s.24(1)

Labour Program Federal Contractors Program

PROTECTED WHEN COM	PETED-8
OFFICIAL USE ONLY	
Agreement N°:	

### **Agreement to Implement Employment Equity**

New Agreement	(All sections n	nust be complet	ted)			
Revised Agreement		and the second second				
	ORGA	NIZATION				
Legal Name of Organization ESI Canada			Parent company	is located outsid	e Canada	
noi Canada				✓ Yes	No	
				Second		
Operating Name (if different from Legal Name	of Organization)		Business Numl	ber	***************************************	
Express Scripts Canada					PG0001	
				employees in Ca		355
Organization's North American Industry Classif	ication System (NAICS) Code	a Number	(Permanent Full	-Time and/or Par	I-Time)	
To find your organization's four-digit NAICS co	de please visit:		Federally	Regulated		
http://www.statcan.gc.ca/subjects-sujets/stand: 524299	aro-norme/naics-scian/2007/ii	st-aste-eng.ntm	Provincial	y Regulated		
	HEA	D OFFICE			***************************************	
Address (building number, street, suite, etc.)		City		Province	Postal C	
5770 Hurontario Street 10th floor		Mississauga		ON	L6Y 5	iL3
		Telephone Number				
		905-712-8619	)			
	EMPLOYMENT	EQUITY CONTA	ACT			
Name (print)		Title				
Anthea Gomez Telephone Number	E-mail Address	Director, Hu	ıman Resour			
905-712-6312		alen Karra 2000 ili 1990 ili 19		Preferred Langu		enteration de la company
905-712-6312	agomez@express-sc	ripts.com		✓ English		French
	CERT	IFICATION				
The above-named organization:						
having a combined workforce of 100 c	or more permanent full-time	e and permanent p	art-time employ	rees in Canada	. AND	
<ul> <li>intending to bid on, or being in receipt</li> </ul>						ALLES S
Supply Arrangement, valued at \$1,000			contract, standir	ig oner or conti	aci issued	under a
hereby certifies its commitment to impleme	ent or maintain employme	nt equity on an on-	going basis, bey	ond the period	of the proc	curement
instrument, in keeping with the Federal C	ontractors Program require	ements. For more i	information on h	low to impleme	at employm	nent equity
please refer to: http://www.esdc.gc.ca/eng	//about/equality/rcp/index.	Snuni :				
Important note: If an audit of the Agreem	ent to Implement Employn	nent Equity uncove	ers misrepresen	tation on the pa	rt of the on	ganization,
the procurement instrument(s) with the Go	overnment or Canada may	be terminated.			·	
	SIG	NATORY				
NOTE: The signatory must be the Chief E	xecutive Officer <b>OR</b> an au	uthorized person in	an executive p	osition with lega	al authority	to sign a
contract on behalf of the organiza	tion.	*				
Name (print)		Title				
Michael G. Biskey Telephone Number	E-mail Address	President		Drofeword Lane		
905-712-6313		5 1 - P.S. <b>3</b> 03 J. S		Preferred Lang		
	mbiskey@express-			∠ Engl	ish	French
Signature		Date (YYYY-MM-DE	0)			
the beautiful from the same of		2017-08-25				
Privacy Notice:			······································			<u> </u>
The information you provide on this form is colle Contractors Program (FCP).	ected under the authority of s	ection 42 of the <i>Empl</i>	loyment Equity Ac	t to determine yo	ur eligibility t	for the Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal gov	o provide personal informatio	n will result in the org	anization's name	being placed on	the FCP Lim	nited Eligibility
The information you provide may be used and/o disclosures of your personal information will ner	or disclosed for policy analysis	s, research and/or ev	aluation purposes			
Your personal information is administered in ac your personal information, which is described in accurate the property of the personal information and the personal property of the personal propert			*5	the right to the pr	otection of, a	and access to,
government publication entitled Info Source, what accessed online at any Service Canada Centre	ich is available at the lollowit	ng website address: in	denous for obtains http://www.infosou	rce go ca. <i>Info</i> So	n are outline ource may al	so in ine iso be
	RETURN II	NSTRUCTIONS				***************************************
IMPORTANT						
The signed Agreement to Implement		rm must be sent t	o the Labour P	rogram by		
e-mail at: ee-eme@hrsdc-rhdcc.gc.	ca.					



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

Date: 2018-12-12

#### Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	22	10	45.5 %	27.4 %	6	4	
02 : Middle and Other Managers	41	25	61.0 %	38.9 %	16	9	
03 : Professionals	135	68	50.4 %	38.4 %	52	16	
04 : Semi-Professionals and Technicians	34	9	26.5 %	23.1 %	8	1	
05 : Supervisors	14	8	57.1 %	52.9 %	7	1	
07 : Administrative and Senior Clerical Personnel	26	22	84.6 %	80.1 %	21	1	
10 : Clerical Personnel	17	15	88.2 %	64.8 %	11	4	
11 : Intermediate Sales and Service Personnel	115	91	79.1 %	63.7 %	73	18	
Total	404	248	61.4 %	48.1 %	194	54	



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

Date: 2018-12-12

#### **Aboriginal Peoples**

			Abori	ginal Peoples		
Employment Equity Occupational Group	All Employees	Repres	entation	Availa	ability	Gap
	#	#	%	%	#	#
01 : Senior Managers	22	0	0.0 %	2.9 %	1	-1
02 : Middle and Other Managers	41	2	4.9 %	2.2 %	1	1
03 : Professionals	135	1	0.7 %	1.3 %	2	-1
04 : Semi-Professionals and Technicians	34	1	2.9 %	1.4 %	0	1
05 : Supervisors	14	1	7.1 %	1.0 %	0	1
07 : Administrative and Senior Clerical Personnel	26	1	3.8 %	0.8 %	0	1
10 : Clerical Personnel	17	0	0.0 %	0.7 %	0	0
11 : Intermediate Sales and Service Personnel	115	6	5.2 %	1.0 %	1	5
Total	404	12	2.9 %	1.3 %	5	7



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

Date: 2018-12-12

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

			Members of	of Visible Min	orities		
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	22	4	18.2 %	10.1 %	2	2	
02 : Middle and Other Managers	41	12	29.3 %	15.0 %	6	6	
03 : Professionals	135	70	51.9 %	29.7 %	40	30	
04 : Semi-Professionals and Technicians	34	20	58.8 %	34.8 %	12	8	
05 : Supervisors	14	4	28.6 %	43.7 %	6	-2	
07 : Administrative and Senior Clerical Personnel	26	15	57.7 %	37.3 %	10	5	
10 : Clerical Personnel	17	11	64.7 %	42.7 %	7	4	
11 : Intermediate Sales and Service Personnel	115	38	33.0 %	43.3 %	50	-12	
Total	404	174	43.1 %	33.0 %	133	41	



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

Date: 2018-12-12

#### **Persons with Disabilities**

			Persons	with Disabilit	ties		
Employment Equity Occupational Group	All Employees	Represe	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	63	2	3.2 %	4.3 %	3	-1	
03 : Professionals	135	5	3.7 %	3.8 %	5	0	
04 : Semi-Professionals and Technicians	34	1	2.9 %	4.6 %	2	-1	
05 : Supervisors	14	1	7.1 %	13.9 %	2	-1	
07 : Administrative and Senior Clerical Personnel	26	0	0.0 %	3.4 %	1	-1	
10 : Clerical Personnel	17	1	5.9 %	7.0 %	1	0	
11 : Intermediate Sales and Service Personnel	115	5	4.3 %	5.6 %	6	-1	
Total	404	15	3.7 %	4.9 %	20	-5	



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

Date: 2018-12-12

#### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	СМА



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

Date: 2018-12-12

#### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



# Workplace Equity Information Management System - ESI Canada Workforce Analysis - Comparison Detailed Report Date #1 (YYYY-MM-DD): 2018-01-01 Date #2 (YYYY-MM-DD): 2018-12-18

#### Women

												Women								
Employment Equity Occupational Group	Internal Location		All Employee	s			Repres	sentation					Avail	ability				Gap		Recruitment Area
		2018-01-01	2018-12-18	Change	2018-01-0	2018-12-18	Change	2018-01-01	2018-12-18	Change										
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
01 : Senior Managers	National	2	1 22		1	9 10		42.9 %	45.5 %	2.6 %	27.4 %	27.4 %	0.0 %	(	6	5	0 3	4	1	National
02 : Middle and Other Managers	National	40	0 41		1 2	6 25		65.0 %	61.0 %	-4.0 %	38.9 %	38.9 %	0.0 %	16	3 16	3	0 10	9	-1	National
03 : Professionals		124	1 135	11	1 6	0 68		48.4 %	50.4 %	2.0 %	38.2 %	38.4 %	0.2 %	47	7 52	2	5 13	16	3	
1111 : Financial auditors and accountants	National	11	1 11	(	)	8 9		72.7 %	81.8 %	9.1 %	55.1 %	55.1 %	0.0 %	6	6	3	0 2	3	1	National
1112 : Financial and investment analysts	National	3	3	. (	)	0 0	(	0.0 %	0.0 %	0.0 %	50.1 %	50.1 %	0.0 %	2	2 2	2	0 -2	-2	0	National
1121 : Human resources professionals	National		1 1	(	0	1 1	(	100.0 %	100.0 %	0.0 %	71.1 %	71.1 %	0.0 %	1	1		0 0	0	0	National
1122 : Professional occupations in business management consulting	National	3	3	. (	)	2 2	. (	66.7 %	66.7 %	0.0 %	42.0 %	42.0 %	0.0 %	1	1		0 1	1	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	2 4	- 2	2	2 4	. 2	100.0 %	100.0 %	0.0 %	66.4 %	66.4 %	0.0 %	1	1 3	3	2 1	1	0	National
2147 : Computer engineers (except software engineers and designers)	National	5	3 3	. (	0	1 1	(	33.3 %	33.3 %	0.0 %	12.6 %	12.6 %	0.0 %	(	) (	)	0 1	1	0	National
2151 : Architects	National		1 1	(	0	0 0	(	0.0 %	0.0 %	0.0 %	28.9 %	28.9 %	0.0 %	(	) (	)	0 0	0	0	National
2171 : Information systems analysts and consultants	National	40	38	-2	2 2	0 18	-2	50.0 %	47.4 %	-2.6 %	28.3 %	28.3 %	0.0 %	11	11		0 9	7	-2	National
2172 : Database analysts and data administrators	National	1	7 11	4	4	3 4		42.9 %	36.4 %	-6.5 %	35.2 %	35.2 %	0.0 %	2	2 4	ı	2 1	0	-1	National
2173 : Software engineers and designers	National	6	3 6	(	)	0 0	(	0.0 %	0.0 %	0.0 %	17.4 %	17.4 %	0.0 %	1	1		0 -1	-1	0	National
2174 : Computer programmers and interactive media developers	National	19	9 21	2	2	4 6	2	21.1 %	28.6 %	7.5 %	17.9 %	17.9 %	0.0 %	3	3 4	ļ	1 1	2	1	National
2175 : Web designers and developers	National	(	) 4	. 4	4	0 3	;	0.0 %	75.0 %	75.0 %	32.9 %	32.9 %	0.0 %	(	1	I I	1 0	2	2	National
3131 : Pharmacists	National	16	3 17		1 1	0 11		62.5 %	64.7 %	2.2 %	61.3 %	61.3 %	0.0 %	10	) 10	)	0 0	1	1	National
3132 : Dietitians and nutritionists	National		1 1	(	)	1 1	(	100.0 %	100.0 %	0.0 %	93.8 %	93.8 %	0.0 %	1	1		0 0	0	0	National
4011 : University professors and lecturers	National	1	1 1	(	0	1 1	(	100.0 %	100.0 %	0.0 %	43.3 %	43.3 %	0.0 %	(	) (		0 1	1	0	National
4131 : NOC 2006 - College and Other Vocational Instructors	National	-	1 1	(	)	1 1	(	100.0 %	100.0 %	0.0 %	55.0 %	55.0 %	0.0 %	1	1		0 0	0	0	National
4165 : Health policy researchers, consultants and program officers	National	2	2 2	: (	)	1 1	(	50.0 %	50.0 %	0.0 %	73.5 %	73.5 %	0.0 %	1	1		0 0	0	0	National
5121 : Authors and writers	National	3	3		0	1 1	(	33.3 %	33.3 %	0.0 %	54.9 %	54.9 %	0.0 %	2	2 2	2	0 -1	-1	0	National

2018-12-18 Page 1 of 12 Canada

#### Workplace Equity Information Management System - ESI Canada Workforce Analysis - Comparison Detailed Report

#### Women

												Women								
Employment Equity Occupational Group	Internal Location		All Employees	5			Repres	entation					Avail	ability				Gap		Recruitment Area
		2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
5125 : Translators, terminologists and interpreters	National	4	4	(	0	4 4		100.0 %	100.0 %	0.0 %	69.9 %	69.9 %	0.0 %	3	3	(	) 1	1	(	National
04 : Semi-Professionals and Technicians		34	34	(	0	9 9		26.5 %	26.5 %	0.0 %	23.1 %	23.1 %	0.0 %	8	8	(	) 1	1	(	)
2281 : Computer network technicians	Ontario	22	2 23		1	3 3		13.6 %	13.0 %	-0.6 %	20.8 %	20.8 %	0.0 %	5	5 5	(	) -2	-2	(	Ontario
2281 : Computer network technicians	Québec	1	0	-	1	0 0		0.0 %	0.0 %	0.0 %	18.5 %	18.5 %	0.0 %	C	0	(	0	0	(	Québec
2282 : User support technicians	Ontario	8	8	(	)	5 5	i (	62.5 %	62.5 %	0.0 %	24.2 %	24.2 %	0.0 %	2	2 2	(	3	3	(	Ontario
2282 : User support technicians	Québec	1	1	(	0	1 1	(	100.0 %	100.0 %	0.0 %	19.6 %	19.6 %	0.0 %	C	0	(	) 1	1	(	Québec
2283 : Information systems testing technicians	Ontario	2	2 2	(	0	0 0		0.0 %	0.0 %	0.0 %	46.8 %	46.8 %	0.0 %	1	1	(	) -1	-1	(	Ontario
05 : Supervisors		14	14	(	0	7 8		50.0 %	57.1 %	7.1 %	52.9 %	52.9 %	0.0 %	7	7	(	0	1	1	1
Employment Equity Occupational Group	Montréal	1	1	(	0	0 0	) (	0.0 %	0.0 %	0.0 %	50.8 %	50.8 %	0.0 %	1	1	(	0 -1	-1	(	) Montréal
Employment Equity Occupational Group	Toronto	13	13	(	0	7 8		53.8 %	61.5 %	7.7 %	53.0 %	53.0 %	0.0 %	7	7	(	0	1	1	Toronto
77 : Administrative and Senior Clerical Personnel		32	26	-6	3 2	7 22	: -	84.4 %	84.6 %	0.2 %	80.1 %	80.1 %	0.0 %	26	21		5 1	1	(	
Employment Equity Occupational Group	Toronto	32	26	-6	3 2	7 22	: -	84.4 %	84.6 %	0.2 %	80.1 %	80.1 %	0.0 %	26	3 21	-4	5 1	1	(	Toronto
10 : Clerical Personnel		22	17	-{	5 2	0 15	. 4	90.9 %	88.2 %	-2.7 %	64.9 %	64.8 %	-0.1 %	14	11	-3	3 6	4	-2	
Employment Equity Occupational Group	Montréal	3	3	(	)	2 2	! (	66.7 %	66.7 %	0.0 %	62.5 %	62.5 %	0.0 %	2	2	(	0	0	(	Montréal
Employment Equity Occupational Group	Toronto	19	14		5 1	8 13		94.7 %	92.9 %	-1.8 %	65.2 %	65.2 %	0.0 %	12	9	4	3 6	4	-1	? Toronto
11 : Intermediate Sales and Service Personnel		121	115	-€	5 9	4 91	4	77.7 %	79.1 %	1.4 %	63.6 %	63.7 %	0.1 %	77	73	-4	4 17	18	1	
Employment Equity Occupational Group	Moncton	3	3	(	0	2 2	! (	66.7 %	66.7 %	0.0 %	63.9 %	63.9 %	0.0 %	2	2 2	(	0	0	(	Moncton
Employment Equity Occupational Group	Montréal	17	16	-	1	7 7	(	41.2 %	43.8 %	2.6 %	61.8 %	61.8 %	0.0 %	11	10	_	1 -4	-3	1	Montréal
Employment Equity Occupational Group	Toronto	95	85	-10	8	1 74		85.3 %	87.1 %	1.8 %	63.9 %	63.9 %	0.0 %	61	54	-5	7 20	20	(	Toronto
Employment Equity Occupational Group	Vancouver	4	8	4	4	2 5	; 3	50.0 %	62.5 %	12.5 %	64.2 %	64.2 %	0.0 %	3	5	2	2 -1	0	1	Vancouver
Employment Equity Occupational Group	Winnipeg	2	2 3		1	2 3		100.0 %	100.0 %	0.0 %	65.5 %	65.5 %	0.0 %	1	2		1 1	1	(	Winnipeg

Page 2 of 12 2018-12-18





## Workforce Analysis - Comparison Detailed Report Date #1 (YYYY-MM-DD): 2018-01-01 Date #2 (YYYY-MM-DD): 2018-12-18

#### Women

												Women								
Employment Equity Occupational Group	Internal Location		All Employee					sentation						ability				Gap		Recruitment Area
		2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
Total		408	404	-4	252	248	-4	61.8 %	61.4 %	-0.4 %	49.2 %	48.1 %	-1.2 %	201	194	-7	51	54	3	

Total may not equal sum of components due to rounding.

2018-12-18

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



#### Workplace Equity Information Management System - ESI Canada Workforce Analysis - Comparison Detailed Report

#### **Aboriginal Peoples**

											Ab	original Peopl	es							
Employment Equity Occupational Group	Internal Location		All Employee	s			Repre	sentation					Availa	bility				Gap		Recruitment Are
		2018-01-01	2018-12-18	Change	2018-01-0	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
01 : Senior Managers	National	2	1 22		1	0 0	D	0.0 %	0.0 %	0.0 %	2.9 %	2.9 %	0.0 %	1	1	- 1	0 -1	-1	0	National
02 : Middle and Other Managers	National	40	) 41		1	1 2	2	1 2.5 %	4.9 %	2.4 %	2.2 %	2.2 %	0.0 %	1	1		0 0	1	1	National
03 : Professionals		124	135	1	1	1 1	1	0.8 %	0.7 %	-0.1 %	1.3 %	1.3 %	0.0 %	2	2 2	-	0 -1	-1	0	
111: Financial auditors and accountants	National	11	1 11	-	0	0 0	)	0.0 %	0.0 %	0.0 %	1.3 %	1.3 %	0.0 %	0	0		0 0	0	0	National
112 : Financial and investment analysts	National	3	3 3		0	0 0	)	0.0 %	0.0 %	0.0 %	0.9 %	0.9 %	0.0 %	0	0	-	0 0	0	0	National
121 : Human resources professionals	National		1 1	-	0	0 0	)	0.0 %	0.0 %	0.0 %	2.7 %	2.7 %	0.0 %	0	0	-	0 0	0	0	National
1122 : Professional occupations in business management consulting	National	1	3 3		0	0 0		0.0 %	0.0 %	0.0 %	1.6 %	1.6 %	0.0 %	0	0	- 1	0 0	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	2 4	:	2	0 (		0.0 %	0.0 %	0.0 %	2.1 %	2.1 %	0.0 %	0	0	1	0 0	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	3	3 3		0	0 0	)	0.0 %	0.0 %	0.0 %	0.9 %	0.9 %	0.0 %	0	0	-	0 0	0	0	National
2151 : Architects	National	•	1 1	1	0	0 0	)	0.0 %	0.0 %	0.0 %	0.6 %	0.6 %	0.0 %	0	0		0 0	0	0	National
2171 : Information systems analysts and consultants	National	40	38	-4	2	1 1	1	0 2.5 %	2.6 %	0.1 %	1.1 %	1.1 %	0.0 %	0	0		0 1	1	0	National
2172 : Database analysts and data administrators	National	7	7 11		4	0 0	)	0.0 %	0.0 %	0.0 %	1.3 %	1.3 %	0.0 %	0	0	-	0 0	0	0	National
2173 : Software engineers and designers	National	6	6		0	0 0	)	0.0 %	0.0 %	0.0 %	0.6 %	0.6 %	0.0 %	0	0	-	0 0	0	0	National
2174 : Computer programmers and interactive media developers	National	15	9 21	:	2	0 0	)	0.0 %	0.0 %	0.0 %	1.0 %	1.0 %	0.0 %	0	0		0 0	0	0	National
2175 : Web designers and developers	National	(	) 4		4	0 0	)	0.0 %	0.0 %	0.0 %	1.5 %	1.5 %	0.0 %	0	0	-	0 0	0	0	National
3131 : Pharmacists	National	16	3 17		1	0 0	)	0.0 %	0.0 %	0.0 %	1.1 %	1.1 %	0.0 %	0	0	-	0 0	0	0	National
3132 : Dietitians and nutritionists	National		1 1	1	0	0 0	)	0.0 %	0.0 %	0.0 %	1.9 %	1.9 %	0.0 %	0	0		0 0	0	0	National
4011 : University professors and lecturers	National		1 1	-	0	0 0		0.0 %	0.0 %	0.0 %	1.3 %	1.3 %	0.0 %	0	0	-	0 0	0	0	National
131 : NOC 2006 - College and Other Vocational Instructors	National		1 1	-	0	0 0	)	0.0 %	0.0 %	0.0 %	2.1 %	2.1 %	0.0 %	0	0	- 1	0 0	0	0	National
165 : Health policy researchers, consultants and program officers	National	2	2 2		0	0 0		0.0 %	0.0 %	0.0 %	4.4 %	4.4 %	0.0 %	0	0	-	0 0	0	0	National
5121 : Authors and writers	National	3	3 3	-	0	0 0	)	0 0.0 %	0.0 %	0.0 %	1.9 %	1.9 %	0.0 %	0	0	-	0 0	0	0	National

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# Workplace Equity Information Management System - ESI Canada Workforce Analysis - Comparison Detailed Report Date #1 (YYYY-MM-DD): 2018-01-01 Date #2 (YYYY-MM-DD): 2018-12-18

#### **Aboriginal Peoples**

					Aboriginal Peoples  Representation Availability Gap															
Employment Equity Occupational Group	Internal Location		All Employees	3				sentation						•				Gap		Recruitment Area
		2018-01-01	2018-12-18	Change	2018-01-	-01 2018-12-1	3 Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
5125 : Translators, terminologists and interpreters	National	4	4	(	0	0	0	0.0 %	0.0 %	0.0 %	2.9 %	2.9 %	0.0 %	0	0	(	0	0	C	National
04 : Semi-Professionals and Technicians		34	34	(	0	1	1	2.9 %	2.9 %	0.0 %	1.4 %	1.4 %	0.0 %	0	0	(	1	1	(	
2281 : Computer network technicians	Ontario	22	23		1	1	1	4.5 %	4.3 %	-0.2 %	1.4 %	1.4 %	0.0 %	0	0	(	) 1	1	(	Ontario
2281 : Computer network technicians	Québec	1	0	-	1	0	0	0.0 %	0.0 %	0.0 %	1.1 %	1.1 %	0.0 %	0	0	(	0	0	(	Québec
2282 : User support technicians	Ontario	8	8	(	0	0	0	0.0 %	0.0 %	0.0 %	1.6 %	1.6 %	0.0 %	0	0	(	0	0	(	Ontario
2282 : User support technicians	Québec	1	1	(	0	0	0	0.0 %	0.0 %	0.0 %	1.3 %	1.3 %	0.0 %	0	0	(	0	0	(	Québec
2283 : Information systems testing technicians	Ontario	2	2	(	0	0	0	0.0 %	0.0 %	0.0 %	1.0 %	1.0 %	0.0 %	0	0	(	0	0	(	Ontario
05 : Supervisors		14	14	(	0	1	1	7.1 %	7.1 %	0.0 %	1.0 %	1.0 %	0.0 %	0	0	(	) 1	1	(	
Employment Equity Occupational Group	Montréal	1	1	(	0	0	0	0.0 %	0.0 %	0.0 %	0.8 %	0.8 %	0.0 %	0	0	(	0	0	(	Montréal
Employment Equity Occupational Group	Toronto	13	13	(	0	1	1	7.7 %	7.7 %	0.0 %	1.0 %	1.0 %	0.0 %	0	0	(	) 1	1	(	Toronto
07 : Administrative and Senior Clerical Personnel		32	26	-6	3	3	1 -	9.4 %	3.8 %	-5.6 %	0.8 %	0.8 %	0.0 %	0	0	(	3	1	4	
Employment Equity Occupational Group	Toronto	32	26	-6	3	3	1 -	9.4 %	3.8 %	-5.6 %	0.8 %	0.8 %	0.0 %	0	0	(	3	1	- 4	Toronto
10 : Clerical Personnel		22	17	-{	5	1	0 -	4.5 %	0.0 %	-4.5 %	0.7 %	0.7 %	0.0 %	0	0	(	1	0	-1	
Employment Equity Occupational Group	Montréal	3	3	(	0	0	0	0.0 %	0.0 %	0.0 %	0.8 %	0.8 %	0.0 %	0	0	(	0	0	(	Montréal
Employment Equity Occupational Group	Toronto	19	14		5	1	0 -	5.3 %	0.0 %	-5.3 %	0.7 %	0.7 %	0.0 %	0	0	(	1	0	-1	Toronto
11 : Intermediate Sales and Service Personnel		121	115	-{	3	10	6 -	8.3 %	5.2 %	-3.1 %	0.9 %	1.0 %	0.1 %	1	1	(	9	5	s de	
Employment Equity Occupational Group	Moncton	3	3	(	0	0	0	0.0 %	0.0 %	0.0 %	1.4 %	1.4 %	0.0 %	0	0	(	0	0	C	Moncton
Employment Equity Occupational Group	Montréal	17	16	-	1	1	1	5.9 %	6.3 %	0.4 %	0.9 %	0.9 %	0.0 %	0	0	(	1	1	(	Montréal
Employment Equity Occupational Group	Toronto	95	85	-10	0	8	4 -	8.4 %	4.7 %	-3.7 %	0.6 %	0.6 %	0.0 %	1	1	(	7	3	-t	Toronto
Employment Equity Occupational Group	Vancouver	4	. 8	4	4	0	0	0.0 %	0.0 %	0.0 %	2.3 %	2.3 %	0.0 %	0	0	(	0	0	(	Vancouver
Employment Equity Occupational Group	Winnipeg	2	3		1	1	1	50.0 %	33.3 %	-16.7 %	9.8 %	9.8 %	0.0 %	0	0	(	1	1	(	Winnipeg

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#### **Aboriginal Peoples**

					Aboriginal Peoples															
Employment Equity Occupational Group	Internal Location		All Employees				Repres	sentation					Avail	ability				Gap		Recruitment Area
		2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
Total		408	404	-4	18	12	-6	4.4 %	2.9 %	-1.5 %	1.3 %	1.3 %	0.1 %	5	5	0	13	7	-6	

Total may not equal sum of components due to rounding.

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



# Workplace Equity Information Management System - ESI Canada Workforce Analysis - Comparison Detailed Report Date #1 (YYYY-MM-DD): 2018-01-01 Date #2 (YYYY-MM-DD): 2018-12-18

#### Members of Visible Minorities

				Members of Visible Minorities																
Employment Equity Occupational Group	Internal Location		All Employee	s			Repre	sentation					Availa	bility				Gap		Recruitment Area
		2018-01-01	2018-12-18	Change	2018-01-0	2018-12-18	Change	2018-01-01	2018-12-18	Change										
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
01 : Senior Managers	National	21	22		1	4	4	0 19.0 %	18.2 %	-0.8 %	10.1 %	10.1 %	0.0 %	2	2 2	- 1	0 2	2	0	National
2 : Middle and Other Managers	National	40	41		1 1	0 1:	2	2 25.0 %	29.3 %	4.3 %	15.0 %	15.0 %	0.0 %	(	6		0 4	6	2	National
3 : Professionals		124	135	11	1 6	4 7	0	51.6 %	51.9 %	0.3 %	30.0 %	29.7 %	-0.3 %	37	7 40	;	3 27	30	3	
111 : Financial auditors and accountants	National	11	11	(	)	6	6	0 54.5 %	54.5 %	0.0 %	27.5 %	27.5 %	0.0 %	3	3	-	0 3	3	0	National
112 : Financial and investment analysts	National	3	3	(	)	3	3	0 100.0 %	100.0 %	0.0 %	35.4 %	35.4 %	0.0 %	1	1 1	-	0 2	2	0	National
121 : Human resources professionals	National	1	1	(	0	0	0	0.0 %	0.0 %	0.0 %	14.1 %	14.1 %	0.0 %	(	0	- 1	0 0	0	0	National
122 : Professional occupations in business management consulting	National	3	3	(	0	2	2	0 66.7 %	66.7 %	0.0 %	21.6 %	21.6 %	0.0 %	1	1	- 1	0 1	1	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	2 4	2	2	0	2	2 0.0 %	50.0 %	50.0 %	16.9 %	16.9 %	0.0 %	(	1		1 0	1	1	National
2147 : Computer engineers (except software engineers and designers)	National	3	3	(	0	1	1	0 33.3 %	33.3 %	0.0 %	38.2 %	38.2 %	0.0 %	1	1 1	-	0 0	0	0	National
2151 : Architects	National	1	1	(	)	1	1	0 100.0 %	100.0 %	0.0 %	23.6 %	23.6 %	0.0 %	(	0		0 1	1	0	National
2171 : Information systems analysts and consultants	National	40	38	-2	2 1	9 1	7 -	2 47.5 %	44.7 %	-2.8 %	31.4 %	31.4 %	0.0 %	13	3 12	-	1 6	5	-1	National
1772 : Database analysts and data administrators	National	7	11	4	4	5	7	2 71.4 %	63.6 %	-7.8 %	32.3 %	32.3 %	0.0 %	2	2 4	1	2 3	3	0	National
2173 : Software engineers and designers	National	6	6	(	)	2	2	0 33.3 %	33.3 %	0.0 %	40.5 %	40.5 %	0.0 %	2	2 2	1	0 0	0	0	National
2174 : Computer programmers and interactive media developers	National	19	21	2	2 1	0 1	1	1 52.6 %	52.4 %	-0.2 %	31.5 %	31.5 %	0.0 %	(	7		1 4	4	0	National
2175 : Web designers and developers	National	C	4	4	4	0	3	3 0.0 %	75.0 %	75.0 %	22.8 %	22.8 %	0.0 %	(	1		1 0	2	2	National
3131 : Pharmacists	National	16	17		1 1	0 1	0	0 62.5 %	58.8 %	-3.7 %	32.2 %	32.2 %	0.0 %	Ę	5 5	-	0 5	5	0	National
3132 : Dietitians and nutritionists	National	1	1	(	0	0	0	0.0 %	0.0 %	0.0 %	16.3 %	16.3 %	0.0 %	(	0	1	0 0	0	0	National
011 : University professors and lecturers	National	1	1	(	)	1	1	0 100.0 %	100.0 %	0.0 %	19.1 %	19.1 %	0.0 %	(	0	1	0 1	1	0	National
131 : NOC 2006 - College and Other Vocational Instructors	National	1	1	(	0	1	1	0 100.0 %	100.0 %	0.0 %		19.9 %	0.0 %	(	0	-	0 1	1	0	National
165 : Health policy researchers, consultants and program officers	National	2	2 2	(	)	1	1	0 50.0 %		0.0 %		21.0 %	0.0 %	(	0		0 1	1	0	National
121 : Authors and writers	National	3	3	(	)	1	1	0 33.3 %	33.3 %	0.0 %	10.7 %	10.7 %	0.0 %	(	0	1	0 1	1	0	National

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#### Members of Visible Minorities

											Member	s of Visible M								
Employment Equity Occupational Group	Internal Location		All Employees	3			Repre	sentation					Avail	ability				Gap		Recruitment Are
		2018-01-01	2018-12-18	Change	2018-01-	01 2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	1
5125 : Translators, terminologists and interpreters	National	4	4		0	1	1 (	25.0 %	25.0 %	0.0 %	22.2 %	22.2 %	0.0 %	1	1	(	0	0	C	National
04 : Semi-Professionals and Technicians		34	34		0	19 20	0	55.9 %	58.8 %	2.9 %	34.2 %	34.8 %	0.6 %	12	. 12	(	7	8	1	
2281 : Computer network technicians	Ontario	22	23		1	12 13	3	54.5 %	56.5 %	2.0 %	34.1 %	34.1 %	0.0 %	8	8	(	0 4	5	1	Ontario
2281 : Computer network technicians	Québec	1	0	-	1	0 (	) (	0.0 %	0.0 %	0.0 %	13.1 %	13.1 %	0.0 %	0	0	(	0	0	C	Québec
2282 : User support technicians	Ontario	8	8		0	5	5 (	62.5 %	62.5 %	0.0 %	35.9 %	35.9 %	0.0 %	3	3	(	) 2	2	C	Ontario
2282 : User support technicians	Québec	1	1		0	0 (	)	0.0 %	0.0 %	0.0 %	18.2 %	18.2 %	0.0 %	0	0	(	0	0	C	Québec
2283 : Information systems testing technicians	Ontario	2	2		0	2	2 (	100.0 %	100.0 %	0.0 %	46.6 %	46.6 %	0.0 %	1	1	(	) 1	1	C	Ontario
05 : Supervisors		14	14		0	4	4 (	28.6 %	28.6 %	0.0 %	43.7 %	43.7 %	0.0 %	6	6	(	) -2	-2	C	
Employment Equity Occupational Group	Montréal	1	1		0	0 (	) (	0.0 %	0.0 %	0.0 %	16.7 %	16.7 %	0.0 %	0	0	(	0	0	C	Montréal
Employment Equity Occupational Group	Toronto	13	13		0	4	4 (	30.8 %	30.8 %	0.0 %	45.8 %	45.8 %	0.0 %	6	6	(	) -2	-2	C	Toronto
07 : Administrative and Senior Clerical Personnel		32	26	-	6	19 1	5 -	59.4 %	57.7 %	-1.7 %	37.3 %	37.3 %	0.0 %	12	? 10	-2	2 7	5	-7	
Employment Equity Occupational Group	Toronto	32	26	-	6	19 1	5 -	59.4 %	57.7 %	-1.7 %	37.3 %	37.3 %	0.0 %	12	! 10	-2	2 7	5	- 2	Toronto
10 : Clerical Personnel		22	17	-	5	14 1	1 -	63.6 %	64.7 %	1.1 %	43.9 %	42.7 %	-1.2 %	10	7	-4	3 4	4	C	
Employment Equity Occupational Group	Montréal	3	3		0	2	2 (	66.7 %	66.7 %	0.0 %	17.4 %	17.4 %	0.0 %	1	1	(	) 1	1	C	Montréal
Employment Equity Occupational Group	Toronto	19	14	-	5	12 9	9 -	63.2 %	64.3 %	1.1 %	48.1 %	48.1 %	0.0 %	9	7	-2	2 3	2	-1	Toronto
11 : Intermediate Sales and Service Personnel		121	115	-	6	36 3	3	29.8 %	33.0 %	3.2 %	43.6 %	43.3 %	-0.3 %	53	50	-3	3 -17	-12	5	
Employment Equity Occupational Group	Moncton	3	3		0	1	1 (	33.3 %	33.3 %	0.0 %	4.1 %	4.1 %	0.0 %	0	0	(	1	1	С	Moncton
Employment Equity Occupational Group	Montréal	17	16	-	1	3	3	17.6 %	18.8 %	1.2 %	22.2 %	22.2 %	0.0 %	4	4	(	0 -1	-1	C	Montréal
Employment Equity Occupational Group	Toronto	95	85	-1	0	30 29	9 -	31.6 %	34.1 %	2.5 %	48.9 %	48.9 %	0.0 %	46	42	-4	4 -16	-13	3	Toronto
Employment Equity Occupational Group	Vancouver	4	8		4	2	5 :	50.0 %	62.5 %	12.5 %	47.5 %	47.5 %	0.0 %	2	2 4	2	2 0	1	1	Vancouver
Employment Equity Occupational Group	Winnipeg	2	3		1	0 (	0	0.0 %	0.0 %	0.0 %	23.2 %	23.2 %	0.0 %	0	1		1 0	-1	-1	Winnipeg

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#### Members of Visible Minorities

						Members of Visible Minorities														
Employment Equity Occupational Group	Internal Location		All Employees	5			Repres	entation					Avail	ability				Gap		Recruitment Area
		2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
Total		408	404	-4	170	174	4	41.7 %	43.1 %	1.4 %	33.7 %	33.0 %	-0.7 %	138	133	-5	32	41	9	

Total may not equal sum of components due to rounding.

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





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#### Persons with Disabilities

											Perso	ns with Disab	ilities							
Employment Equity Occupational Group	Internal Location		All Employees	5			Repres	entation					Avail	ability				Gap		Recruitment Area
		2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	2018-01-01	2018-12-18	Change	1
		#	#	#	#	#	#	%	%	%	%	%	%	#	#	#	#	#	#	
01/02 : Managers	National	61	63	2	: 2	2	(	3.3 %	3.2 %	-0.1 %	4.3 %	4.3 %	0.0 %	3	3	C	-1	-1	0	National
03 : Professionals	National	124	135	11	4	. 5	1	3.2 %	3.7 %	0.5 %	3.8 %	3.8 %	0.0 %	5	5	(	) -1	0	1	National
04 : Semi-Professionals and Technicians	National	34	34	0	1	1	(	2.9 %	2.9 %	0.0 %	4.6 %	4.6 %	0.0 %	2	2	(	-1	-1	0	National
05 : Supervisors	National	14	14	0	1	1	(	7.1 %	7.1 %	0.0 %	13.9 %	13.9 %	0.0 %	2	2	(	-1	-1	0	National
07 : Administrative and Senior Clerical Personnel	National	32	26	-6	1	0	-1	3.1 %	0.0 %	-3.1 %	3.4 %	3.4 %	0.0 %	1	1	(	0	-1	-1	National
10 : Clerical Personnel	National	22	17	-5	2	1	-1	9.1 %	5.9 %	-3.2 %	7.0 %	7.0 %	0.0 %	2	1	-1	0	0		National
11 : Intermediate Sales and Service Personnel	National	121	115	-6	ε	5	-1	5.0 %	4.3 %	-0.7 %	5.6 %	5.6 %	0.0 %	7	6	-1	-1	-1	0	National
Total		408	404	-4	17	15	-2	4.2 %	3.7 %	-0.5 %	5.0 %	4.9 %	-0.0 %	22	20	-2	2 -5	-5	0	

Total may not equal sum of components due to rounding.

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





## Workforce Analysis - Comparison Detailed Report Date #1 (YYYY-MM-DD): 2018-01-01 Date #2 (YYYY-MM-DD): 2018-12-18

#### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA

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#### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National

Canada

Data from Fir	st/Previous Worl	kforce Analysis
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Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2018	12	18

Data from Su	Analysis	ent Workforce
1	<b>\</b>	1

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

		,	Гable 1: Women								
		First/Pr	evious Workforce A	<b>Analysis</b>							
Emple	nyment Fauity Occupational Crown (FFOC)	All Employees	Women								
Empre	oyment Equity Occupational Group (EEOG)		Representation	Availability*							
		#	#	%							
01	Senior Managers	22	10	27.4							
02	Middle & Other Managers	41	25	38.9							
03	Professionals	135	68	38.4							
04	Semi-Professionals & Technicians	34	9	23.1							
05	Supervisors	14	8	52.9							
06	Supervisors: Crafts & Trades	0	0	0.0							
07	Administrative & Senior Clerical Personnel	26	22	80.1							
08	Skilled Sales & Service Personnel	0	0	0.0							
09	Skilled Crafts & Trades Workers	0	0	0.0							
10	Clerical Personnel	17	15	64.8							
11	Intermediate Sales & Service Personnel	115	91	63.7							
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	•	404	248	48.1							

Subsequen	t/Current Workford	e Analysis
All Employees	Won	nen
	Representation	Availability*
#	#	%

* Source:		
2011 National Ho	usehold Survey	

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Data from Firs	t/Previous Wor	kforce Analysis
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2018	12	10
YYYY	MM	DD
Data from Fir	rst/Previous Work	force Analysis

Data from Sul	bsequent/Curre Analysis	ent Workforce
$\downarrow$	<b>\</b>	<b>\</b>

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

			2: Aboriginal Pevious Workforce	
Emple	symant Equity Occupational Crown (FEOC)	All Employees	Aborigina	ıl Peoples
Embio	oyment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	22	0	2.9
02	Middle & Other Managers	41	2	2.2
03	Professionals	135	1	1.3
04	Semi-Professionals & Technicians	34	1	1.4
05	Supervisors	14	1	1.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	26	1	0.8
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	17	0	0.7
11	Intermediate Sales & Service Personnel	115	6	1.0
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		404	12	1.3

Table	6: Aboriginal P	eoples
Subsequent	/Current Workford	ce Analysis
All Employees	Aborigina	l Peoples
	Representation	Availability*
#	#	%
0		
0		
0		
0		
0		
0		
0		
0		
0		
0		
0		
0		
0		
0		
0	0	

* Source:	
2011 National Household Survey	

* Source		
0		

Data from Firs	t/Previous Wor	kforce Analysis
	1	Ţ

Data from Fi	rst/Previous Workf	force Analysis
YYYY	MM	DD
2018	12	18

Data from Su	absequent/Curro Analysis	ent Workforce
<b>\</b>	<b>\</b>	<b>\</b>

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

		Table 3: Members of Visible Minorities First/Previous Workforce Analysis		
		All Employees	ı	
Emplo	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	22	4	10.1
02	Middle & Other Managers	41	12	15.0
03	Professionals	135	70	29.7
04	Semi-Professionals & Technicians	34	20	34.8
05	Supervisors	14	4	43.7
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	26	15	37.3
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	17	11	42.7
11	Intermediate Sales & Service Personnel	115	38	43.3
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		404	174	33.0

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

* Source:	
2011 National Household Survey	

1* Source:	
0	

Data from Firs	t/Previous Woi	rkforce Analysis

2018	12	18
YYYY	MM	DD
Data from Fi	rst/Previous Work!	force Analysis

Data from Su	bsequent/Curre Analysis	nt Workforce
<b>\</b>	<u> </u>	<b>\</b>

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

		Table 4: Persons with Disabilities										
			evious Workforce	v								
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Persons with	1 Disabilities								
	y		Representation	Availability*								
		#	#	%								
01/02	Managers	63	2	4.3								
03	Professionals	135	5	3.8								
04	Semi-Professionals & Technicians	34	1	4.6								
05	Supervisors	14	1	13.9								
06	Supervisors: Crafts & Trades	0	0	0.0								
07	Administrative & Senior Clerical Personnel	26	0	3.4								
08	Skilled Sales & Service Personnel	0	0	0.0								
09	Skilled Crafts & Trades Workers	0	0	0.0								
10	Clerical Personnel	17	1	7.0								
11	Intermediate Sales & Service Personnel	115	5	5.6								
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		404	15	4.9								

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

* Source:				
2012 Cana	ıdian Survey	on Disability	У	

*	٤	)(	)(	11	·c	e	:																						

#### Part 2: Flow Data Analysis

#### **Express Scripts Canada**

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Start	Date of Flow	/ Data
YYYY	MM	DD

End I	Date of	Flow	Data	
YYYY	M	М	I	)D

Data from Form 4 - Employees Hired

**Data from Form 5 - Employees** Promoted  $\overline{\downarrow}$ 

D															
					`€										

		<u> </u>	<u> </u>	<u> </u>						
	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						
Total	0	0	0	0						

Full-time /	National	Part-time / National								
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted							
#	#	#	#							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
0	0	0	0							
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	/ 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

#### **Express Scripts Canada**

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

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

Data from Form 4 - Employees Hired

Data from Form 5 - Employees
Promoted

																							e		
														a											

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

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

#### Part 2: Flow Data Analysis

#### **Express Scripts Canada**

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Start	Date of Flow	Data
YYYY	MM	DD
0	0	0

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

Data from Form 4 - Employees Hired

Data from Form 5 - Em	
Promoted	

**Data from Form 6 - Employees** Terminated

	Table	3: Persons	with Disa	bilities			
	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	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	o	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	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		

Table 1	1: Persons	s with Disa	bilities					
Full-time	/ National	Part-time / National						
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated					
#	#	#	#					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					

#### Part 2: Flow Data Analysis

#### **Express Scripts Canada**

43424

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

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

Data from Form 4 - Employees Hired

**Data from Form 5 - Employees** Promoted

**Data from Form 6 - Employees** Terminated

			I	7	į	1	ŀ	)	ı	į	9		4	١	ì			1	Ì		1	I	۱	É	l	1	ĺ	ı		l			į			l	١			į	C	)		ľ	۱				1	,	i	Š	•	i	l	)		l	į	e			Ì	١	ý	1	I	Ì	ĺ	ľ	Ì	Ó	(	)	ľ	۱	į	t	Ì		(	٥	
Ī		8	ä	ï	8	8			8	8	Š		ï	Š	8	8	8	8		ä	3				ï	8			ï	8	8	8	8	8	8	8	8	8	ä		8		8		8	8	8	8			8	8		8	8	8	8			Š	8	8	3				X	ï	8	8	8	ĕ	Ö		8	8	8	8	8	8	8	8	8

		1 able 4:	viembers o	T Visible N	linorities
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	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
Tot	al	0	0	0	0

Members of Visible	All	Members of
Minorities Promoted	Employees Promoted	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 0 0 0 0

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

									Data 1	for First/I	Previous (	Goals							
A B	C	D	E	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	<b>↓</b>	<b>1</b>	<b>1</b>	<b>1</b>	Ţ	<b>↓</b>	Ţ	<b>↓</b>	Ţ	Ţ	<b>\</b>	<b>↓</b>	<b>↓</b>	1	<b>↓</b>	Ţ	Ţ	<b>1</b>	↓
										Table 1:									
									First/	Previous SI	hort-term G	oals							
				All Em											omen				
Employment Equity Occupational	Number		vth (New Posit			eplacement of Employees)		Anticipated Hires Over 3	Number VYYY-MM-DD	Terminated	teplacement of I Employees)	Hires Required	Fror	r Goals n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj		Years	YYYY-MM-DD	-	1	Over 3 Years	1111	- * * * * *	Availability	Present Gap	Gap	Representation	Years
	2018-12-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-12-18	Annually	Over 3 Years	icais	2018	2021					
	#	%	%	#	%	%	Ħ	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	22	-100.0%		0	0.0%		0	0	10	0.0%	0	-4	0		27.4%	4	4	45.5%	45.5%
02 Middle & Other Managers	41	-100.0%		0	0.0%		0	0	25	0.0%	0	-9	0		38.9%	9	9	61.0%	61.0%
03 Professionals	135	-100.0%		0	0.0%		0	0	68	0.0%	0	-16	0		38.4%	16	16	50.4%	50.4%
04 Semi-Professionals & Tech	34	-100.0%		0	0.0%		0	0	9	0.0%	0	-1	0		23.1%	1	1	26.5%	26.5%
05 Supervisors	14	-100.0%		0	0.0%		0	0	8	0.0%	0	-1	0		52.9%	1	1	57.1%	57.1%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	26	-100.0%		0	0.0%		0	0	22	l .	0	-1	0		80.1%	1	1	84.6%	84.6%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	17	-100.0%		0	0.0%		0	0	15	0.0%	0	-4	0		64.8%	4	4	88.2%	88.2%
11 Intermediate Sales & Service	115	-100.0%		0	0.0%		0	0	91	0.0%	0	-18	0		63.7%	18	18	79.1%	79.1%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#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	404	-100.0%		0	0.0%		0	0	248	0.0%	5 0	-54	0		48.1%	54	54	61.4%	61.4%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>13</sup> - 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) + 7) x 100

	Workforce Analysis) ÷ 2) x 10	0.				
						Table 2: Women
E	ployment Equity Occupational		Wom	en		
	up (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
		#	%	#	%	
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	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
	Other Sales & Service	0	0.0		0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Tota	al	0	0.0	0	0.0	

									Data	for First/I	Previous (	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНхЗ	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	Ţ	1	<b>↓</b>	<b>\</b>	Ţ	1	Ţ	Ţ	Ţ	<b>↓</b>	<b>\</b>	Ţ	1	<b>↓</b>	Ţ	Ţ	<b>1</b>	<b>↓</b>
											iginal Peo								
									First/	Previous SI	nort-term G	ioals							
				All Em	oloyees									C.S	nal Peoples				
Employment Equity Occupational	Number VVVV-MM-DD	Grov Actual	wth (New Posit			eplacement of Employees) Proj		Anticipated Hires Over 3	Number VYYY-MM-DD	Terminated	eplacement of l Employees)	Required	Froi	r Goals n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	2018-12-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-12-18	Annually	Over 3 Years	Over 3 Years	2018	2021	Availability	l team out	Gap	Representation	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	22	-100.0%	1.3%	1	0.0%	2.0%	1	2	0	2.0%	0	1	0	2.9%	2.9%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	41	-100.0%		0	0.0%		0	0	2	0.0%	0	-1	0		2.2%	1	1	4.9%	4.9%
03 Professionals	135	-100.0%	15.9%	64	0.0%	5.0%	20	84	1	5.0%	0	2	1	1.3%	1.3%	-1	-1	0.7%	1.0%
04 Semi-Professionals & Tech	34	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0		1.4%	1	1	2.9%	2.9%
05 Supervisors	14	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0		1.0%	1	1	7.1%	7.1%
06   Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	26	-100.0%		0	0.0%		0	0	1	0.0%	0	-1	0		0.8%	1	1	3.8%	3.8%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	17	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.7%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	115	-100.0%		0	0.0%		0	0	6	0.0%	0	-5	0		1.0%	5	5	5.2%	5.2%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#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	404	-100.0%		0	0.0%		0	0	12	0.0%	0	-7	0		1.3%	7	7	3.0%	3.0%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 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) ÷ (1) x 100

•	Workforce Analysis) ÷ 2) x 10	0.				
						Table 4: Aboriginal Peoples
E	oloyment Equity Occupational		Aboriginal	Peoples		
	up (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
		#	%	#	%	
01	Senior Managers	- 1	2.9	(	2.9	
02	Middle & Other Managers	0	0.0	0	0.0	
03	Professionals	2	1.3	C	1.3	
04	Semi-Professionals & Tech	0	0.0		0.0	
05	Supervisors	0	0.0	C	0.0	
06	Supervisors: Crafts & Trades	0	0.0	C	0.0	
07	Administrative & Sr Clerical	0	0.0	C	0.0	
08	Skilled Sales & Service	0	0.0	C	0.0	
09	Skilled Crafts & Trades	0	0.0	C	0.0	
10	Clerical Personnel	0	0.0	C	0.0	
11	Intermediate Sales & Service	0	0.0	C	0.0	
12	Semi-Skilled Manual	0	0.0		0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0		0.0	
Tota	ıl	3	0.0	C	0.0	201001

									Data 1	or First/P	Previous (	Goals							
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 <sup>†</sup>		CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>			F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	<b>+</b>		↓	↓		↓		<u></u>	\	\		<u> </u>	↓	↓	<b>→</b>	↓		↓	
										Persons Previous Sh									
				All Fe	nployees				FIFSU	rrevious Si	iori-teriii G	roais		Darcone w	ith Disabilitie	•			
				Anta		eplacement of		1				Т	3 Vea	r Goals	itii Disabiitie	, 	1	1	
	Number	Grov	vth (New Posit	tions)	Turnover(K	Employees)	тегинанен	Anticipated	Number	Turnover (Re		Hires		n - To	1				
Employment Equity Occupational	YYYY-MM-DD	Actual	Proi	ected	Actual	Proi	ected	Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present Availability	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	2018-12-18	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	2018-12-18	Annually	Over 3	Over 3 Years	2018	2021	Availability		Gap	Representation	Years
	H	•	·	Years #	%		Years #	#	#	%	Years #	#	H	%	%	#	#		%
01/02 Managers	# 63	<b>%</b> -100.0%	%	Ħ	0.0%	2.0%	#	# 4	7	2.0%	#	# 1	#	4.3%	4.3%	- 17	# -1	3.2%	3.2%
03 Professionals	135	-100.0%			0.0%		7	] 7	5	0.0%		0	0	4.570	3.8%	1	0	3.7%	3.7%
04 Semi-Professionals & Tech	34	-100.0%		0	0.0%		0	o	1	0.0%	0	1	0	4.6%	4.6%	-1	-1	2.9%	2.9%
05 Supervisors	14	-100.0%		C	0.0%		0	0	1	0.0%	0	1	0	13.9%	13.9%	-1	-1	7.1%	7.1%
06 Supervisors: Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	26	-100.0%		C	0.0%		0	0	0	0.0%	0	1	0	3,4%	3.4%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	17	-100.0%		C	0.0%		0	0	1	0.0%	0	0	0		7.0%	0	0	5.9%	5.9%
11 Intermediate Sales & Service	115	-100.0%	7.4%	26	1		52	78	5	15.0%	2	5	4	5.6%	5.6%	-1	-1	4.3%	5.0%
12 Semi-Skilled Manual	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	404	-100.0%	<u> </u>		0.0%		1 0	ր 0	15	0.0%	1 0	y 5	1 0		4.9%	oj -5	·I -5	3.7%	3.7%

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

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

	workforce Analysis) + 2) x 100	J.				
						Table 6: Persons with Disabilities
	1	P	ersons with l	Disabilities		
	loyment Equity Occupational	Short-ter	m Goals	Long-ter	m Goals	Comments
Gro	ip (EEOG)	#	%	#	%	
01/0	2 Managers	1	4,3	0	4.3	
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	1	4.6	0	4.6	
05	Supervisors	1	13.9	0	13.9	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	1	3.4	0	3.4	
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	2	5.6	0	5.6	Focused efforts will be made within the next 3 years to close this gap. We will partner with specialized recruitment agencies to support our efforts.
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	
Tota	1	6	0.0	0	0.0	

									Data f	for First/F	Previous (	Goals							
A B	C	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 <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	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)
***************************************	<u> </u>	Ţ	Ţ	Ţ	<b>\</b>	↓	Ţ	Ţ	Ţ	Ţ	Ţ	<b>\</b>	<b>V</b>	Ţ	<b>V</b>	Ų.	Ţ	Į.	<b>V</b>
									Table 7: M				•						
									First/	Previous St	nort-term G	oals							
				All En	ployees										'isible Minori	ties			
	Number	Grov	wth (New Posit	tions)	Turnover (R	eplacement of	Terminated		Number	Turnover (P	eplacement of		3 Yea						
Employment Equity Occupational						Employees)		Anticipated			i Employees)	Hires Required		1 - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Pro	jected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD	<u> </u>	·	Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-12-18	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	rears	2018-12-18	Annually	Over 3 Years	Years	2018	2021					icais
	#	%	%	# ears	%	%	rears 4	Ħ	ш	%	##	H	Ħ	%	%	#	#	%	%
01 Senior Managers	22	-100.0%	70	# 0	0.0%	70	#	# 0	# //	0.0%	. #	-2	#	76	10.1%	7	7	18.2%	7e 18.2%
02 Middle & Other Managers	41	-100.0%		١ ٥	0.0%		ا ا	0	12	0.0%	]	-6	0		15.0%	6	6	29.3%	29.3%
03 Professionals	135	-100.0%		ا ٥	0.0%		o o	0	70	1	ا آ	-30	0		29.7%	30	30	51.9%	51.9%
04   Semi-Professionals & Tech	34	-100.0%		0	0.0%		0	0	20	0.0%	. 0	-8	0		34.8%	8	8	58.8%	58.8%
05 Supervisors	14	-100.0%		0	0.0%	2.0%	1	1	4	2.0%	0	2	0	43.7%	43.7%	-2	-2	28.6%	28.6%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	26	-100.0%		0	0.0%		0	0	15	0.0%	0	-5	0		37.3%	5	5	57.7%	57.7%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	17	-100.0%		0	0.0%		0	0	11	0.0%		-4	0		42.7%	4	4	64.7%	64.7%
11 Intermediate Sales & Service 12 Semi-Skilled Manual	115	-100.0% 0.0%	7.4%	26		15.0%	52	/8	38	15.0%	1/	40	34	43.3%	43.3%	-12	-6	33.0% #DIV/0!	39.0% #DIV/0!
12 Semi-Skilled Manual 13 Other Sales & Service		0.0%		"	0.0% 0.0%		0	0	"	0.0%			0		0.0% 0.0%		0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
14 Other Manual Workers		0.0%		"	0.0%		ا ا	0	"	0.0%	] "				0.0%	"	"	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
Total	404			1 0	0.0%		0	0	174		1 0	-41	0		33.0%	41	41	43.1%	43.1%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 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) ÷ (1) x 100

	Workforce Analysis) ÷ 2) x 10	0.				
						Table 8: Members of Visible Minorities
	oloyment Equity Occupational	Men	ibers of Visi	ble Minori	ties	
	up (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
Gro	up (EEOO)	#	%	#	%	
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	2	43.7	0	43.7	
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	15	43.3	0	43.3	Recruitment efforts within the next 3 years will be focused to close this gap.
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	
Tota	ıl	17	0.0	0	0.0	

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	Е Б	G	Н	т	T	K	T T	M	N	0	P	0	R	S	Т	U
[ A ] B		<u> </u>	i L	<u> </u>	: <u> </u>	11	1	<i>y</i>	<u> </u>	<u>;                                    </u>	; 171	17	V	<u>.</u> 1	<u> </u>	<u>;                                     </u>	: 3	1	i
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	1	1	Ţ	<b>\</b>	<b>1</b>	1	<b>\</b>	Ţ	Ţ	Ţ	↓	Ţ	Ţ	↓	Ţ	Ţ	↓	↓
										Table 9:									
									Subsequ	ent/Curren	Short-tern	1 Goals							
		,		All En	ployees										omen				
	Number	Grov	vth (New Posit	ions)	Turnover (R	eplacement of Employees)	Terminated		Number	Turnover (R	eplacement of	Hires		r Goals n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proi	ected	Actual		ected	Anticipated Hires Over 3	YYYY-MM-DD		l Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)			<u> </u>	Over 3		· ·	Over 3	Years		<del>                                     </del>	Over 3	Over 3 Years		Τ	Availability		Gap	Representation	Years
	-	Annually	Annually	Years	Annually	Annually	Years			Annually	Years		0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	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	C		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	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	C	)	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	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	C	)	0.0%	0	0	#DIV/0!	#DIV/0!
12   Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	(		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	)	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	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	#DIV/0!	#DIV/0!

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

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

	Workforce Analysis) ÷ 2) x 10	U.				
						Table 10: Women
Fm	oloyment Equity Occupational		Wom			
	up (EEOG)	Short-teri	·······	Long-ter	m Goals	Comments
			%		%	
	Senior Managers		0.0		0.0	
	Middle & Other Managers		0.0		0.0	
	Professionals		0.0		0.0	
04	Semi-Professionals & Tech		0.0		0.0	
	Supervisors		0.0		0.0	
	Supervisors: Crafts & Trades		0.0		0.0	
	Administrative & Sr Clerical		0.0		0.0	
	Skilled Sales & Service		0.0		0.0	
	Skilled Crafts & Trades		0.0		0.0	
	Clerical Personnel		0.0		0.0	
	Intermediate Sales & Service		0.0		0.0	
	Semi-Skilled Manual		0.0		0.0	
	Other Sales & Service		0.0		0.0	
14	Other Manual Workers		0.0		0.0	
Tota	ıl		0.0		0.0	

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis		K ÷ C	(K - M + O) ÷ (C + F)
	<b>\</b>	1	1	<b>\</b>	<b>\</b>	<b>\</b>	<b>\</b>	<b>\</b>	↓	1	<b>\</b>	<b>↓</b>	<b>1</b>	Ţ	<b>\</b>	Ţ	<b>\</b>	1	
										11: Abor									
									Subsequ	ent/Curren	t Short-tern	n Goals							
				All Em	ployees										nal Peoples				
Employment Equity Occupational	Number VVVV-MM-DD	Grow Actual	vth (New Posit	ions)	Turnover (R  Actual	eplacement of Employees)	Terminated ected	Anticipated Hires Over 3	Number VYYY-MM-DD	Terminated	eplacement of l Employees)	Hires Required	Fro	or Goals m - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years		Annually	Over 3 Years	Over 3 Years	0	3	Availability	, ,	Gap	Representation	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	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	C	)	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	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%		0	0.0%		0	0	0	0.0%	0	0	C	)	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	C	)	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	)	0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%		0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	)	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%		0	(	)	0.0%	1 0	1 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	0.0%		0	0.0%		0	0	0	0.0%	0	0		)	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%		0		<u>'</u>	0.0%	1 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	#DIV/0!	#DIV/0!
Total	0	-100.0%		] 0	0.0%		0	0	] 0	0.0%	d 0	) 0	(	)	0.0%	1 0	1 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)<sup>1/3</sup> - 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) ÷ (1) x 100

	Workforce Analysis) ÷ 2) x 100	J.				
						Table 12: Aboriginal Peoples
Emr	loyment Equity Occupational		Aboriginal			
	ip (EEOG)	Short-tern	n Goals	Long-ter	m Goals	Comments
			%		%	
	Senior Managers		0.0		0.0	
02	Middle & Other Managers		0.0		0.0	
03	Professionals		0.0		0.0	
04	Semi-Professionals & Tech		0.0		0.0	
05	Supervisors		0.0		0.0	
06	Supervisors: Crafts & Trades		0.0		0.0	
07	Administrative & Sr Clerical		0.0		0.0	
08	Skilled Sales & Service		0.0		0.0	
09	Skilled Crafts & Trades		0.0		0.0	
10	Clerical Personnel		0.0		0.0	
11	Intermediate Sales & Service		0.0		0.0	
12	Semi-Skilled Manual		0.0		0.0	
13	Other Sales & Service		0.0		0.0	
14	Other Manual Workers		0.0		0.0	
Tota	1		0.0		0.0	

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry		F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	<b></b>	↓	↓	<b>1</b>	↓	<b>1</b>		↓	<u> </u>		<u>↓</u>	<u>↓</u>	<b>1</b>	↓	↓	1	↓	↓	<u>_</u>
										: Persons									
				All E-	aplovees				Subsequ	ent/Current	Snort-tern	n Goais		Dancana w	th Disabilities				
		1		AH EA						1		1	2 Van	r Goals	ui Disabiitie:	,		1	
	Number Growth (New Positions)								Number		eplacement of	Hires		n - To					
Employment Equity Occupational	YYYY-MM-DD Actual Projected		Actual Projected			Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3		
Group (EEOG)		<del>                                     </del>		Over 3			Over 3	Years			Over 3	Over 3 Years		I	Availability		Gap	Representation	Years
		Annually	Annually	Years	Annually	Annually	Years			Annually	Years		0	3					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	0	-100.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		C	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%		C	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	0.0%		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	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%			0.0%		0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%			0.0%		0	0		0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	<u> </u>	-100.0%			0.0%		1 0	0		0.0%	0	1 0			0.0%	1 0	1 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)<sup>1/3</sup> - 1) x 100.

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

	Workforce Analysis) ÷ 2) x 10	0.				
						Table 14: Persons with Disabilities
E	loyment Equity Occupational	P	ersons with I	Disabilities		
	ip (EEOG)	Short-ter	m Goals	Long-ter	m Goals	Comments
Grot	ily (EEOO)		%		%	
01/02	2 Managers		0.0		0.0	
03	Professionals		0.0		0.0	
04	Semi-Professionals & Tech		0.0		0.0	
05	Supervisors		0.0		0.0	
06	Supervisors: Crafts & Trades		0.0		0.0	
07	Administrative & Sr Clerical		0.0		0.0	
08	Skilled Sales & Service		0.0		0.0	
09	Skilled Crafts & Trades		0.0		0.0	
10	Clerical Personnel		0.0		0.0	
11	Intermediate Sales & Service		0.0		0.0	
12	Semi-Skilled Manual		0.0		0.0	
13	Other Sales & Service		0.0		0.0	
14	Other Manual Workers		0.0		0.0	
Tota	l		0.0		0.0	

B										Data for	Subseque	nt/Curre	nt Goals							
Prom	A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	T	U
Paris   Pari	Data sources:	Workforce	Workforce	Data Entry		Data Analysis & Workforce	Data Entry	СхНхЗ	F + I	Workforce		KxLx3		JxP	Data Entry	Workforce	Workforce	O) - ((C +	K ÷ C	· / :
Propert   Prop		<b></b>	<b>\</b>	<b>\</b>	<b>\</b>	<b>\</b>	<b>\</b>	<b>\</b>	<b>\</b>	<b>1</b>	1	<b>\</b>	<b>\</b>		1	↓	Ţ	<b>↓</b>	1	<b>1</b>
Number   Full Cocupation									1					S						
Hand the first point of the f										Subsequ	ent/Curren	t Short-tern	n Goals							
Number					All Em											isible Minori	ties		-	
Composition	Employment Equity Occupational						Employees)						Required	Fro	m - To		Present Gan	•		
O	Group (EEOG)			<u> </u>	Over 3		<u> </u>	Over 3	Years		Annually				T	Availability	Ċ	Gap	Representation	Years
O2   Middle & Other Managers   O   -100.0%   O   0.0%   O   O   O   O   O   O   O   O   O		#		%	#		%	#	#	#		#	#	#	%	%	#	#		
03   Professionals   0   -100.0%   0   0.0%   0		0			0			0	0	0	1	0	0	(	)		0	0		I
O	1 1	0			0			0	0	0	1	0	0	0	)		0	0		I
05   Supervisors   0   -100.0%   0   0.0%   0   0   0   0.0%   0   0   0   0.0%   0   0   0   0.0%   0   0   0   0.0%   0   0   0   0.0%		0			0			0	0	0	1	0	0	0	)		0	0		I
06   Supervisors: Crafts & Trades   0   0.0%   0   0.0%   0   0.0%   0   0   0.		0			0			0	0	0	1	0	0	(	)		0	0		I
07         Administrative & Sr Clerical         0         -100.0%         0         0.0%         0         0.0%         0         0.0%         0         0.0%         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0         0         0.0%         0 <td></td> <td>0</td> <td></td> <td></td> <td>0</td> <td></td> <td></td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> <td>0</td> <td>0</td> <td>[ C</td> <td>) </td> <td></td> <td>0</td> <td>0</td> <td></td> <td>I</td>		0			0			0	0	0	1	0	0	[ C	)		0	0		I
08         Skilled Sales & Service         0         0.0%         0         0.0%         0         0.0%         0         0.0%         0         0.0%         0         0         0.0%         0         0         0.0%         0 </td <td>1 -</td> <td>0</td> <td></td> <td></td> <td>0</td> <td></td> <td></td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> <td></td> <td>0</td> <td></td> <td>) </td> <td></td> <td>0</td> <td>0</td> <td></td> <td>I</td>	1 -	0			0			0	0	0	1		0		)		0	0		I
09         Skilled Crafts & Trades         0         0.0%         0         0.0%         0         0.0%         0         0.0%         0         0.0%         0         0         0.0%         0         0         0.0%         0 </td <td></td> <td>0</td> <td>I</td> <td></td> <td>0</td> <td></td> <td></td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> <td></td> <td>0</td> <td></td> <td>) </td> <td></td> <td>1 0</td> <td>0</td> <td></td> <td></td>		0	I		0			0	0	0	1		0		)		1 0	0		
10   Clerical Personnel   0   -100.0%   0   0.0%   0   0.0%   0   0   0.0%   0.0%   0   0.0%		0			0			0	0	0			1 0		)		1 0	0		I
11         Intermediate Sales & Service         0         -100.0%         0         0.0%         0         0.0%         0         0.0%         0         0         0.0%         0         0         0.0%         0 <t< td=""><td></td><td>0</td><td></td><td></td><td>0</td><td></td><td></td><td>0</td><td>0</td><td>  0</td><td>1</td><td></td><td></td><td></td><td>) </td><td></td><td>1 0</td><td>0</td><td></td><td>I</td></t<>		0			0			0	0	0	1				)		1 0	0		I
12     Semi-Skilled Manual     0     0.0%     0     0.0%     0     0     0     0.0%     0	1 1	0			0			0	0	0	1		0		'[		1 0	0		I
13 Other Sales & Service   0 0.0%   0 0.0%   0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		0			0			0	0	"					<u>'</u>		1 0	0		
		0			0			0	0	"					()		1 0	0		
$^{\circ}$ 14 [Other Manual Workers   0] 0.0%   0] 0] 0] 0] 0] 0] 0] 0] 0] 0] 0] 0] 0]	1 1		I		0			0			1	1 2	] 0	'	(		1 0	0		I
Total 0 -100.0% 0 0 0.0% 0 0 0 0.0% 0 0 0 0.0% 0 0 0 #DIV/0! #DIV/0!	Total Total	0			0			0	0	0		. 0	0		,		1 0	0		

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

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

Workforce Analysis + 2) x 100

	Workforce Analysis) ÷ 2) x 100	J.				
						Table 16: Members of Visible Minorities
Emi	loyment Equity Occupational		ers of Visib			
	ap (EEOG)	Short-term	<b>-</b>	Long-ter		Comments
			%		%	
	Senior Managers		0.0		0.0	
02	Middle & Other Managers		0.0		0.0	
03	Professionals		0.0		0.0	
04	Semi-Professionals & Tech		0.0		0.0	
05	Supervisors		0.0		0.0	
06	Supervisors: Crafts & Trades		0.0		0.0	
07	Administrative & Sr Clerical		0.0		0.0	
08	Skilled Sales & Service		0.0		0.0	
09	Skilled Crafts & Trades		0.0		0.0	
10	Clerical Personnel		0.0		0.0	
11	Intermediate Sales & Service		0.0		0.0	
12	Semi-Skilled Manual		0.0		0.0	
13	Other Sales & Service		0.0		0.0	
14	Other Manual Workers		0.0		0.0	
Tota	1		0.0		0.0	

									Feder	al Contr	actors I	Prograi	n Achie	vement	Report									
										P	art 4: F	Results	- Wome	n										
										I	Express	Scripts	Canad	a										
												43424												
			T										Ţ <u></u>			T								
A	В	С	D	E	F	G	H	<u>I</u>	J	K	L	M	N	О	P	Q	R	S	T	U	V	W	X	Y
Data	sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ 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
		I	<u> </u>	<u> </u>			<u> </u>	1		<u> </u>		1	1	<u> </u>	↓		1		1	↓		<u> </u>		
F n	ployment Equity					orce An									Т	Flow I				T	- T	·		
	cupational Group	Year			N	orkforce/ Wo						Hires	omen				romotio w	omen .			1 ei	rminatio W	omen	
(El	EOG)		All Employees	Represer	itation	Availa		Gap	EE Result	All Employees	Act		Expected	Difference	All Employee	s Act		Expected	Difference	All Employees	Acti		Expected	Difference
	1	#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	2018	22	10	45.5 0.0	27.4 0.0		4	165.9 0.0	0	0	0.0	0				0.0	0	(		0	0.0	0	0
02	Middle & Other	2018	41	25	61.0	38.9		9	156.7			0.0					0.0			1		0.0		
-02	Managers	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
03	Professionals	2018	135	68	50.4	38.4 0.0			131.2	0	0	0.0	0				0.0	0	(		0	0.0	0	0
0.4	Semi-Professionals &	2018	34	9	26.5	23.1	:	1	114.6		0	0.0	Ů		,	7	0.0	·		1 1		0.0		
04	Technicians	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
05	Supervisors	2018	14	8	57.1	52.9 0.0		1 0	108.0	0	0	0.0	0	C			0.0	0	(		0	0.0	0	0
06	Supervisors: Crafts &	2018	0	0	0.0	0.0		0	0.0	-	· ·	0.0					0.0			1 1		0.0		0
	Trades	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	С	) (	0	0.0	0	(	0	0	0.0	0	0
Data	sources:		Part 2: Flow Data Analysis	Analysis	E ÷ <b>D</b> x 100	Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
			<u> </u>		<u> </u>	<u> </u>							<u> </u>											
				Entran	its		61			oals		<u> </u>												
	ployment Equity cupational Group	Year	FIG	ow Data Wom	ien			rm Goals <sub>omen</sub>	3		Long-teri Won							c	Commen	ite				
	EOG)		All Employees	Actu	ıal	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						Junica	113				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
01	Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	<del> </del>											
02	Middle & Other Managers	3	0	0	0.0	U	0.0	0.0		U	0.0	0.0												
03	Professionals	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												
04	Technicians	3	0	0	0.0	0	0.0	0.0		0	0.0	0.0	-											
05	Supervisors	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
06	Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0	-											

									Feder	al Contr	actors I	rograi	n Achie	vement	Report									
										P	art 4: F	Results	- Wome	n										
										I	Express	Scripts	Canad	a										
												43424												
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
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	upational Group	Year			N	orkforce Woo						Hires	omen .				romotio w	omen .			1 ei	rminatio W	omen	
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		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	2018	26	22	84.6	80.1 0.0	21	1 0	105.6 0.0	0	0	0.0	0	C			0.0	0	(		0	0.0	0	0
08	Skilled Sales &	2018	0	0	0.0	0.0	0	0	0.0		, ,	0.0			T .	<u> </u>	0.0	Ů	`	, ,		0.0		
08	Service Personnel	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
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	C			0.0	0	(		0	0.0	0	0
10	Clerical Personnel	2018	17	15	88.2	64.8	11	4	136.2		Ü	0.0			, s		0.0	Ü	,			0.0	, and the second	
10		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
11	Intermediate Sales & Service Personnel	2018	115	91	79.1	63.7 0.0	73 0	18	124.2 0.0	0	0	0.0	0	C		0	0.0	0	(		0	0.0	0	0
12	Semi-Skilled Manual	2018	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	C	0	0	0.0	0	(	0	0	0.0	0	0
Data	sources:		Part 2: Flow Data Analysis	Analysis	E ÷ <b>D</b> x 100	Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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	OG)		All Employees	Acti	ıal	Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of						James					
		#	#	#	9/6	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
07	Administrative &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
_	Senior Clerical Skilled Sales &	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
08	Service Personnel	3	0	0	0.0	0	0.0	0.0		0	0.0	0.0												
09	Skilled Crafts &	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
	Trades Workers	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
10	Clerical Personnel	3	0	0	0.0	V	0.0	0.0		Ü	0.0	0.0	0.0											
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
-	Service Personnel Semi-Skilled Manual	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
12	Workers	3	0	0	0.0		0	0.0			0	0.0	0.0											

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Data so	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flov 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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`	,	#	#	# #	%	%	#	Gap #	%	#	#	%	# #	#	#	#	%	#	#	#	#	%	#	#
13	Other Sales & Service	2018	0	0	0.0	0.0	0	0	0.0															
13	Personnel	0	0	0	0.0		0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14	Other Manual Workers	2018	0		0.0		0	0	0.0		_				_				_	_				
		2018	404	248	0.0 61.4	0.0 48.1	194	54	0.0 127.6	0	0	0.0	0	0	0		0.0	0	0	0	0	0.0	0	0
Total		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	0	0
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Data so	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F ÷ M x 100											
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	upational Group	rear	All Employees	Wom	en			men			Won	ien						C	ommen	ts				
(EE	0G)		An Employees	Actus	al	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	H	%	%	%											
1 13 1	Other Sales & Service Personnel	0	0		0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
		3	0	0	0.0	0	0.0	0.0	0.0	n	0.0	0.0	0.0											
14	Other Manual Workers	3	0	0	0.0	Ŭ	9.0	0.0	0.0	V	3.0	0.0	0.0											
Total		0	0	- 1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
1 Ottal		3	0	0	0.0			0.0	0.0			0.0	0.0											

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Α	В	С	D	E	F	G	Н	I	J	K	L	M	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	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	UxF÷100	V - X
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				1		orce An	•									Flow I	Data A	nalysis						
	ployment Equity cupational Group	Year			N	orkforce/						Hires	inal Peoples			P	romotio	nal Peoples		<u> </u>	Te	rminatio		
	EOG)		All Employees	Represei	ntation	Aborigin: Avail:		Gap	EE Result	All Employees	Aci	Aporig tual	Expected	Difference	All Employee	s Act		Expected	Difference	All Employees	Ac		nal Peoples  Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01	Senior Managers	2018	22	0	0.0	2.9		-1	0.0															
_	_	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	(	) (	0	0.0	0	C	0	0	0.0	0	0
02	Middle & Other Managers	2018	41	0	4.9 0.0	2.2 0.0		0	221.7 0.0	0	0	0.0	0		) (	0	0.0	0			0	0.0	0	0
03	Professionals	2018	135	1	0.7	1.3		-1	57.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	) (	0	0.0	0	C	0	0	0.0	0	0
04	Semi-Professionals & Technicians	2018	34	1	2.9 0.0	1.4 0.0	0	0	210.1	0	0	0.0	0				0.0				0	0.0	0	0
0.5		2018	14	1	7.1	1.0	0	1	714.3			0.0			7	7	0.0	Ť	<u> </u>			0.0		- 0
03	Supervisors	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	(	) (	0	0.0	0	C	0	0	0.0	0	0
06	Supervisors: Crafts & Trades	2018	0	0	0.0	0.0	0		0.0	0	0	0.0	0			0	0.0	0			0	0.0	0	0
			<u> </u>	VI	0.0	0.0	<u> </u>	<u> </u>	0.0			. 0.0			7	<u> </u>	0.0			′I		. 0.0		<u>_</u>
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data I Analysis	E ÷ <b>D</b> x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F ÷ M x 100											
		•	<b>.</b>	Ţ	<b>\</b>	J	Ţ	Ų.	<b>\</b>	<b>\</b>	<b>↓</b>	Ų.	Ţ	•										
			New	Entran	its					oals														
	ployment Equity	Year	FI	ow Data	D			rm Goals	5		Long-ter							_						
	cupational Group EOG)		All Employees	Aborigina			Aborigin Percent of	al Peoples	Percent of		Aborigina Percent of	<u> </u>	Percent of					(	Commen	its				
(2.2	.0.3)			Actu		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
	I	# 0	# 0	# 0	0.0	# 1	% 0.0	<b>%</b> 2.9	0.0	# ()	<b>%</b>	<b>%</b> 2.9	0.0											
01	Senior Managers	3	0	0	0.0	1	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												
<u> </u>	Managers	3	0	0	0.0	2	0.0	0.0		0	0.0	0.0	+											
03	Professionals	3	0	0	0.0	2	0.0	0.0		\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	0.0	0.0												
04	Semi-Professionals &	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0		1										
	Technicians	0	0	0	0.0	n	0.0	0.0			0.0	0.0												
05	Supervisors	3	0	0	0.0	0	0.0	0.0		°	0.0	0.0												
06	Supervisors: Crafts &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0												
Ĺ	Trades	3	0	0	0.0			0.0	0.0			0.0	0.0											

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Α	В	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U	V	W	X	Y
Data	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	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
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F	ployment Equity					orce An	•					***			T	Flow I				<del></del>	700			
	upational Group	Year				orkforce	al Peoples					Hires	inal Peoples			Pi	romotio:	nal Peoples			Te	rminatio	nal Peoples	
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		Ħ	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	2018	26	1	3.8 0.0	0.8		1	480.8	0	0	0.0				) 0	0.0					0.0		
	Skilled Sales &	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
08	Service Personnel	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
09	Skilled Crafts &	2018	0	0	0.0	0.0	<u> </u>	0	0.0	_													_	
	Trades Workers	0 2018	17	0	0.0	0.0		0	0.0	0	0	0.0	0	C	) (	0	0.0	0	(	0	0	0.0	0	0
10	Clerical Personnel	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	C	) (	0	0.0	0	(	0	0	0.0	0	0
11	Intermediate Sales &	2018	115	6	5.2	1.0		5	521.7															
	Service Personnel	0 2018	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
12	Semi-Skilled Manual Workers	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	C		0	0.0	0	(	0	0	0.0	0	0
Data :	iources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F ÷ M x 100											
				Entrar	•	<u> </u>	•			oals	Ψ	•	<u> </u>											
Em	ployment Equity			ow Data			Short-te	rm Goals			Long-ter	m Goals												
	upational Group	Year		Aborigina	l Peoples			al Peoples			Aborigina							C	ommen	its				
(EE	OG)		All Employees	Acti	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
07	Administrative &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Senior Clerical Skilled Sales &	3	0	0	0.0	0	0.0	0.0		0	0,0	0.0	0.0											
08	Service Personnel	3	0	0				0.0		U	0.0	0.0												
09	Skilled Crafts &	0	0	0		0	0.0			0	0.0	0.0	-											
$\vdash$	Trades Workers	3	0	0	0.0	0	0.0	0.0		0	0.0	0.0												
10	Clerical Personnel	3	0	0	0.0		0.0	0.0	l	0	0.0	0.0	-											
11	Intermediate Sales &	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0												
-	Service Personnel Semi-Skilled Manual	3	0	0	0.0	0	0.0	0.0		^	0.0	0.0												
12	Workers	3	0	0	0.0		0.0	0.0		0	0.0	0.0												

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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 C Analysis	÷ 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		orce An	•									Flow D	ata A	nalysis						
Employment Equity Occupational Group	Year			W	orkforce						Hires				Pr	omotio				Ter	minatio		
(EEOG)		All Employees	Represent	tation	Aborigina Availa		Gap	EE Result	All Employee	s Aci		nal Peoples  Expected	Difference	All Employees	Actu		nal Peoples  Expected	Difference	All Employees	Actu		nal Peoples  Expected   E	Difference
	#	#	#	%	%	#	#	0/0	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
Other Sales & Service	2018	0	0	0.0	0.0	0	0	0.0															
Personnel	2018	0	0	0.0	0.0	0	0	0.0	C	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
14 Other Manual Workers	0	0	0	0.0	0.0		0	0.0	C	) 0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
Total	2018	404		3.0	1.3	5	7	228.5															
	0	0	0	0.0	0.0	0	0	0.0	(	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E÷K x 100	Part 3: Goals	F ÷ M x 100											
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			v Entran	ts					oals														
Employment Equity	Year	F	low Data Aboriginal	Doonlos		Short-ter Aborigin				Long-ter								٧					
Occupational Group (EEOG)		All Employees			Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					C	ommen	IS				
	Ħ	#	#	%	#	%	%	%	H	%	%	%											
Other Sales & Service	0	0	0	0.0	0	0.0	0.0	0.0	(	0.0	0.0	0.0											
Personnel	0	0	0	0.0	0	0.0	0.0	0.0	-	0.0	0.0	0.0											
14 Other Manual Workers	3	0	0	0.0	0	0.0	0.0	0.0	· ·	0.0	0.0	0.0											
Total	0	0	0	0.0	3	0.0	0.0	0.0	C	0.0	0.0	0.0											
A 0 199A	3	0	0	0.0			0.0	0.0			0.0	0.0											

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							Part 6: R					es									
							I	Express	Scripts	Canad	a										
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Occupational Group	Year	1		Vorkforce Persons with Disa	abilities				Hires Persons wi	th Disabilitie	s		1	Persons w	ns ith Disabilitie	s			inatio	ns h Disabilities	
(EEOG)		All Employee	Representation	Availabilit		EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Actual		Expected	Difference
T	#	#	# %		# #	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01& Managers	2018	63	+		3 -1	75.0		0	0.0	0	0	0	-	0.0	0	0	0	0	0.0	0	
03 Professionals	2018	135			5 (				0.0	-				0.0		0	0	V	0.0	0	
	0	C	7 0: 0.0		0 (	0.0		0	0.0	0	0	0	C	0.0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2018	34	<b>+</b>		2 -1			0	0.0	0	0			0.0	0	0	0	0	0.0	0	0
	2018	14	<u> </u>		2 -1	<del>                                     </del>		0	0.0	0				0.0	0	0	0	0	0.0	0	
05 Supervisors	0	C	7 0.0		0 (	0.0		0	0.0	0	0	0	C	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2018	0	1		0 (	1 0.0		0	0.0	0	0	0		0.0	0	0	0	0	0.0	0	0
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01& Managers	0 3	0	0 0.0		0.0 4.3			0.0	4.3 0.0	0.0											
03 Professionals	0	(	0 0.0		0.0			0.0	0.0	0.0											
	3	0	0.0		0.0				0.0	0.0											
04 Semi-Professionals & Technicians	3	0	0 0.0		0.0 4.6			0.0	4.6 0.0	0.0											
05 Supervisors	0	C	0 0.0	1	0.0 13.9	0.0	0	0.0	13.9	0.0											
	3	(	7 0 0.0		0.0			0.0	0.0	0.0											
06 Supervisors: Crafts & Trades	3		- i		0.0 0.0			0.0	0.0	0.0											
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07	Administrative &	2018	26	0	0.0	3.4	1	-1	0.0															
07	Senior Clerical	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0		0.0				0	0.0	0	0		0	0.0	0	0
	Skilled 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
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	17	1	5.9	7.0	1	0	84.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	0 0	0	0.0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	115	5	4.3 0.0	5.6 0.0	6	-1	77.6 0.0	0	0	0.0	0	ļ	) (		0.0	0	0		0	0.0	0	
12	Semi-Skilled Manual	2018	0	0	0.0	0.0	0	0	0.0	,	Ü	0.0		Ì	, ,		0,0					0.0	Ü	-
12	Workers	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data E Analysis	÷ D x 100	Goals	E÷Gx 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100	9										
		1	<u>↓</u>	<u> </u>	<u> </u>	<b>↓</b>			<u> </u>	<u> </u>		<u> </u>	1											
				Entrant	.S		Short-tei	um Cook		oals	Long ton	m Cools												
	ployment Equity	Year	11	Persons			Persons with				Long-teri Persons with							,	4	4				
	cupational Group EOG)		All Employees	Disabili			Percent of	Disabilities	Percent of		Percent of		Percent of					Ĺ	Commen	is				
				Actua	ıl	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
	latera e o	#	#	#	%	#	%	%	%	#	%	% 2.4	%											
07	Administrative & Senior Clerical	3		0	0.0	I	0.0	3.4 0.0	0.0	0	0.0	3.4 0.0	0.0											
08	C1-11-4 C-1 6	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
08	Service Personnel	3	0	0	0.0			0.0	0.0			0.0	0.0											
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0	ł										
-		0	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
L <sup>10</sup>	Clerical Personnel	3	0	0	0.0	U	5.0	0.0			5.0	0.0	0.0	ł										
11	Intermediate Sales &	0	0	0	0.0	2	0.0	5.6		0	0.0	5.6												
L	Service Personnel Semi-Skilled Manual	3	0	0	0.0	^	0.0	0.0			0.0	0.0	0.0											
12	Workers	3	0	0	0.0	U	0.0	0.0		0	0.0	0.0	0.0											
	1		<u> </u>	vi.	0.0			0.0				<u> </u>	U 0.0	<b>I</b>										

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Data so	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	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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				١	Workf	orce An	alysis									Flow	Data A	nalysis						
	loyment Equity pational Group	Year				orkforce					1	Hires				P	romotio				Te	rminatio		
(EE	•		All Employees	Represei		Persons with Availa		Gap	EE Result	All Employees	Act		th Disabilities Expected	Difference	All Employees	Ac	Persons w	th Disabilities Expected	Difference	All Employees	Act		th Disabilities Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
1 131	Other Sales & Service	2018	0	0	0.0	0.0	0	0	0.0															
I	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
14	Other Manual Workers	2018	0	0	0.0	0.0 0.0		0	0.0		0	0.0	0	0	1	0	0.0	0	0	0	0	0.0	0	
		2018	404	15	3.7	4.9		-5			0	0.0	U	- 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	0.0	0	0	0	0	0.0	0	0
				Part 2: Flow			,,,,,,			<u> </u>														
Data so	ources:		Part 2: Flow Data Analysis		E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
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			New	Entran	its				G	oals														
Emp	loyment Equity	•	Fl	ow Data			Short-te	rm Goals	S		Long-teri	m Goals												
	ipational Group	Year	All Employees	Persons Disabi			Persons wit	h Disabilities	;		Persons with	Disabilities						C	ommen	ts				
(EE	OG)		An Employees	Acti	ial	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
1 131	Other Sales & Service	0	0	0	0.0	0	0.0			0	0.0	0.0	0.0											
'	Personnel	3	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
14	Other Manual Workers	3		0	0.0	U	0.0	0.0			0.0	0.0	0.0											
Total		0	0	0	0.0	6	0.0	0.0		0	0.0	0.0	0.0											
Local		3	0	0	0.0			0.0	0.0			0.0	0.0											

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Data so	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E÷H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	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
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•	loyment Equity ipational Group	Year			<u> </u>	orkforce Visible M						Hires	Minorities			Pr	omotioi Visible	Minorities			Te	rminatio	Minorities	
(EEC			All Employees	Represen	ntation	Availa		Gap	EE Result	All Employees	s Ac	tual	Expected	Difference	All Employees	Acti		Expected	Difference	All Employees	Act		Expected	Difference
_		#	#	#	%	9/0	#	#	%	#	#	%	#	#	#	#	9/6	#	#	#	#	%	#	#
01 8	Senior Managers	2018	22	0	18.2	10.1	2	2	180.0	0	0	0.0	0				0.0	0	0	0	0	0.0	0	0
02	Middle & Other	2018	41	12	29.3	15.0	6	6	195.1			0.0		<u> </u>	, ,	, 01	0.0		0	V	0	0.0		
02	Managers	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	0
03 I	Professionals	2018	135	70	51.9	29.7 0.0	40		174.6 0.0	0	0	0.0	0			0	0.0	0	0	0	0	0.0	0	0
041	Semi-Professionals &	2018	34	20	58.8	34.8	12	8	169.0															
* 1	Technicians	0 2018	0 14	0	28.6	0.0 43.7	0	- v	0.0 65.4	0	0	0.0	0	(	0 0	0	0.0	0	0	0	0	0.0	0	0
05   5	Supervisors	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	) (	0	0.0	0	0	0	0	0.0	0	0
	Supervisors: Crafts &	2018	0	0	0.0	0.0	0	0	0.0			0.0					0.0		0			0.0		
- 1	Frades	0	0	0	0.0	0.0	0	0	0.0	0	0 0	0.0	0			0	0.0	0	0	<u> </u>	0	0.0	0	0
Data so	purces:		Part 2: Flow Data Analysis	Analysis	E ÷ <b>D</b> x 100	Goals	E÷Gx 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	<u> </u>	Part 3: Goals	F ÷ M x 100											
			<b></b>	<u> </u>	<u>,</u>	<del>-                                    </del>							<u> </u>											
г				Entran	LS		Short to	rm Goals		oals	Long-ter	m Coals												
	loyment Equity ipational Group	Year	11	Visible Mi	norities			Minorities	,		Visible M							C	Commen	ts				
(EEC	OG)		All Employees	Actu	ıal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
01 8	Senior Managers	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
02 1	Middle & Other	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
02	Managers	3	0	0	0.0			0.0	0.0			0.0	0.0											
03 I	Professionals	3	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
	Semi-Professionals & Fechnicians	0	0	0	0.0	0	0.0	-	0.0	0	0.0	0.0	0.0											
	Supervisors	0	0	0	0.0	2	0.0	43.7	0.0	0	0.0	43.7	0.0											
06	Supervisors: Crafts & Frades	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 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	UxF÷100	V - X
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Em	ployment Equity					orce An						111			T	Flow I		•		T	Tr.	•		
	cupational Group	Year			·	orkforce Visible M						Hires Visible	Minorities				romotio Visible	Minorities			1 e	rminatio Visible	Minorities	
(EF	EOG)		All Employees	Represe	ntation	Availa	ability	Gap	EE Result	All Employees	Act	tual	Expected	Difference	All Employees	s Act	ual	Expected	Difference	All Employees	Act	ual	Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
07	Administrative & Senior Clerical	2018	26	15	57.7	37.3 0.0			154.7 0.0	0	0	0.0	0				0.0				0	0.0	0	
	Skilled Sales &	2018	0	0	0.0	0.0			0.0	0	V	0.0	0		, ,	1	0.0	0			U:	0.0	0	
08	Service Personnel	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
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0.0		0	0.0															
		0 2018	17	0 11	0.0 64.7	0.0 42.7	:	4	0.0 151.5	0	0	0.0	0	C		0	0.0	0	(	) 0	0	0.0	0	0
10	Clerical Personnel	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	C	C	0	0.0	0	(	0	0	0.0	0	0
11	Intermediate Sales &	2018	115	38	33.0	43.3		-12																
	Service Personnel	0 2018	0	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
12	Semi-Skilled Manual Workers	0	0	0	0.0	0.0		0	0.0	0	0	0.0	0	C	0	0	0.0	0	(		0	0.0	0	0
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Data	sources:		Part 2: Flow Data Analysis	Analysis	E ÷ D x 100	Goals	E÷Gx 100	Part 3: Goals	F÷Ix 100	Part 3: Goals	E÷Kx100	Part 3: Goals	F÷M x 100											
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				Entran	its		Charact t	Ca-1		oals	Longs	Cast												
	ployment Equity cupational Group	Year	Fle	ow Data Visible M	inorities			rm Goals Ainorities	5		Long-teri Visible M							C	ommen	nte				
	EOG)		All Employees	Acti		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					Ĺ	Juniel	113				
		#	#	#	%	#	Goal Met	%	Goal Met	#	Goal Met	%	Goal Met											
07	Administrative &	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
	Senior Clerical	3	0	0	0.0			0.0	0.0			0.0	0.0											
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
	Skilled Crafts &	0	0	0	0.0	n	0.0	0.0		0	0.0	0.0	0.0											
09	Trades Workers	3	0	0	0.0	V	7.0	0.0	0.0	Ů	0.0	0.0	0.0											
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0		0	0.0	0.0	0.0											
11	Intermediate Sales & Service Personnel	0	0	0	0.0	15	0.0	43.3 0.0		0	0.0	43.3 0.0	0.0											
12	Semi-Skilled Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
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(EE	OG)		All Employees	Repres	entation	Avail	ability	Gap	EE Result	All Employees	Act	ual	Expected	Difference	All Employees	Act	ıal	Expected	Difference	All Employees	Act	ual	Expected	Differenc
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
13	Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	,
14	Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0															
		0 2018	0 404	0 174	0.0 43.1	0.0 33.0	0 133	41	0.0 130.5	0	0	0.0	0	(	0	0	0.0	0	0	0	0	0.0	0	<del>                                     </del>
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		0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
14	Other Manual Workers	3	0	0	0.0			0.0	0.0			0.0	0.0											
Tota	1	0	0	0	0.0	17	0.0	0.0	0.0	0	0.0	0.0	0.0											

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Express Scripts Canada
43424

# **Efforts**

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

D	nod no co surress.
Kequi	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.

	Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Opera	ational Context
Please of	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
	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 p	provide any additional information (optional):



## Instructions

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

As part of our employment equity program, we are collecting information about our workforce through this questionnaire. Identifying as a member of a designated group (women, Aboriginal peoples, persons with disabilities and visible minorities) in Sections 6 to 9 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.

Self-identification and completion of sections 6 to 9 is voluntary. However, it is mandatory to complete Section 1 to 5, 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.

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

Name	
1. Name	
Department	
2. Department	

3. Position
4. Employee Number (check workday profile for ID)
5. Employee Status
Full-time employee
Part-time employee
Temporary employee (ESC)
Contract employee (Agency)
6. Gender
Male Male
Female
After reading the descriptions in each of the next three sections, answer "Yes" if any of the following apply to you. Please note that you may self-identify in more than one group.
Aboriginal Peoples
According to the Employment Equity Act, an Aboriginal person is a person who is Indian, Inuit or Métis.
7. Are you an Aboriginal person?
□ Yes
□ No
Visible Minorities
According to the Employment Equity Act, members of a visible minority are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.
Examples of visible minorities include, but are not limited to:
• Black

• Non-white Latin American (including Indigenous people from Central and SouthAmerica)

• East Asian (e.g., Chinese, Japanese, Korean)

Are you a person with a disability?

(e.g., learning, developmental and other types of disabilities) w 0

Other disabilities

10. 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.
Question Title
11. Please indicate below if you wish to have your employment equity self-identification
information used for particular employment equity initiatives.  ☐ Yes ☐ No
12. 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
Employee Comments:  If you have any comments/feedback on our employment equity program, we would like to hear from you. Rest assured, all comments will be kept confidential. Please contact the employment equity contact, Michele Baptiste, at 905 712-8615, extension 642302 or by email at mbaptiste@express-scripts.com.
Thank you for your participation

From: Baptiste, Michele (TOR) - contr <mbaptiste@express-scripts.com>

Sent: January 14, 2019 3:09 PM

To: Yakibonge, Ntambwe N [NC] <maurice.yakibonge@labour-travail.gc.ca>

Cc: Myner-Nham, Stephanie (TOR) <smynernham@Express-Scripts.com>; Pattullo, Kelly (TOR)

<kPattullo@express-scripts.com>; Kalinkov, Nelea (TOR) <nkalinkov@express-scripts.com>; Pinto, Elaine

(TOR) <epinto@Express-Scripts.com>

Subject: RE: Reports

Hi Maurice,

Thanks for the catch. As I explained on the phone just now, we mistakenly sent out surveys to some employees that are not on our payroll. That was rectified and the correct numbers are changed and in my original email to you below.

#### Miigwetch, (thank you)

Michele Baptiste

Manager, Aboriginal Relations – Human Resources & Corporate Services

Express Scripts Canada | 5770 Hurontario St. | 10th Floor | Mississauga, ON L5R3G5 | 905.712.8615

ext. 642302 | 905.712.6328 | mbaptiste@express-scripts.com

www.express-scripts.ca









From: maurice.yakibonge@labour-travail.gc.ca <maurice.yakibonge@labour-travail.gc.ca>

Sent: January 14, 2019 9:31 AM

To: Baptiste, Michele (TOR) - contr <mbaptiste@express-scripts.com>

Cc: Myner-Nham, Stephanie (TOR) <smynernham@Express-Scripts.com>; Pattullo, Kelly (TOR)

<kPattullo@express-scripts.com>; Kalinkov, Nelea (TOR) <nkalinkov@express-scripts.com>; Pinto, Elaine

(TOR) <epinto@Express-Scripts.com>

Subject: RE: Reports

Good Morning Michele,

Thank you for submitting the compliance assessment for ESI Canada.

The copy of the self identification questionnaire attached you provided is not required. Given that the document contains names and personal information, it has been delated from you submission and removed from your file. We wants only the questionnaire itself. Given that we have on file a copy of the approved self-identification questionnaire, there is no need for you to resend the document.

You surveyed 440 employees but the workforce analysis you submitted has 404 employees. **Could you please explain the difference?** Please be advised that your organisation is required to report only permanent full and part time employees (status code 01, 02 and 04 in the TXT file). We want to know how many permanent employees were surveyed?

If you need clarification please do not hesitate to contact me.

Regards,

Maurice Ntambwe 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: Baptiste, Michele (TOR) - contr < <a href="mailto:mbaptiste@express-scripts.com">mbaptiste@express-scripts.com</a>

Sent: January-11-19 4:07 PM

To: Yakibonge, Ntambwe N [NC] <maurice.yakibonge@labour-travail.gc.ca>

Cc: Myner-Nham, Stephanie (TOR) < <a href="mailto:smynernham@Express-Scripts.com">smynernham@Express-Scripts.com</a>; Pattullo, Kelly (TOR) < <a href="mailto:kPattullo@express-scripts.com">kPattullo@express-scripts.com</a>; Ralinkov, Nelea (TOR) < <a href="mailto:kelly (TOR)">kelly (TOR)</a>; Pinto, Elaine (TOR) < <a href="mailto:kelly (TOR)">kelly (TOR)</a>; Pattullo@express-scripts.com</a>; Pinto, Elaine (TOR) < <a href="mailto:kelly (TOR)">kelly (TOR)</a>; Pattullo@express-scripts.com</a>; Pinto, Elaine (TOR) < <a href="mailto:kelly (TOR)">kelly (TOR)</a>; Pattullo, Kelly (TOR)</a>

**Subject:** Reports

Hi Maurice,

Sorry for the missing documents in my first email. Attached are all the documents for our submission.

- Number of employees surveyed 404
- Combined number of self-identification questionnaires that were returned blank, partially and fully completed - 382
- Number of fully completed and returned self-identification questionnaires 380

I hope I haven't missed anything but let me know if I have.

Have a wonderful weekend Maurice!

## Miigwetch, (thank you)

Michele Baptiste

Manager, Aboriginal Relations – Human Resources & Corporate Services

Express Scripts Canada | 5770 Hurontario St. | 10th Floor | Mississauga, ON L5R3G5 | 905.712.8615 ext. 642302 | 905.712.6328 | mbaptiste@express-scripts.com

www.express-scripts.ca









## **Federal Contractors Program Report of the First Compliance Assessment**

Employer Name: ESI Canada

**Primary Location:** Mississauga (Ontario)

**Number of Employees: 404** 

•	Ontario	347
•	Québec	34
•	New Brunswick	4
•	Manitoba	5
•	British Columbia	14

### **Organization Overview:**

NAICS 5242 Agencies, Brokerages and Other Insurance Related Activities Express Scripts Canada Inc. provides health benefit services in Canada. The company provides adjudication services that enable healthcare providers to determine an insurer's payment or financial responsibility.

## **Key Dates – First Year Assessment**

Initiated: 2019-01-12 Received: 2019-01-19 Workforce Analysis: 2018-12-12

### **COLLECTION OF WORKFORCE INFORMATION**

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

Number of completed questionnaires returned:

%
100
95
94

- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- ☐ The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.

- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

**Observations: None** 

#### **WORKFORCE ANALYSIS & GOAL SETTING**

- availability estimates or provided reasonable justifications.
- estimates or provided reasonable justifications.
- Occupational Classification (NOC).
- The organization has set a goal for every designated group in every occupational group where a gap was identified.
- The organization has demonstrated that it has considered the following in setting its short-term goals: the degree of under-representation, the availability, anticipated growth or reduction and anticipated turnover in order to set a goal in each occupational group where a gap was identified.
- The goals set are sufficient to ensure reasonable progress by being above, or at minimum, equal to availability.

**Observations: None** 

#### SUMMARY OF GOALS

#### Women

#### Observations:

• There were no gaps.

# **Aboriginal Peoples**

Workforce Analysis Results		Goals				
Employment Equity Occupational Group		Gap	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	2.9	2.9	0.0	2.9
03	Professionals	-1	1.3	1.3	4.9	1.3

**Observations: None** 

## **Members of Visible Minorities**

Workforce Analysis Results  Employment Equity Occupational Group (EEOG)			Goals			
		C	Short- term	Long- term	Representation	LMA
		Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
05	Supervisors	-2	43.7	43.7	28.6	43.7
11	Intermediate Sales & Service Personnel	-12	43.3	43.3	33.0	43.3

**Observations: None** 

## **Persons with Disabilities**

Workforce Analysis Results			Goals			
Employment Equity Occupational Group (EEOG)		Can	Short- term	Long- term	Representation	LMA
		Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
1/2	Managers	-1	4.3	4.3	3.2	4.3
04	Semi-Professionals & Technicians	-1	4.6	4.6	2.9	4.6
05	Supervisors	-1	13.9	13.9	7.1	13.9
07	Admin & Senior Clerical Personnel	-1	3.4	3.4	0.0	3.4
11	Intermediate Sales & Service Personnel	-1	5.6	5.6	4.3	5.6

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:

- The workforce analysis report revealed that women represent 61% of the workforce. We recommend that ESI Canada implement hiring practices that encourage recruitment in the other three designated groups to correct gaps in representation. Given that ESI Canada has a number of small gaps overall in these groups, the company may want to consider conducting an Employment Systems Review (ESR) to identify any potential barriers to the recruitment and retention of members in the three designated group. Guidance on the conduct of an ESR is available on the Labour Program website (Step 2-2 of the training modules).
- We encourage you to continue following-up with employees in an effort to maintain or increase the reliability of your data. Please ensure you provide the questionnaire to new employees to strengthen your workforce survey's return and response rates.

N	lame	of	Δna	lvst	Maurice	N	Yakibonge
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Date: 2018-01-17

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

Sent: January 29, 2019 10:41 AM

To: 'mbiskey@express-scripts.com' <mbiskey@express-scripts.com>

**Cc:** 'smynernham@Express-Scripts.com' <smynernham@Express-Scripts.com>; 'mbaptiste@express-

scripts.com' < mbaptiste@express-scripts.com>

Subject: Government of Canada Agreement Number: 10000665 - Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Michael G. Biskey:

I am writing to inform you that the compliance assessment initiated on January 12, 2019 has been completed. As a result of the assessment, ESI Canada has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the *Employment Equity Act*.

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

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

- The workforce analysis report revealed that women represent 61% of the workforce. We recommend that ESI Canada implement hiring practices that encourage recruitment in the other three designated groups to correct gaps in representation. Given that ESI Canada has a number of small gaps overall in these groups, the company may want to consider conducting an Employment Systems Review (ESR) to identify any potential barriers to the recruitment and retention of members in the three designated groups. Guidance on the conduct of an ESR is available on the Labour Program website (Step 2-2 of the training modules).
- We encourage you to continue following-up with employees in an effort to maintain or increase
  the reliability of your data. Please ensure you provide the questionnaire to new employees to
  strengthen your workforce survey's return and response rates.

### **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 January 12, 2022. 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 ESI Canada is notified of a subsequent assessment, the following information will be required:

- Workforce data (Form1 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, ESI Canada 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 ESI Canada continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

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



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