



s.19(1)

s.24(1)

Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization D+H Limited Partnership	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) D+H	Business Number [REDACTED] >G0001 Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 1886
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm 5415	<input type="checkbox"/> Federally Regulated <input type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 120 Bremner Blvd. Suite 3000	City Toronto	Province ON	Postal Code M5J 0A8
Telephone Number 416-696-7702			

EMPLOYMENT EQUITY CONTACT			
Name (print) Joe Plavetic	Title Group Head, Talent & Human Resources	Telephone Number 407-804-6606	E-mail Address joe.plavetic@dh.com
		Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) David Caldwell	Title Chief Talent & Strategy Officer	Telephone Number 416-696-7702	E-mail Address david.caldwell@dh.com
		Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

	Date (YYYY-MM-DD) 2016-06-16
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The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

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

Your personal information is administered 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 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

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



Federal Contractors Program

Contractors who are awarded an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) are required to implement employment equity, and if representation gaps exist, to make all reasonable efforts within the context of their specific organizational environment and structural needs to close the gaps. This obligation is on-going and not only subject to the period of a specific contract.

Contractors are required to conduct, develop and maintain:

- a. A survey of their workforce on the representation of the four designated groups using a self-identification questionnaire;
- b. A workforce analysis (WFA) that compares representation with requisite labour market availability by occupational groups; and
- c. Short-term and long-term numeric goals on closing gaps that have been identified where under-representation exists.

Contractors are required to submit to the Labour Program of Employment and Social Development Canada (ESDC):

- a. One year after the award of an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes):
 - Self-identification questionnaire used to collect workforce information;
 - Initial WFA; and
 - Annual short-term numeric goals for a period of three years and long-term numeric goals where under-representation exists on closing gaps that have been identified.
- b. Four years after the award of an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter:
 - Updated WFA;
 - Updated annual short-term numeric goals for a period of three years and long-term numeric goals where under-representation exists on closing gaps that have been identified; and
 - Completed Achievement Table.

ESDC-Labour will assess contractors on a risk-based basis, one year and four years after the award of an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter. Assessments are based on the achievement of representation results and measured against the requirements set out for the Federal Contractors Program (FCP).

Contractors found to be in non-compliance will be ineligible for future goods or services contracts, standing offer agreements, or supply agreements of any value with the federal government. In addition, contractors will be placed on a public list of non-compliant contractors. A finding of non-compliance may result in the termination of the contract.

For information on the detailed requirements as well as the framework and standards for assessment of results, please refer to the website: <http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml>.

Questions and Answers

Subsidiary vs. Division/Branch

Q1 Does the Agreement to Implement Employment Equity (Agreement) apply to the whole organization or only to the part carrying out the contract?

A1 The signed Agreement applies to the whole organization named in the Agreement and its entire Canadian workforce including all of its components (divisions, branches, etc.), with the exception of subsidiary corporations.

Division: A division is part of the primary business, not separate, and the primary business is legally responsible for the obligations and debts of the division.

Branch: A branch is an office that is not located at/with the company's corporate headquarters but is part of the organization.

Subsidiary: A subsidiary is owned or controlled by another entity (a parent company), but it is a separate legal entity.

Q2 If an organization that is not subject to the Federal Contractors Program (FCP) is taken over by (or merged with) an organization that is subject to the Program, does it become subject to the FCP as well?

A2 An organization is subject to the FCP if it becomes part of the acquiring company. However, if the organization remains a subsidiary and still operates as a separate legal entity from the acquiring company, it does not become subject to the FCP.

For the purpose of the FCP, subsidiaries require a separate Agreement (and Agreement number) because they are separate legal entities. Divisions are part of an organization and are included as part of the whole organization.

Q3 When should a new Agreement be completed and signed?

A3 A new Agreement should be completed if the organization has undergone a change in its legal name.

Employment Status

Q1 Who is considered to be a permanent full-time employee under the FCP?

A1 A permanent full-time employee is employed for an indeterminate period of time to work the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs. The standard number of hours cannot be less than the usual number of hours worked by full-time employees in the same occupational group.

Q2 Who is considered to be a permanent part-time employee under the FCP?

A2 A permanent part-time employee is employed for an indeterminate period of time to work fewer than the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs.

Generally, what is standard or usual for a group of employees is considered full-time; anything less is considered part-time. For example, in a case where the standard, usual way of working for the company is to work eight (8) hours per day for three (3) days per week, employees who fit this work pattern would be considered full-time, and employees who do not would be considered part-time.

Q3 How are students counted under the FCP?

- A3 Students employed during a school break, and who are returning to school, are not counted as employees for employment equity purposes.

Co-operative education (Co-op) students working during the summer period are not considered to be on a school break since this work experience forms part of their education. In addition, students working on a permanent part-time basis throughout the year are counted provided they worked 12 weeks or more.

Q4 How are other employees counted under the FCP?

- A4 Other employees are those who are on unpaid leave (often temporary lay-off or long-term leave) but who otherwise fulfil the definitions of permanent full-time or permanent part-time employees and maintain the right to return to work.



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Detailed Report

Date: 2017-02-14

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	30	11	36.7 %	27.4 %	8	3	National
02 : Middle and Other Managers	National	111	45	40.5 %	38.9 %	43	2	National
03 : Professionals		564	190	33.7 %	30.4 %	171	19	
1111 : Financial auditors and accountants	National	5	2	40.0 %	55.1 %	3	-1	National
1112 : Financial and investment analysts	National	30	13	43.3 %	50.1 %	15	-2	National
1121 : Human resources professionals	National	18	16	88.9 %	71.1 %	13	3	National
1122 : Professional occupations in business management consulting	National	88	39	44.3 %	42.0 %	37	2	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	3	37.5 %	66.4 %	5	-2	National
2147 : Computer engineers (except software engineers and designers)	National	58	2	3.4 %	12.6 %	7	-5	National
2171 : Information systems analysts and consultants	National	107	42	39.3 %	28.3 %	30	12	National
2172 : Database analysts and data administrators	National	20	5	25.0 %	35.2 %	7	-2	National
2174 : Computer programmers and interactive media developers	National	189	46	24.3 %	17.9 %	34	12	National
2175 : Web designers and developers	National	1	0	0.0 %	32.9 %	0	0	National
4021 : College and other vocational instructors	National	6	3	50.0 %	53.8 %	3	0	National
4112 : Lawyers and Quebec notaries	National	5	2	40.0 %	42.5 %	2	0	National
4162 : Economists and economic policy researchers and analysts	National	2	1	50.0 %	42.3 %	1	0	National
4163 : Business development officers and marketing researchers and consultants	National	27	16	59.3 %	50.7 %	14	2	National
04 : Semi-Professionals and Technicians		61	36	59.0 %	27.3 %	17	19	
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	35.1 %	0	0	Ontario
2282 : User support technicians	Ontario	53	30	56.6 %	24.2 %	13	17	Ontario
2282 : User support technicians	Québec	3	2	66.7 %	19.6 %	1	1	Québec
4211 : Paralegal and related occupations	Ontario	3	3	100.0 %	82.0 %	2	1	Ontario
5241 : Graphic designers and illustrators	Ontario	1	1	100.0 %	44.9 %	0	1	Ontario
05 : Supervisors		43	30	69.8 %	52.8 %	23	7	



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Montréal	4	4	100.0 %	50.8 %	2	2	Montréal
Employment Equity Occupational Group	Toronto	38	26	68.4 %	53.0 %	20	6	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	51.4 %	1	-1	Vancouver
06 : Supervisors: Crafts and Trades		8	1	12.5 %	33.6 %	3	-2	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	1	0	0.0 %	7.8 %	0	0	Ontario
7303 : Supervisors, printing and related occupations	Ontario	5	1	20.0 %	36.8 %	2	-1	Ontario
7303 : Supervisors, printing and related occupations	Québec	2	0	0.0 %	38.4 %	1	-1	Québec
07 : Administrative and Senior Clerical Personnel		48	29	60.4 %	80.1 %	38	-9	
Employment Equity Occupational Group	Toronto	48	29	60.4 %	80.1 %	38	-9	Toronto
09 : Skilled Crafts and Trades Workers		38	9	23.7 %	12.5 %	5	4	
7381 : Printing press operators	Ontario	30	8	26.7 %	11.7 %	4	4	Ontario
7381 : Printing press operators	Québec	8	1	12.5 %	15.6 %	1	0	Québec
10 : Clerical Personnel		59	47	79.7 %	64.5 %	38	9	
Employment Equity Occupational Group	Montréal	15	15	100.0 %	62.5 %	9	6	Montréal
Employment Equity Occupational Group	Toronto	44	32	72.7 %	65.2 %	29	3	Toronto
11 : Intermediate Sales and Service Personnel		575	426	74.1 %	63.7 %	366	60	
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	67.1 %	1	-1	Hamilton
Employment Equity Occupational Group	Montréal	58	29	50.0 %	61.8 %	36	-7	Montréal
Employment Equity Occupational Group	Toronto	478	369	77.2 %	63.9 %	305	64	Toronto
Employment Equity Occupational Group	Vancouver	38	28	73.7 %	64.2 %	24	4	Vancouver
14 : Other Manual Workers		75	55	73.3 %	29.3 %	22	33	
Employment Equity Occupational Group	Montréal	28	20	71.4 %	23.8 %	7	13	Montréal
Employment Equity Occupational Group	Toronto	47	35	74.5 %	32.6 %	15	20	Toronto



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Detailed Report

Date: 2017-02-14

Women

Employment Equity Occupational Group	Internal Location	Women					Recruitment Area
		All Employees #	Representation #	Representation %	Availability %	Availability #	
Total		1612	879	54.5 %	45.6 %	734	145

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Detailed Report

Date: 2017-02-14

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area	
			Representation #	%	Availability %	Gap #		
01 : Senior Managers	National	30	0	0.0 %	2.9 %	1	-1	National
02 : Middle and Other Managers	National	111	0	0.0 %	2.2 %	2	-2	National
03 : Professionals		564	2	0.4 %	1.2 %	7	-5	
1111 : Financial auditors and accountants	National	5	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	30	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	18	0	0.0 %	2.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	88	1	1.1 %	1.6 %	1	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	0	0.0 %	2.1 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	58	0	0.0 %	0.9 %	1	-1	National
2171 : Information systems analysts and consultants	National	107	0	0.0 %	1.1 %	1	-1	National
2172 : Database analysts and data administrators	National	20	0	0.0 %	1.3 %	0	0	National
2174 : Computer programmers and interactive media developers	National	189	1	0.5 %	1.0 %	2	-1	National
2175 : Web designers and developers	National	1	0	0.0 %	1.5 %	0	0	National
4021 : College and other vocational instructors	National	6	0	0.0 %	2.4 %	0	0	National
4112 : Lawyers and Quebec notaries	National	5	0	0.0 %	1.6 %	0	0	National
4162 : Economists and economic policy researchers and analysts	National	2	0	0.0 %	1.2 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	27	0	0.0 %	2.0 %	1	-1	National
04 : Semi-Professionals and Technicians		61	0	0.0 %	1.6 %	1	-1	
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	2.1 %	0	0	Ontario
2282 : User support technicians	Ontario	53	0	0.0 %	1.6 %	1	-1	Ontario
2282 : User support technicians	Québec	3	0	0.0 %	1.3 %	0	0	Québec
4211 : Paralegal and related occupations	Ontario	3	0	0.0 %	1.5 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	1.6 %	0	0	Ontario
05 : Supervisors		43	0	0.0 %	1.0 %	0	0	



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Detailed Report

Date: 2017-02-14

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Montréal	4	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	38	0	0.0 %	1.0 %	0	0	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.6 %	0	0	Vancouver
06 : Supervisors: Crafts and Trades		8	0	0.0 %	1.3 %	0	0	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	1	0	0.0 %	3.0 %	0	0	Ontario
7303 : Supervisors, printing and related occupations	Ontario	5	0	0.0 %	1.5 %	0	0	Ontario
7303 : Supervisors, printing and related occupations	Québec	2	0	0.0 %	0.0 %	0	0	Québec
07 : Administrative and Senior Clerical Personnel		48	0	0.0 %	0.8 %	0	0	
Employment Equity Occupational Group	Toronto	48	0	0.0 %	0.8 %	0	0	Toronto
09 : Skilled Crafts and Trades Workers		38	0	0.0 %	2.2 %	1	-1	
7381 : Printing press operators	Ontario	30	0	0.0 %	2.6 %	1	-1	Ontario
7381 : Printing press operators	Québec	8	0	0.0 %	0.6 %	0	0	Québec
10 : Clerical Personnel		59	1	1.7 %	0.7 %	0	1	
Employment Equity Occupational Group	Montréal	15	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	44	1	2.3 %	0.7 %	0	1	Toronto
11 : Intermediate Sales and Service Personnel		575	3	0.5 %	0.8 %	5	-2	
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	1.6 %	0	0	Hamilton
Employment Equity Occupational Group	Montréal	58	1	1.7 %	0.9 %	1	0	Montréal
Employment Equity Occupational Group	Toronto	478	2	0.4 %	0.6 %	3	-1	Toronto
Employment Equity Occupational Group	Vancouver	38	0	0.0 %	2.3 %	1	-1	Vancouver
14 : Other Manual Workers		75	0	0.0 %	0.8 %	1	-1	
Employment Equity Occupational Group	Montréal	28	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	47	0	0.0 %	0.8 %	0	0	Toronto



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Detailed Report

Date: 2017-02-14

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Recruitment Area
			Representation #	Availability %	Gap #	
Total		1612	6	0.4 %	18	-12

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Detailed Report

Date: 2017-02-14

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	30	2	6.7 %	10.1 %	3	-1	National
02 : Middle and Other Managers	National	111	23	20.7 %	15.0 %	17	6	National
03 : Professionals		564	198	35.1 %	29.2 %	165	33	
1111 : Financial auditors and accountants	National	5	2	40.0 %	27.5 %	1	1	National
1112 : Financial and investment analysts	National	30	14	46.7 %	35.4 %	11	3	National
1121 : Human resources professionals	National	18	2	11.1 %	14.1 %	3	-1	National
1122 : Professional occupations in business management consulting	National	88	37	42.0 %	21.6 %	19	18	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	4	50.0 %	16.9 %	1	3	National
2147 : Computer engineers (except software engineers and designers)	National	58	25	43.1 %	38.2 %	22	3	National
2171 : Information systems analysts and consultants	National	107	32	29.9 %	31.4 %	34	-2	National
2172 : Database analysts and data administrators	National	20	5	25.0 %	32.3 %	6	-1	National
2174 : Computer programmers and interactive media developers	National	189	69	36.5 %	31.5 %	60	9	National
2175 : Web designers and developers	National	1	0	0.0 %	22.8 %	0	0	National
4021 : College and other vocational instructors	National	6	0	0.0 %	13.4 %	1	-1	National
4112 : Lawyers and Quebec notaries	National	5	1	20.0 %	12.5 %	1	0	National
4162 : Economists and economic policy researchers and analysts	National	2	1	50.0 %	26.3 %	1	0	National
4163 : Business development officers and marketing researchers and consultants	National	27	6	22.2 %	21.9 %	6	0	National
04 : Semi-Professionals and Technicians		61	23	37.7 %	33.8 %	21	2	
2263 : Inspectors in public and environmental health and occupational health and safety	Ontario	1	0	0.0 %	16.6 %	0	0	Ontario
2282 : User support technicians	Ontario	53	22	41.5 %	35.9 %	19	3	Ontario
2282 : User support technicians	Québec	3	0	0.0 %	18.2 %	1	-1	Québec
4211 : Paralegal and related occupations	Ontario	3	1	33.3 %	22.3 %	1	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	24.0 %	0	0	Ontario
05 : Supervisors		43	22	51.2 %	43.0 %	18	4	



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Detailed Report

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Montréal	4	1	25.0 %	16.7 %	1	0	Montréal
Employment Equity Occupational Group	Toronto	38	20	52.6 %	45.8 %	17	3	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	43.4 %	0	1	Vancouver
06 : Supervisors: Crafts and Trades		8	0	0.0 %	15.9 %	1	-1	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	1	0	0.0 %	13.3 %	0	0	Ontario
7303 : Supervisors, printing and related occupations	Ontario	5	0	0.0 %	19.0 %	1	-1	Ontario
7303 : Supervisors, printing and related occupations	Québec	2	0	0.0 %	9.6 %	0	0	Québec
07 : Administrative and Senior Clerical Personnel		48	15	31.3 %	37.3 %	18	-3	
Employment Equity Occupational Group	Toronto	48	15	31.3 %	37.3 %	18	-3	Toronto
09 : Skilled Crafts and Trades Workers		38	9	23.7 %	16.6 %	6	3	
7381 : Printing press operators	Ontario	30	9	30.0 %	19.5 %	6	3	Ontario
7381 : Printing press operators	Québec	8	0	0.0 %	5.9 %	0	0	Québec
10 : Clerical Personnel		59	14	23.7 %	40.3 %	24	-10	
Employment Equity Occupational Group	Montréal	15	0	0.0 %	17.4 %	3	-3	Montréal
Employment Equity Occupational Group	Toronto	44	14	31.8 %	48.1 %	21	-7	Toronto
11 : Intermediate Sales and Service Personnel		575	276	48.0 %	46.1 %	265	11	
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	15.8 %	0	0	Hamilton
Employment Equity Occupational Group	Montréal	58	16	27.6 %	22.2 %	13	3	Montréal
Employment Equity Occupational Group	Toronto	478	240	50.2 %	48.9 %	234	6	Toronto
Employment Equity Occupational Group	Vancouver	38	20	52.6 %	47.5 %	18	2	Vancouver
14 : Other Manual Workers		75	30	40.0 %	40.7 %	31	-1	
Employment Equity Occupational Group	Montréal	28	1	3.6 %	22.1 %	6	-5	Montréal
Employment Equity Occupational Group	Toronto	47	29	61.7 %	51.8 %	24	5	Toronto



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Total		1612	612	38.0 %	35.3 %	569	43	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Detailed Report

Date: 2017-02-14

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	141	1	0.7 %	4.3 %	6	-5	National
03 : Professionals	National	564	6	1.1 %	3.8 %	21	-15	National
04 : Semi-Professionals and Technicians	National	61	0	0.0 %	4.6 %	3	-3	National
05 : Supervisors	National	43	0	0.0 %	13.9 %	6	-6	National
06 : Supervisors: Crafts and Trades	National	8	1	12.5 %	7.8 %	1	0	National
07 : Administrative and Senior Clerical Personnel	National	48	0	0.0 %	3.4 %	2	-2	National
09 : Skilled Crafts and Trades Workers	National	38	0	0.0 %	3.8 %	1	-1	National
10 : Clerical Personnel	National	59	0	0.0 %	7.0 %	4	-4	National
11 : Intermediate Sales and Service Personnel	National	575	9	1.6 %	5.6 %	32	-23	National
14 : Other Manual Workers	National	75	0	0.0 %	5.3 %	4	-4	National
Total		1612	17	1.1 %	5.0 %	80	-63	

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: 2017-02-14

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

To Examine Changes

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
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Detailed Report

Date: 2017-02-14

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
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Summary Report

Date: 2017-02-14

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	30	11	36.7 %	27.4 %	8	3
02 : Middle and Other Managers	111	45	40.5 %	38.9 %	43	2
03 : Professionals	564	190	33.7 %	30.4 %	171	19
04 : Semi-Professionals and Technicians	61	36	59.0 %	27.3 %	17	19
05 : Supervisors	43	30	69.8 %	52.8 %	23	7
06 : Supervisors: Crafts and Trades	8	1	12.5 %	33.6 %	3	-2
07 : Administrative and Senior Clerical Personnel	48	29	60.4 %	80.1 %	38	-9
09 : Skilled Crafts and Trades Workers	38	9	23.7 %	12.5 %	5	4
10 : Clerical Personnel	59	47	79.7 %	64.5 %	38	9
11 : Intermediate Sales and Service Personnel	575	426	74.1 %	63.7 %	366	60
14 : Other Manual Workers	75	55	73.3 %	29.3 %	22	33
Total	1612	879	54.5 %	45.6 %	734	145

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Summary Report

Date: 2017-02-14

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	30	0	0.0 %	2.9 %	1	-1
02 : Middle and Other Managers	111	0	0.0 %	2.2 %	2	-2
03 : Professionals	564	2	0.4 %	1.2 %	7	-5
04 : Semi-Professionals and Technicians	61	0	0.0 %	1.6 %	1	-1
05 : Supervisors	43	0	0.0 %	1.0 %	0	0
06 : Supervisors: Crafts and Trades	8	0	0.0 %	1.3 %	0	0
07 : Administrative and Senior Clerical Personnel	48	0	0.0 %	0.8 %	0	0
09 : Skilled Crafts and Trades Workers	38	0	0.0 %	2.2 %	1	-1
10 : Clerical Personnel	59	1	1.7 %	0.7 %	0	1
11 : Intermediate Sales and Service Personnel	575	3	0.5 %	0.8 %	5	-2
14 : Other Manual Workers	75	0	0.0 %	0.8 %	1	-1
Total	1612	6	0.4 %	1.1 %	18	-12

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Summary Report

Date: 2017-02-14

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	30	2	6.7 %	10.1 %	3	-1
02 : Middle and Other Managers	111	23	20.7 %	15.0 %	17	6
03 : Professionals	564	198	35.1 %	29.2 %	165	33
04 : Semi-Professionals and Technicians	61	23	37.7 %	33.8 %	21	2
05 : Supervisors	43	22	51.2 %	43.0 %	18	4
06 : Supervisors: Crafts and Trades	8	0	0.0 %	15.9 %	1	-1
07 : Administrative and Senior Clerical Personnel	48	15	31.3 %	37.3 %	18	-3
09 : Skilled Crafts and Trades Workers	38	9	23.7 %	16.6 %	6	3
10 : Clerical Personnel	59	14	23.7 %	40.3 %	24	-10
11 : Intermediate Sales and Service Personnel	575	276	48.0 %	46.1 %	265	11
14 : Other Manual Workers	75	30	40.0 %	40.7 %	31	-1
Total	1612	612	38.0 %	35.3 %	569	43

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - D+H Limited Partnership

Workforce Analysis - Summary Report

Date: 2017-02-14

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	141	1	0.7 %	4.3 %	6	-5
03 : Professionals	564	6	1.1 %	3.8 %	21	-15
04 : Semi-Professionals and Technicians	61	0	0.0 %	4.6 %	3	-3
05 : Supervisors	43	0	0.0 %	13.9 %	6	-6
06 : Supervisors: Crafts and Trades	8	1	12.5 %	7.8 %	1	0
07 : Administrative and Senior Clerical Personnel	48	0	0.0 %	3.4 %	2	-2
09 : Skilled Crafts and Trades Workers	38	0	0.0 %	3.8 %	1	-1
10 : Clerical Personnel	59	0	0.0 %	7.0 %	4	-4
11 : Intermediate Sales and Service Personnel	575	9	1.6 %	5.6 %	32	-23
14 : Other Manual Workers	75	0	0.0 %	5.3 %	4	-4
Total	1612	17	1.1 %	5.0 %	80	-63

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-02-14

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

To Examine Changes

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
09 : Skilled Crafts and Trades Workers	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA
14 : Other Manual Workers	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2017-02-14

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
09 : Skilled Crafts and Trades Workers	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National
14 : Other Manual Workers	EEOG	National

Short-term Goal Setting Tool
D + H Limited Partnership
2017-02-14

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/02/14 #	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years #	ABORIGINAL PEOPLES										
		Annually %	Over 3 Years #	Annually %	Over 3 Years #		Current Rep. #	Turnover (Replacement of Terminated Employees)		Hires Required #	3 Year Goals 2016-2019		Present Availability %	Present Gap #	Projected Gap #	Present Rep. %	Projected Rep. in 3 Years %
								Annually %	Over 3 Years #		Annually %	Over 3 Years #					
Middle & Other Managers	111	0.0%	0	1.7%	6	6	0	1.7%	0	2	1	10.0%	2.2%	-2	-1	0.0%	0.9%
Professionals	564	0.0%	0	3.7%	63	63	2	3.7%	0	5	2	2.4%	1.2%	-5	-3	0.4%	0.7%
Semi-Professionals & Technicians	61	0.0%	0	0.9%	2	2	0	0.9%	0	1	1	30.0%	1.6%	-1	0	0.0%	1.6%
Intermediate Sales & Service Personnel	575	0.0%	0	3.6%	62	62	3	3.6%	0	2	2	3.0%	0.8%	-2	0	0.5%	0.9%

Short-term Goal Setting Tool

#REF!
2017-02-14

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	$B \times C \times 3$	Data entry	$B \times E \times 3$	$D + F$	Data entry from from Workforce Analysis	Equivalent to E	$H \times I \times 3$	$(D \times N) - O + J$	$G \times M$	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	$(H - J + L) - ((B + D) \times N)$	$H \div B$	$(H - J + L) \div (B + D)$

Employment Equity Occupational Group (EEOG)	All Employees 2017/02/14	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	MEMBERS OF VISIBLE MINORITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2016-2019		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		Annually	Over 3 Years					
Clerical Personnel	59	0.0%	0	1.1%	2	2	14	1.1%	0	10	1	40.3%	40.3%	-10	-9	23.7%	25.4%

Short-term Goal Setting Tool

**#REF!
2017-02-14**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/02/14	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	PERSONS WITH DISABILITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2016-2019		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		Annually	Over 3 Years					
#	%	#	%	#	%	#	%	%	#	%	%	#	#	%	%		
Mangers	141	0.0%	0	1.4%	6	6	1	1.4%	0	5	1	9.0%	4.3%	-5	-4	0.7%	1.4%
Professionals	564	0.0%	0	3.7%	63	63	6	3.7%	1	16	3	4.0%	3.8%	-15	-13	1.1%	1.4%
Semi-Professionals & Technicians	61	0.0%	0	0.9%	2	2	0	0.9%	0	3	1	30.0%	4.6%	-3	-2	0.0%	1.6%
Administrative & Senior Clerical Personnel	48	0.0%	0	0.5%	1	1	0	0.5%	0	2	1	50.0%	3.4%	-2	-1	0.0%	2.1%
Clerical Personnel	59	0.0%	0	1.0%	2	2	0	1.0%	0	4	1	25.0%	7.0%	-4	-3	0.0%	1.7%
Intermediate Sales & Service Personnel	575	0.0%	0	3.6%	62	62	9	3.6%	1	24	6	10.4%	5.6%	-23	-18	1.6%	2.4%

D + H Limited Partnership

Numerical Analysis: Aboriginal Peoples

Workforce Analysis					Employment Equity Plan			
EEOG #	Employment Equity Occupational Group (EEOG)	Current Representation	Gap		Numerical Goal		Time Frame	Manager Responsible
			#	Severity Ratio	#	%		
02	Middle & Other Managers	0	-2	0.0%	1	0.9%	2020	Human Resource Manager
03	Professionals	2	-5	28.6%	2	0.7%	2020	Human Resource Manager
04	Semi-Professionals & Technicians	0	-1	0.0%	1	1.6%	2020	Human Resource Manager
11	Intermediate Sales & Service Personnel	3	-2	60.0%	2	0.9%	2020	Human Resource Manager

Numerical Analysis: Visible Minorities

Workforce Analysis					Employment Equity Plan			
EEOG #	Employment Equity Occupational Group (EEOG)	Current Representation	Gap		Numerical Goal		Time Frame	Manager Responsible
			#	Severity Ratio	#	%		
10	Clerical Personnel	14	-10	58.3%	1	25.4%	2020	Human Resource Manager

Numerical Analysis: Persons with Disabilities

Workforce Analysis					Employment Equity Plan			
EEOG #	Employment Equity Occupational Group (EEOG)	Current Representation	Gap		Numerical Goal		Time Frame	Manager Responsible
			#	Severity Ratio	#	%		
01/02	Managers	1	-5	16.7%	1	1.4%	2020	Human Resource Manager
03	Professionals	6	-15	28.6%	3	1.4%	2020	Human Resource Manager
04	Semi-Professionals & Technicians	0	-3	0.0%	1	1.6%	2020	Human Resource Manager
07	Admin. & Sr. Clerical Personnel	0	-2	0.0%	1	2.1%	2020	Human Resource Manager
10	Clerical Personnel	0	-4	0.0%	1	1.7%	2020	Human Resource Manager
11	Intermediate Sales & Service Personnel	9	-23	28.1%	6	2.4%	2020	Human Resource Manager

Long and Short Term Goals Summary

D + H Limited Partnership

2017-02-14

Women

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
06	Supervisors: Crafts & Trades	-2	0	33.6%	

Aboriginal Peoples

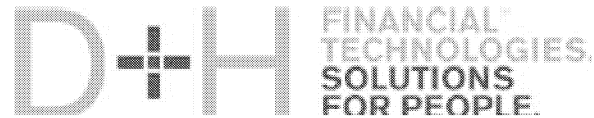
Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
01	Senior Managers	-1	0	2.9%	
02	Middle & Other Managers	-2	1	2.2%	
03	Professionals	-5	2	1.2%	
04	Semi-Professionals & Technicians	-1	1	1.6%	
09	Skilled Crafts & Trades Workers	-1	0	2.2%	
11	Intermediate Sales & Service Personnel	-2	2	0.8%	
14	Other Manual Workers	-1	0	0.8%	

Members of Visible Minorities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
01	Senior Managers	-1	0	10.1%	
06	Supervisors: Crafts & Trades	-1	0	15.9%	
07	Administrative & Senior Clerical Personnel	-3	0	37.3%	
10	Clerical Personnel	-10	1	40.3%	
14	Other Manual Workers	-1	0	40.7%	

Persons with Disabilities

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
01/02	Managers	-5	1	4.3%	
03	Professionals	-15	3	3.8%	
04	Semi-Professionals & Technicians	-3	1	4.6%	
05	Supervisors	-6	0	13.9%	
07	Administrative & Senior Clerical Personnel	-2	1	3.4%	
09	Skilled Crafts & Trades Workers	-1	0	3.8%	
10	Clerical Personnel	-4	1	7.0%	
11	Intermediate Sales & Service Personnel	-23	6	5.6%	
14	Other Manual Workers	-4	0	5.3%	



Employment Equity Self-Identification Questionnaire

(Confidential when completed)

This form is also available in alternative formats

Personal information from this questionnaire and other analytical data will allow D+H Canada to identify and remove barriers to employment and advancement as it is related to hiring, training, career advancement and employee retention. .

Answering the self-identification questions is voluntary and the details you provide are confidential and can be changed at any time. Only those duly authorized within the Human Resources function at D+H will have access to your information, and it will be used for employment equity purposes only, using only the employee number as the unique identifier. You may self-identify as being a member of more than one designated group. This information can be gathered in alternate formats on request. Please note that an employee's manager cannot access or view this information on Workday. Based on the below definitions, please complete the below questionnaire.

Thank you for helping us to continue to cultivate a winning culture that makes D+H a great place to work.

1. An Aboriginal person is a North American Indian, Métis, or Inuit and/or a Treaty Indian or a Registered Indian and/or member of an Indian Band/First Nation.

Based on this definition, are you an Aboriginal person?

- Yes
 No

2. Members of visible minorities are persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour, regardless of birthplace.

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

- Black - regardless of where you were born including Canada, Jamaica, Trinidad, Somalia, Nigeria, Europe, etc.
- Non-white Latin American (including indigenous persons from Central and South America)
- East Asian (e.g., Chinese, Japanese, Korean)
- South Asian/ East Indian (e.g., Indian, Pakistani, Bangladeshi, East Indians from Guyana, Trinidad, East Africa)
- Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
- Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)

- Persons of Mixed Origin (e.g., with one parent in one of the visible minority groups listed above)

Based on this definition, are you a member of a visible minority group?

- Yes
- No

3.. Persons with disabilities are those that have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be disadvantaged in employment by reason of that impairment, or believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment. This also includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Examples of disabilities include, but are not limited to:

Coordination or Dexterity

- Difficulty using hands or arms, such as grasping objects or using a keyboard

Mobility

- Difficulty moving around from one office to another, walking long distances or using stairs

Blind or Visually Impaired

- Unable to see or difficulty seeing, glaucoma, but do not include yourself if you can see well with glasses or contact lenses

Speech

- Difficulty speaking or being understood

Hearing

- Unable to hear or difficulty hearing

Other Disabilities

- Learning, developmental and other types of disabilities

Based on this definition are you a person with a disability?

- Yes
- No

Thank you!

D+H LIMITED PARTNERSHIP FIRST YEAR COMPLIANCE ASSESSMENT

REQUIREMENT NO. 1:- COLLECTION OF WORKFORCE INFORMATION

Assessment Factors

- ❖ Questionnaire Definitions
- ❖ Self-Identification Questionnaire
- ❖ Return and Response Rates
- ❖ Keeping data up-to-date.
- ❖ Coding of Positions
- ❖ Calculating representation

D+H has complied with all assessment factors.

1.0 DOCUMENTARY EVIDENCE

1.1 Questionnaire Definitions

- Definitions are consistent with and in compliance with the Employment Equity Act and with those listed in OPD-700-14

1.2 Self-identification Questionnaire

- The questionnaire and the accompanying documentation state the purpose of employment equity and advises employees that:
 - They may self-identify as being a member of more than one designated group
 - The questionnaire is available in alternate formats on request
 - Answering the self-identification questions is voluntary
 - Information provided is confidential and that they may change their employment equity information at any time
 - Only duly authorized personnel will have access to their information and that it will be used for employment equity purposes only.

D+H has established strict protocols to ensure confidentiality in the collection, use, access, disclosure and storage of individual designated group status information. It has established procedures for the ongoing accuracy, completeness and currency of the Employment Equity Database.

Employees are advised that their data will be used to analyze and report on the representation, distribution, and status of designated groups in order to analyze and report on the employment equity progress of the company and to help identify and remove employment barriers from employment policies and practices.

All information was collected online using Workday, the company's Human Resource Information System (HRIS).

1.3 Return and Response Rates

- These are the details of Return and Completion rates.

Number of questionnaires distributed- 1612

Number of questionnaires returned – 1322
Number of questionnaires completed - 1322
Return Rate- 82.0%
Completion Rate- 82.0%

1.4 Keeping Data Up-to-Date

- D+H was a federal contractor prior to June 2013 and at that time established its WEIMS employment equity database. On becoming an eligible contractor in April 2016, D+H updated its WEIMS database using Workday (the company's HRIS), surveyed new employees and asked existing employees to update their employment equity information.
- D+H has a New Hire package to capture new employees at the time of their onboarding. The system allows the company to diligently follow up survey non-respondents.
- In this way D+H will maintain its survey response rate of more than 80.0%.

1.5 Coding of Positions

- D+H has coded all of its positions using 2011 NOCs and it successfully uploaded its data to the Workplace Equity Information Management System (WEIMS).

1.6 Calculating Representation

- D+H Limited Partnership correctly determined its internal representation by counting all permanent full time and permanent part time employees.

REQUIREMENT NO. 2- WORKFORCE ANALYSIS

Assessment Factors

- ❖ Calculating availability estimates
- ❖ Occupation and geographic levels of comparisons
- ❖ Identifying under-representation

2.0 DOCUMENTARY EVIDENCE

We attach the following:

- Workforce Analysis Summary and Detailed Tables.

2.1 Commentary

- These workforce analysis reports are produced by the Workplace Equity Information Management System (WEIMS).
- The 2011 national availability benchmarks are set by the Labour Program. The National Household Survey (NHS) 2011 was used for Aboriginal peoples, visible minorities and women. The Canadian Survey on Disability (CSD) was used for persons with disabilities.
- Findings of underrepresentation are based on these availability estimates. Given the D+H Limited Partnership occupational structure and its geographic distribution, the relevant labour markets are national, provincial and the local Census Metropolitan Area (CMA).
- The WFA Detailed Tables provide underrepresentation data at the national, provincial and CMA levels by designated group and occupation.
- Because underrepresentation is a key concept in employment equity analysis, the company has begun the analysis of the patterns of the underrepresentation of the designated groups in its workforce. This analysis will inform goal setting, and corporate strategies and initiatives that will increase the representation of designated groups.

REQUIREMENT NO. 3- SHORT AND LONG-TERM NUMERIC GOALS

Assessment Factors

- ❖ Considerations upon which Goals are Based
- ❖ Sufficiency of Goals

D+H Limited Partnership has complied with all assessment factors.

3.0 DOCUMENTARY EVIDENCE

We attach the following

- Short Term Goal Setting Tool
- Numerical Goals Summary and Accountability Chart
- Summary of Long and Short Term Goals.

Short Term Numerical Goals Worksheet

- We established 3-year short term numerical goals using the ESDC – mandated Short Term Numerical Goals Worksheet attached. With one exception, short term goals were established for designated groups only in EEOGs where D+H anticipates hiring opportunities. The exception is our application of the 50% rule to the underrepresentation of women in EEOG: 07. Employment and Skills Development Canada (ESDC) .the regulatory agency states that: *'if there is a gap for women in an EEOG where women are represented at 50% or more, the contractor is not required to establish a goal regardless of availability. This exception ensures that the employment equity program is not encouraging employers to further categorize certain occupations as "female occupations'*
- These are the EEOGs and the designated groups for whom we established goals:
 - EEOG: 02- Middle and Other Managers
 - Aboriginal Peoples: Persons with Disabilities
 - EEOG: 03- Professionals
 - Aboriginal Peoples: Persons with Disabilities
 - EEOG: 04- Semi-Professionals and Technicians
 - Aboriginal Peoples: Persons with Disabilities
 - EEOG: 07- Administrative and Senior Clerical Personnel
 - Persons with Disabilitiesⁱ
 - EEOG: 10 – Clerical Personnel
 - Visible Minorities
 - EEOG: 11- Intermediate Sales and Service
 - Aboriginal Peoples: Persons with Disabilities
- Numerical goals were not established for designated groups in these 5 EEOGs because there were no anticipated hiring opportunities.
 - EEOG: 01- Senior Managers
 - Aboriginal Peoples: Visible Minorities: Persons with Disabilities
 - EEOG: 05- Supervisors
 - Persons with Disabilities
 - EEOG: 06- Supervisors Crafts and Trades
 - Women: Visible Minorities
 - EEOG: 09- Skilled Crafts and Trades Personnel
 - Aboriginal Peoples: Persons with Disabilities
 - EEOG: 14- Other Manual Workers

○ Aboriginal Peoples: Visible Minorities: Persons with Disabilities

3.1 Commentary

- 3 of the 5 EEOGs where no hires are anticipated, are related to the D+H's legacy cheque book manufacturing operations. As D+H has become a technology solutions provider to the financial services industry, it has divested of its low tech businesses and reduced its cheque manufacturing operations. These EEOGs are 06: 09 and 14.
- The measures of prevalence, severity and size are used to assess the significance of underrepresentation experienced by the designated groups. Using these filters, our analysis of the workforce data shows that compared to the other designated groups, Aboriginal Peoples and Persons with Disabilities experience most disadvantage in D+H's workforce.
- The Sufficiency of Goals assessment factor requires that goals established be sufficient to ensure reasonable progress towards closing each gap in representation. To achieve this outcome, contractors must hire the designated groups above or at minimum, equal to availability. The measure is the reduction of the gap.
 - To ensure sufficiency and reasonable progress in EEOGs 03 and 11, we established hiring goals above availability for Aboriginal peoples and Persons with Disabilities. We took into account the number of hiring opportunities- 63 and 62- anticipated, and the prevalence and severity of underrepresentation.
 - We also used the significance of underrepresentation to prioritize and allocate goal setting such as in EEOG: 07, where there is 1 hiring opportunity anticipated and where Visible Minorities and Persons with Disabilities are the underrepresented designated groups.
- During the period covered by the goals, the company anticipates 136 hiring opportunities, 124 of these are in EEOG: 03 –Professionals and 11- Intermediate Sales and Service Personnel.
 - Overall designated groups' share of hires is 20 or 14.8%.
 - Aboriginal Peoples' share of anticipated hires is 6 or 4.4%
 - Visible Minorities anticipated share of anticipated hires is 1 or 0.7%
 - Persons with Disabilities' share of anticipated hires is 13 or 9.6%
- No short term goals are established for women.

3.2 Numerical Goals Summary and Accountability Chart

This chart identifies short term numerical goals, their due date and the manager who is accountable. This accountability framework strengthens the capacity of D+H Limited Partnership to demonstrate reasonable efforts and to make reasonable progress in order to achieve its numerical and qualitative goals.

3.3 Long and Short Term Goals Summary

- The template establishes 3-year short term and 5 to 7-year long term numerical goals for each designated group in the EEOGs in which they are underrepresented.
- Long Term Goals are expressed as a percentage.

The goal of employment equity is the full representation of the designated groups in the workforce. Typically long term goals are to be achieved within a 5 to 7 year timeframe. We are aware that over time, the timeline for the achievement of these goals may likely change because of the effects of a) the short term goals; b) the employment equity initiatives implemented by D+H and c) changes in the business environment.

D+H will report regularly on its progress towards achieving full representation of designated groups. It will do so in its Third Year Compliance Assessment Submission and every three years thereafter.

END

DATED: March 28, 2017

From: Begg, Suzanne SV [NC]
Sent: April 10, 2017 9:21 AM
To: 'david.caldwell@dh.com' <david.caldwell@dh.com>
Cc: 'joe.plavetic@dh.com' <joe.plavetic@dh.com>
Subject: Government of Canada Agreement #V061074 – Notification of Compliance with the Federal Contractors Program
Importance: High

Good morning,

This email is to confirm that the compliance assessment initiated on March 1st, 2017 has been completed. As a result of the assessment, D+H Limited Partnership has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

Attached for your reference is a summary of D+H Limited Partnership's employment equity results compared against Employment Equity Occupational Group levels in your industry as well as overall Canadian labour market availability.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When D+H Limited Partnership is notified of a follow-up assessment, the following information will be required:

1. a completed Achievement Table;
2. a current workforce analysis; and
3. revised 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 first assessment. If reasonable progress has not been made, D+H Limited Partnership will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS). WEIMS can assist

you in generating your workforce analysis and contains other data analysis tools as well as a series of training modules.

Should you require any further information regarding your organization's obligations under the FCP, please contact
Suzanne Begg at suzanne.begg@labour-travail.gc.ca

Your cooperation during the course of this compliance assessment was appreciated and we wish D+H Limited Partnership continued success in achieving a diverse and inclusive workplace.

Équipe de l'équité en emploi / Workplace Equity Team

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