

Thanks, Lisa

Lisa Mosterd

Human Resources Advisor | Crestline Coach Ltd. Direct: 306.986-5603 lmosterd@crestlinecoach.com | crestlinecoach.com | <a href="mailto:crestl



Ambulance eBook: Crestline Ambulances

Bus eBook: Bus Solutions

Confidentiality notice: This document contains confidential or proprietary information and shall not be forwarded, disclosed, communicated or used for any purpose other than to carry out the intent under which this information was delivered, unless written consent is obtained from Crestline Coach Ltd. If you have received this e-mail in error, please immediately notify us by return e-mail.

From: Yakibonge, Maurice [NC] On Behalf Of EE-EME

Sent: October-17-18 9:22 AM **To:** 'Lisa Mosterd'; EE-EME **Cc:** Steve Hoffrogge; Nicole Nickel

Subject: RE: Government of Canada Agreement 10000400 - First Compliance Assessment under the

Federal Contractors Program - Crestline Coach Ltd.

Good morning Lisa,

Thank you for submitting the first compliance assessment for Crestline Coach Ltd.

A quick review of the Achievement Report revealed the followings:

- You have not set your goals according to the requirement of the program. All short-term and longterm goals must be <u>at least equal to</u> the current availability estimates.
- You have not set goals for all area of under-representation and some of the goals were below the current availability.
- A goal for women is not required if the current representation level exceed the 50% benchmark for women, regardless of the availability level.
- I corrected the workforce analysis tab under persons with disabilities. The availability for semiprofessionals & technicians is 4.6.

Please find attached the corrected Achievement Report for review and approval.

The self-identification questionnaire is almost perfect, but it is missing an important detail and must be amended to comply with the requirements of the program. It is advisable to inform employees that **the workforce survey can be made available in alternate format (e.g., paper or large font)**.

Please send us the corrected and updated submission by October 19, 2018.

Should you have any questions, please do not hesitate to contact me.

Kind regards,

Maurice Yakibonge

Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada Maurice. Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099

Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada
Maurice. Yakibonge@labour-travail.gc.ca / Tel.: 819-654-6099



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!

From: Lisa Mosterd [mailto:lmosterd@crestlinecoach.com]

Sent: October-16-18 5:16 PM

To: EE-EME

Cc: Steve Hoffrogge; Nicole Nickel

Subject: Government of Canada Agreement 10000400 - First Compliance Assessment under the Federal

Contractors Program - Crestline Coach Ltd.

Good Afternoon,

As part of the first compliance assessment for the Federal Contractors Program (FCP) under the *Employment Equity Act*, please see attachments and results below.

- 1. The self-identification questionnaire used to conduct our workforce survey is attached.
- 2. The results of our workforce survey includes:
 - o the number of employees that were surveyed: 187
 - the combined number of self-identification questionnaires that were returned blank, partially and fully completed: 184
 - o the number of fully completed and returned self-identification questionnaires: 151
- 3. The workforce analysis results (Summary Report and Detailed Report) attached.
- 4. A completed Achievement Report file in Excel format that includes the numerical short-term and long-term goals where under-representation exists attached.

If you have any questions or require addition information in meeting compliance, please advise.

Thanks in advance!

Lisa

Lisa Mosterd

Human Resources Advisor | Crestline Coach Ltd.

Direct: 306.986-5603

lmosterd@crestlinecoach.com | crestlinecoach.com



Ambulance eBook: Crestline Ambulances

Bus eBook: Bus Solutions

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