

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Kubota Canada Ltd.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [Redacted]
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naica-scian/2007/list-liste-eng.htm 441220	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) / 80 <input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 5900 14th Ave.	City Markham	Province ON	Postal Code L3S4K4
Telephone Number 905-294-7477			

EMPLOYMENT EQUITY CONTACT			
Name (print) Saeko Sasaki	Title HR Manager	Telephone Number 905-294-7477	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
E-mail Address ssasaki@kubota.ca			

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

SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) Costa Nicolaidis	Title GM Operation/Finance/Administration	Telephone Number 905-294-7477	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
E-mail Address [Redacted]@kubota.ca			
Signature [Redacted]		Date (YYYY-MM-DD) 18-01-18	

Privacy Notice:
 The information you provide on this form is collected under the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).
 Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.
 The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.
 Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

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


**APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT
 INFORMATION**
Federal Contractors Program

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

I, the undersigned, on behalf of (legal name of organization) **Kubota Canada Ltd.** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **10000662**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) January 31, 2019 for the following reason(s):

(Please describe) **Conflict with other deadlines such as year end reports and other business requirements from the company**

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

Name: **Toru Hoshino**

Position Title: **Executive Vice President / Treasurer**

Email address: **toru.hoshino@kubota.com**

Telephone number: **905-294-7477**

Business address: **5900 14th Ave. Markham Ontario L3S 4K4**

Signature: _____

Date: **December 17, 2018**



Employment and
Social Development Canada

Emploi et
Développement social Canada

Workforce Analysis - Summary Report

Date: 2019-01-29

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	5	0	0.0 %	27.6 %	1	-1
02 : Middle and Other Managers	36	1	2.8 %	39.4 %	14	-13
03 : Professionals	34	7	20.6 %	47.0 %	16	-9
05 : Supervisors	4	1	25.0 %	53.8 %	2	-1
06 : Supervisors: Crafts and Trades	14	0	0.0 %	4.6 %	1	-1
07 : Administrative and Senior Clerical Personnel	4	4	100.0 %	79.1 %	3	1
10 : Clerical Personnel	76	18	23.7 %	65.4 %	50	-32
12 : Semi-Skilled Manual Workers	8	0	0.0 %	20.2 %	2	-2
13 : Other Sales and Service Personnel	7	0	0.0 %	58.5 %	4	-4
Total	188	31	16.5 %	49.4 %	93	-62

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Kubota Canada Ltd.

Workforce Analysis - Summary Report

Date: 2019-01-29

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	5	0	0.0 %	3.2 %	0	0
02 : Middle and Other Managers	36	0	0.0 %	2.7 %	1	-1
03 : Professionals	34	0	0.0 %	1.6 %	1	-1
05 : Supervisors	4	0	0.0 %	1.6 %	0	0
06 : Supervisors: Crafts and Trades	14	0	0.0 %	3.8 %	1	-1
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	0.8 %	0	0
10 : Clerical Personnel	76	3	3.9 %	0.9 %	1	2
12 : Semi-Skilled Manual Workers	8	0	0.0 %	1.4 %	0	0
13 : Other Sales and Service Personnel	7	0	0.0 %	10.2 %	1	-1
Total	188	3	1.6 %	2.0 %	5	-2

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Kubota Canada Ltd.

Workforce Analysis - Summary Report

Date: 2019-01-29

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	5	1	20.0 %	11.5 %	1	0
02 : Middle and Other Managers	36	2	5.6 %	17.6 %	6	-4
03 : Professionals	34	16	47.1 %	28.1 %	10	6
05 : Supervisors	4	0	0.0 %	38.9 %	2	-2
06 : Supervisors: Crafts and Trades	14	2	14.3 %	11.5 %	2	0
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	40.6 %	2	-2
10 : Clerical Personnel	76	30	39.5 %	50.9 %	39	-9
12 : Semi-Skilled Manual Workers	8	0	0.0 %	55.3 %	4	-4
13 : Other Sales and Service Personnel	7	0	0.0 %	6.1 %	0	0
Total	188	51	27.2 %	34.5 %	66	-15

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Kubota Canada Ltd.

Workforce Analysis - Summary Report

Date: 2019-01-29

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	41	0	0.0 %	5.0 %	2	-2
03 : Professionals	34	0	0.0 %	8.9 %	3	-3
05 : Supervisors	4	0	0.0 %	27.5 %	1	-1
06 : Supervisors: Crafts and Trades	14	0	0.0 %	10.1 %	1	-1
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	10.0 %	0	0
10 : Clerical Personnel	76	5	6.6 %	9.3 %	7	-2
12 : Semi-Skilled Manual Workers	8	0	0.0 %	10.3 %	1	-1
13 : Other Sales and Service Personnel	7	0	0.0 %	10.7 %	1	-1
Total	188	5	2.7 %	8.8 %	16	-11

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2019-01-29

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
05 : Supervisors	EEOG	CMA
06 : Supervisors: Crafts and Trades	NOC	Provincial
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2019-01-29

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Kubota Canada Ltd
[Date: 2018-12-13]

Data from First/Previous Workforce Analysis
--

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2019	01	29

Data from Subsequent/Current Workforce Analysis
--

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
		#	Representation #	Availability* %
01	Senior Managers	5	0	27.6
02	Middle & Other Managers	36	1	39.4
03	Professionals	34	7	47.0
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	4	1	53.8
06	Supervisors: Crafts & Trades	14	0	4.6
07	Administrative & Senior Clerical Personnel	4	4	79.1
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	76	18	65.4
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	8	0	20.2
13	Other Sales & Service Personnel	7	0	58.5
14	Other Manual Workers	0	0	0.0
Total		188	31	49.4

* Source:

		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
		#	Representation #	Availability* %
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
Total		0	0	0.0

* Source:

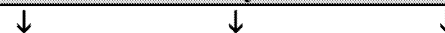
Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Kubota Canada Ltd
[Date: 2018-12-13]

Data from First/Previous Workforce Analysis
--



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2019	01	29

Data from Subsequent/Current Workforce Analysis
--



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		First/Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
01	Senior Managers	5	0	3.2
02	Middle & Other Managers	36	0	2.7
03	Professionals	34	0	1.6
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	4	0	1.6
06	Supervisors: Crafts & Trades	14	0	3.8
07	Administrative & Senior Clerical Personnel	4	0	0.8
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	76	3	0.9
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	8	0	14.0
13	Other Sales & Service Personnel	7	0	10.2
14	Other Manual Workers	0	0	0.0
Total		188	3	2.0

		Table 6: Aboriginal Peoples		
		Subsequent/Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	

* Source:
0

* Source:
0

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Kubota Canada Ltd

[Date: 2018-12-13]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2019	01	29

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
0	0	0

Table 3: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	5	1	11.5
02	Middle & Other Managers	36	2	17.6
03	Professionals	34	16	28.1
04	Semi-Professionals & Technicians	0	0	0.0
05	Supervisors	4	0	38.9
06	Supervisors: Crafts & Trades	14	2	11.5
07	Administrative & Senior Clerical Personnel	4	0	40.6
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	76	30	50.9
11	Intermediate Sales & Service Personnel	0	0	0.0
12	Semi-Skilled Manual Workers	8	0	55.3
13	Other Sales & Service Personnel	7	0	6.1
14	Other Manual Workers	0	0	0.0
Total		188	51	34.5

Table 7: Members of Visible 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
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0

*** Source:**
0

*** Source:**
0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Kubota Canada Ltd

[Date: 2018-12-13]

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	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
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	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
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Kubota Canada Ltd

[Date: 2018-12-13]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End 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

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	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
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	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
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Kubota Canada Ltd

[Date: 2018-12-13]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End 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

Employment Equity Occupational Group (EOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	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
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	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
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Kubota Canada Ltd

[Date: 2018-12-13]

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End 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

Employment Equity Occupational Group (EOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	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
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	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
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Kubota Canada Ltd

[Date: 2018-12-13]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 1: Women

Employment Equity Occupational Group (EOG)		All Employees																	Women										
		First/Previous Short-term Goals							Women																				
		Number			Growth (New Positions)			Turnover (Replacement of Terminated Employees)				Anticipated Hires Over 3 Years			Number			Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	From - To								
		2019-01-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019	2022							
#	%	%	#	%	%	#	#	#	%	#	#	#	#	%	%	%	#	#	%	%									
01	Senior Managers	5	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0.0%	0	1	0	27.6%	27.6%	-1	-1	0.0%	0.0%								
02	Middle & Other Managers	36	-100.0%	1.0%	1	0.0%	0.0%	0	1	1	0.0%	0	14	0	39.4%	39.4%	-13	-14	2.8%	2.7%									
03	Professionals	34	-100.0%	0.0%	0	0.0%	0.0%	0	0	7	0.0%	0	9	0	47.0%	47.0%	-9	-9	20.6%	20.6%									
04	Semi-Professionals & Tech	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!									
05	Supervisors	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	1	0	50.0%	53.8%	-1	-1	25.0%	25.0%									
06	Supervisors: Crafts & Trades	14	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	4.6%	4.6%	-1	-1	0.0%	0.0%									
07	Administrative & Sr Clerical	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	4	0.0%	0	-1	0	50.0%	79.1%	1	1	100.0%	100.0%									
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	#DIV/0!	#DIV/0!									
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!									
10	Clerical Personnel	76	-100.0%	0.5%	1	0.0%	1.0%	2	3	18	1.0%	1	33	2	50.0%	65.4%	-32	-31	23.7%	24.7%									
11	Intermediate 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	#DIV/0!	#DIV/0!									
12	Semi-Skilled Manual	8	-100.0%	1.0%	0	0.0%	0.0%	0	0	0	0.0%	0	2	0	20.2%	20.2%	-2	-2	0.0%	0.0%									
13	Other Sales & Service	7	-100.0%	1.0%	0	0.0%	0.0%	0	0	0	0.0%	0	4	0	50.0%	58.5%	-4	-4	0.0%	0.0%									
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!									
Total		188	-100.0%	3.5%	20	0.0%	1.0%	6	26	31	1.0%	1	73	0	49.4%	62.0%	-62	-73	16.5%	14.4%									

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

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

Table 2: Women

Employment Equity Occupational Group (EOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	27.6	0	27.6	Depending on the openings and availability and skill set, we hope to find in the market for right fit.
02	Middle & Other Managers	0	39.4	4	39.4	We continue to develop internal candidates for this level.
03	Professionals	0	47.0	3	47.0	We continue to find good skill sets in the market and continue to support internal employees to be professionals.
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	50.0	0	50.0	Not much opening, but we keep in mind to closer to 50% for long run.
06	Supervisors: Crafts & Trades	0	4.6	0	4.6	
07	Administrative & Sr Clerical	0	50.0	0	50.0	Not much opening, but we keep in mind to closer to 50% for long run.
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	2	50.0	5	50.0	Including warehouse personnel Parts shipping and packing, and Heavy Equipment loading and unloading. We don't get much resumes from this group for warehouse environment
11	Intermediate Sales & Service	0	0.0	1	1.0	
12	Semi-Skilled Manual	0	20.2	0	20.2	Hope we get more resumes from women to meet our requirement
13	Other Sales & Service	0	50.0	1	50.0	
14	Other Manual Workers	0	0.0	0	0.0	Hope we get more resumes from women to meet our requirement
Total		0		7		

Federal Contractors Program Achievement Report

Part 3: Goals

Kubota Canada Ltd

[Date: 2018-12-13]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2019-01-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-01-29	Annually	Over 3 Years	#	%	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	5	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	3.2%	3.2%	0	0	0.0%	0.0%
02 Middle & Other Managers	36	-100.0%	1.0%	1	0.0%	0.0%	0	1	0	0.0%	0	1	0	2.7%	2.7%	-1	-1	0.0%	0.0%
03 Professionals	34	-100.0%	1.0%	1	0.0%	0.0%	0	1	0	0.0%	0	1	0	1.6%	1.6%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	1.6%	1.6%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	14	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	3.8%	3.8%	-1	-1	0.0%	0.0%
07 Administrative & Sr Clerical	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.8%	0.8%	0	0	0.0%	0.0%
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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	76	-100.0%	0.5%	1	0.0%	1.0%	2	3	3	1.0%	0	-2	0	0.9%	0.9%	2	2	3.9%	3.9%
11 Intermediate 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	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	8	-100.0%	1.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	14.0%	14.0%	-1	-1	0.0%	0.0%
13 Other Sales & Service	7	-100.0%	1.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	10.2%	10.2%	-1	-1	0.0%	0.0%
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	188	-100.0%	3.5%	20	0.0%	0.5%	3	23	3	0.5%	0	1	0	2.0%	2.0%	-1	-1	1.6%	1.4%

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	3.2	0	3.2	We don't have openings for this level often.
02 Middle & Other Managers	0	2.7	0	2.7	
03 Professionals	0	1.6	0	1.6	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	1.6	0	1.6	
06 Supervisors: Crafts & Trades	0	3.8	0	3.8	
07 Administrative & Sr Clerical	0	0.8	0	0.8	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0.9	1	0.9	Including warehouse personnel Parts shipping and packing, and Heavy Equipment loading and unloading
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	14.0	0	14.0	Hope we get more resumes from this group to meet our skill set.
13 Other Sales & Service	0	10.2	0	10.2	Hope we get more resumes from this group to meet our skill set.
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	1		

Federal Contractors Program Achievement Report

Part 3: Goals

Kubota Canada Ltd

[Date: 2018-12-13]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EOG)	All Employees										Persons with Disabilities										
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	YYYY-MM-DD	Actual	Projected		Actual	Projected		YYYY-MM-DD		Actual	Over 3 Years	Over 3 Years	From - To		From - To						
	2019-01-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-01-29	Annually	Over 3 Years	Over 3 Years	2019	2022								
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%		
01/02 Managers	41	-100.0%	1.0%	1	0.0%	0.0%	0	1	0	0.0%	0	2	0	5.0%	5.0%	-2	-2	0.0%	0.0%		
03 Professionals	34	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	3	0	8.9%	8.9%	-3	-3	0.0%	0.0%		
04 Semi-Professionals & Tech	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
05 Supervisors	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	27.5%	27.5%	-1	-1	0.0%	0.0%		
06 Supervisors: Crafts & Trades	14	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%		
07 Administrative & Sr Clerical	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	10.0%	10.0%	0	0	0.0%	0.0%		
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	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	76	-100.0%	0.5%	1	0.0%	1.0%	2	3	5	1.0%	0	2	0	9.3%	9.3%	-2	-2	6.6%	6.5%		
11 Intermediate 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	#DIV/0!	#DIV/0!		
12 Semi-Skilled Manual	8	-100.0%	1.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	10.3%	10.3%	-1	-1	0.0%	0.0%		
13 Other Sales & Service	7	-100.0%	1.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	10.7%	10.7%	-1	-1	0.0%	0.0%		
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	188	-100.0%	3.5%	20	0.0%	1.0%	6	26	5	1.0%	0	13	0	8.8%	8.8%	-12	-13	2.7%	2.4%		

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

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities					Comments
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01/02 Managers	0	5.0	0	5.0	We don't have openings for this level often.	
03 Professionals	0	8.9	0	8.9	We don't have openings for this level often.	
04 Semi-Professionals & Tech	0	0.0	0	0.0		
05 Supervisors	0	27.5	0	27.5	Supervisors are in the warehouse environment. If resumes meet our requirement, we will for sure interview any background.	
06 Supervisors: Crafts & Trades	0	10.1	0	10.1		
07 Administrative & Sr Clerical	0	10.0	0	10.0	We continue to have a fair process for any background.	
08 Skilled Sales & Service	0	0.0	0	0.0		
09 Skilled Crafts & Trades	0	0.0	0	0.0		
10 Clerical Personnel	0	9.3	0	9.3		
11 Intermediate Sales & Service	0	0.0	0	0.0	Including warehouse personnel Parts shipping and packing, and Heavy Equipment loading and unloading	
12 Semi-Skilled Manual	0	10.3	0	10.3	Hope we get more resumes from this group to meet our skill set.	
13 Other Sales & Service	0	10.7	0	10.7	Hope we get more resumes from this group to meet our skill set.	
14 Other Manual Workers	0	0.0	0	0.0		
Total	0	0.0	0	0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Kubota Canada Ltd

[Date: 2018-12-13]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + 1	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EOG)		First/Previous Short-term Goals																		
		All Employees								Members of Visible Minorities										
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
		2019-01-29	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2019-01-29	Annually	Over 3 Years	2019	2022	%	%	%	%	%	%	
#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%			
01	Senior Managers	5	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0	0	11.5%	11.5%	0	0	20.0%	20.0%
02	Middle & Other Managers	36	-100.0%	1.0%	1	0.0%	0.0%	0	1	2	0.0%	0	5	0	17.6%	17.6%	-4	-5	5.6%	5.4%
03	Professionals	34	-100.0%	1.0%	1	0.0%	0.0%	0	1	16	0.0%	0	-6	0	28.1%	28.1%	6	6	47.1%	45.7%
04	Semi-Professionals & Tech	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
05	Supervisors	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	2	0	38.9%	38.9%	-2	-2	0.0%	0.0%
06	Supervisors: Crafts & Trades	14	-100.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	0	0	11.5%	11.5%	0	0	14.3%	14.3%
07	Administrative & Sr Clerical	4	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	2	0	40.6%	40.6%	-2	-2	0.0%	0.0%
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	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	76	-100.0%	0.5%	1	0.0%	1.0%	2	3	30	1.0%	1	10	2	50.0%	50.0%	-9	-8	39.5%	40.3%
11	Intermediate 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	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	8	-100.0%	1.0%	0	0.0%	0.0%	0	0	0	0.0%	0	4	0	50.0%	55.3%	-4	-4	0.0%	0.0%
13	Other Sales & Service	7	-100.0%	1.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	6.1%	6.1%	0	0	0.0%	0.0%
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		188	-100.0%	3.5%	20	0.0%	1.0%	6	26	51	1.0%	2	23	0	34.5%	34.5%	-14	-23	27.1%	23.6%

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

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

Table 8: Members of Visible Minorities

Employment Equity Occupational Group (EOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	0	11.5	0	11.5	One of boardmember is always visible minority. We don't have much opening for this level.
02	Middle & Other Managers	0	17.6	0	17.6	We start to have more visible minorities in our location.
03	Professionals	0	28.1	0	28.1	We start to have more visible minorities in our location.
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	38.9	0	38.9	We start to have more visible minorities in our location.
06	Supervisors: Crafts & Trades	0	11.5	0	11.5	We start to have more visible minorities in our location.
07	Administrative & Sr Clerical	0	40.6	0	40.6	We start to have more visible minorities in our location.
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	2	50.0	0	50.0	We start to have more visible minorities in our location.
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	50.0	0	50.0	We start to have more visible minorities in our location.
13	Other Sales & Service	0	6.1	0	6.1	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Kubota Canada Ltd

[Date: 2018-12-13]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						0
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	%	%	#	#	%	%		
	#	%	%	#	%	%	#	#	%	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	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	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#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	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	

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

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

Table 10: Women

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		0.0		0.0	
02 Middle & Other Managers		0.0		0.0	
03 Professionals		0.0		0.0	
04 Semi-Professionals & Tech		0.0		0.0	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Kubota Canada Ltd

[Date: 2018-12-13]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 11: Aboriginal Peoples
Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EOG)		All Employees							Aboriginal Peoples												
		Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years	From - To		From - To						
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	0	3						
		#	%	%	#	%	%	#	#	%	#	#	%	#	%						
01	Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
02	Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
03	Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
04	Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
05	Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
06	Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
07	Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	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	0	#DIV/0!	#DIV/0!	
09	Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#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	0	#DIV/0!	#DIV/0!	
11	Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
12	Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13	Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14	Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total		0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		0.0		0.0	
02	Middle & Other Managers		0.0		0.0	
03	Professionals		0.0		0.0	
04	Semi-Professionals & Tech		0.0		0.0	
05	Supervisors		0.0		0.0	
06	Supervisors: Crafts & Trades		0.0		0.0	
07	Administrative & Sr Clerical		0.0		0.0	
08	Skilled Sales & Service		0.0		0.0	
09	Skilled Crafts & Trades		0.0		0.0	
10	Clerical Personnel		0.0		0.0	
11	Intermediate Sales & Service		0.0		0.0	
12	Semi-Skilled Manual		0.0		0.0	
13	Other Sales & Service		0.0		0.0	
14	Other Manual Workers		0.0		0.0	
Total			0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Kubota Canada Ltd

[Date: 2018-12-13]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To						From - To
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	%	0	3	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	#	#	%	#	%	%	#	#	%	%
01/02 Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		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	0	-100.0%		0	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	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01/02 Managers		0.0		0.0	
03 Professionals		0.0		0.0	
04 Semi-Professionals & Tech		0.0		0.0	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Kubota Canada Ltd

[Date: 2018-12-13]

Data for Subsequent/Current Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	%	#	#	%	%	%	%	%	%	
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	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	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#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	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
		%		%	
01 Senior Managers		0.0		0.0	
02 Middle & Other Managers		0.0		0.0	
03 Professionals		0.0		0.0	
04 Semi-Professionals & Tech		0.0		0.0	
05 Supervisors		0.0		0.0	
06 Supervisors: Crafts & Trades		0.0		0.0	
07 Administrative & Sr Clerical		0.0		0.0	
08 Skilled Sales & Service		0.0		0.0	
09 Skilled Crafts & Trades		0.0		0.0	
10 Clerical Personnel		0.0		0.0	
11 Intermediate Sales & Service		0.0		0.0	
12 Semi-Skilled Manual		0.0		0.0	
13 Other Sales & Service		0.0		0.0	
14 Other Manual Workers		0.0		0.0	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Kubota Canada Ltd

[Date: 2018-12-13]

		C	D	E	F	G	H	I	J	K	L	M	N	O	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 × G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K × G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P × F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U × F ÷ 100	V - X	
		Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
Employment Equity Occupational Group (EEOG)	Year	All Employees								All Employees				All Employees				All Employees						
		Women								Women				Women				Women						
		Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01	Senior Managers	2019	5	0	0.0	27.6	1	-1	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
02	Middle & Other Managers	2019	36	1	2.8	39.4	14	-13	7.1															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
03	Professionals	2019	34	7	20.6	47.0	16	-9	43.8															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
04	Semi-Professionals & Technicians	2019	0	0	0.0	0.0	0	0	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
05	Supervisors	2019	4	1	25.0	53.8	2	-1	46.5															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0
06	Supervisors: Crafts & Trades	2019	14	0	0.0	4.6	1	-1	0.0															
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0

		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100												
Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments										
		Flow Data		Short-term Goals				Long-term Goals																
		Women		Women				Women																
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met														
#	%	#	%	%	#	%	%	#	%	%	%													
01	Senior Managers	0	0	0	0.0	0	0.0	27.6	0.0	0	0.0	27.6	0.0											
		3	0	0	0.0			0.0	0.0			0.0	0.0											
02	Middle & Other Managers	0	0	0	0.0	0	0.0	39.4	0.0	4	0.0	39.4	0.0											
		3	0	0	0.0			0.0	0.0			0.0	0.0											
03	Professionals	0	0	0	0.0	0	0.0	47.0	0.0	3	0.0	47.0	0.0											
		3	0	0	0.0			0.0	0.0			0.0	0.0											
04	Semi-Professionals & Technicians	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											
05	Supervisors	0	0	0	0.0	0	0.0	50.0	0.0	0	0.0	50.0	0.0											
		3	0	0	0.0			0.0	0.0			0.0	0.0											
06	Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	4.6	0.0	0	0.0	4.6	0.0											
		3	0	0	0.0			0.0	0.0			0.0	0.0											

Federal Contractors Program Achievement Report

Part 4: Results - Women

Kubota Canada Ltd

[Date: 2018-12-13]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07	Administrative & Senior Clerical	2019	4	4	100.0	79.1	3	1	126.4																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2019	76	18	23.7	65.4	50	-32	36.2																
		0	0	0	0.0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2019	8	0	0.0	20.2	2	-2	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
---------------	--	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments		
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Women	Women		Women		Women		Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	%	%	%	%					
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	50.0	0.0	0	0.0	50.0	0.0	
		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	0.0	
		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	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	2	0.0	50.0	0.0	5	0.0	50.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	1.0	0.0	
		3	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	20.2	0.0	0	0.0	20.2	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Kubota Canada Ltd

[Date: 2018-12-13]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	
Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce								Hires				Promotions				Terminations							
		All Employees		Women				Gap		EE Result		All Employees		Women		All Employees		Women		All Employees		Women			
		Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference					
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	
13	Other Sales & Service Personnel	2019	7	0	0.0	58.5	4	-4	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
14	Other Manual Workers	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
Total		2019	188	31	16.5	49.4	93	-62	33.4																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100												
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓													
Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments											
		Flow Data				Short-term Goals				Long-term Goals															
		All Employees		Women		Women				Women															
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met															
#	#	#	%	#	%	%	%	#	%	%	%	%													
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	50.0	0.0																
		3	0	0	0.0			0.0	0.0																
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0																
		3	0	0	0.0			0.0	0.0																
Total		0	0	0	0.0	0	0.0	0.0	0.0																
		3	0	0	0.0			0.0	0.0																

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Kubota Canada Ltd

[Date: 2018-12-13]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#								
01 Senior Managers	2019	5	0	0.0	3.2	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
02 Middle & Other Managers	2019	36	0	0.0	2.7	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
03 Professionals	2019	34	0	0.0	1.6	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2019	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
05 Supervisors	2019	4	0	0.0	1.6	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2019	14	0	0.0	3.8	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
---------------	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples	Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	3.2	0.0	0	0.0	3.2	0.0		
	3	0	0	0.0			0.0	0.0				0.0		
02 Middle & Other Managers	0	0	0	0.0	0	0.0	2.7	0.0	0	0.0	2.7	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	1.6	0.0	0	0.0	1.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	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		
05 Supervisors	0	0	0	0.0	0	0.0	1.6	0.0	0	0.0	1.6	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	3.8	0.0	0	0.0	3.8	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Kubota Canada Ltd

[Date: 2018-12-13]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference									
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2019	4	0	0.0	0.8	0	0	0.0																	
		0	0	0	0.0	0.0	0	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	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
10	Clerical Personnel	2019	76	3	3.9	0.9	1	2	438.6																	
		0	0	0	0.0	0.0	0	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	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
12	Semi-Skilled Manual Workers	2019	8	0	0.0	14.0	1	-1	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
---------------	--	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments		
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples	Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.8	0.0	0	0.0	0.8	0.0	
		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	0.0	
		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	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.9	0.0	1	0.0	0.9	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	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	14.0	0.0	0	0.0	14.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Kubota Canada Ltd

[Date: 2018-12-13]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires				Promotions				Terminations							
			Aboriginal Peoples							Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	#	#			
13	Other Sales & Service Personnel	2019	7	0	0.0	10.2	1	-1	0.0																
		0	0	0	0.0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
Total		2019	188	3	1.6	2.0	4	-1	79.8																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	%	%	#	%	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	10.2	0.0	0	0.0	10.2	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
Total		0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Kubota Canada Ltd

[Date: 2018-12-13]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference									
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	#	%	#	#		
01&02 Managers	2019	41	0	0.0	5.0	2	-2	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
03 Professionals	2019	34	0	0.0	8.9	3	-3	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2019	0	0	0.0	0.0	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
05 Supervisors	2019	4	0	0.0	27.5	1	-1	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2019	14	0	0.0	10.1	1	-1	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
---------------	--	--	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments		
		Flow Data		Short-term Goals				Long-term Goals								
		All Employees	Persons with Disabilities	Persons with Disabilities								Persons with Disabilities				
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	#	%	#	%	%	#	%	%	#	%	%				
01&02 Managers	0	0	0	0.0	0	0.0	5.0	0.0	0	0.0	5.0	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
03 Professionals	0	0	0	0.0	0	0.0	8.9	0.0	0	0.0	8.9	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
04 Semi-Professionals & Technicians	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				
05 Supervisors	0	0	0	0.0	0	0.0	27.5	0.0	0	0.0	27.5	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	10.1	0.0	0	0.0	10.1	0.0				
	3	0	0	0.0			0.0	0.0			0.0	0.0				

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Kubota Canada Ltd

[Date: 2018-12-13]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations								
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference									
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	%	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2019	4	0	0.0	10.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
08	Skilled Sales & Service Personnel	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
09	Skilled Crafts & Trades Workers	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
10	Clerical Personnel	2019	76	5	6.6	9.3	7	-2	70.7																	
		0	0	0	0.0	0.0	0	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	2019	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0
12	Semi-Skilled Manual Workers	2019	8	0	0.0	10.3	1	-1	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
---------------	--	--	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments		
		Flow Data		Short-term Goals				Long-term Goals								
		All Employees	Persons with Disabilities	Persons with Disabilities								Persons with Disabilities				
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	#	%	#	%	%	%	#	%	%	%					
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	10.0	0.0	0	0.0	10.0	0.0			
		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	0.0			
		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	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
10	Clerical Personnel	0	0	0	0.0	0	0.0	9.3	0.0	0	0.0	9.3	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
		3	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	10.3	0.0	0	0.0	10.3	0.0			
		3	0	0	0.0			0.0	0.0			0.0	0.0			

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Kubota Canada Ltd

[Date: 2018-12-13]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		All Employees	Workforce							Hires				Promotions				Terminations							
			Persons with Disabilities							Persons with Disabilities				Persons with Disabilities				Persons with Disabilities							
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#			
13	Other Sales & Service Personnel	2019	7	0	0.0	10.7	1	-1	0.0																
		0	0	0	0.0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
Total		2019	188	5	2.7	8.8	17	-12	30.2																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0

Data sources:			Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments		
		Flow Data		Short-term Goals				Long-term Goals						
		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	%	#	%	%	#	%	%			
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	10.7	0.0	0	0.0	10.7	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			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	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Kubota Canada Ltd

[Date: 2018-12-13]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#					
01 Senior Managers	2019	5	1	20.0	11.5	1	0	173.9																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
02 Middle & Other Managers	2019	36	2	5.6	17.6	6	-4	31.6																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
03 Professionals	2019	34	16	47.1	28.1	10	6	167.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
04 Semi-Professionals & Technicians	2019	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
05 Supervisors	2019	4	0	0.0	38.9	2	-2	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
06 Supervisors: Crafts & Trades	2019	14	2	14.3	11.5	2	0	124.2																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
---------------	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities			
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	%	%	%	%	%	%	%			
01 Senior Managers	0	0	0	0.0	0	0.0	11.5	0.0	0	0.0	11.5	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0.0	17.6	0.0	0	0.0	17.6	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	
03 Professionals	0	0	0	0.0	0	0.0	28.1	0.0	0	0.0	28.1	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	
04 Semi-Professionals & Technicians	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	
05 Supervisors	0	0	0	0.0	0	0.0	38.9	0.0	0	0.0	38.9	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	11.5	0.0	0	0.0	11.5	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Kubota Canada Ltd

[Date: 2018-12-13]

		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y			
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X				
		Workforce Analysis								Flow Data Analysis																	
Employment Equity Occupational Group (EEOG)	Year	Workforce								Hires				Promotions				Terminations									
		All Employees		Visible Minorities				EE Result		All Employees		Visible Minorities		Difference		All Employees		Visible Minorities		Difference		All Employees		Visible Minorities		Difference	
				Representation	Availability		Gap	EE Result				Actual	Expected	Difference				Actual	Expected	Difference				Actual	Expected	Difference	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
07	Administrative & Senior Clerical	2019	4	0.0	40.6	2	-2	0.0																			
		0	0	0.0	0.0	0	0	0.0																			
08	Skilled Sales & Service Personnel	2019	0	0.0	0.0	0	0	0.0																			
		0	0	0.0	0.0	0	0	0.0																			
09	Skilled Crafts & Trades Workers	2019	0	0.0	0.0	0	0	0.0																			
		0	0	0.0	0.0	0	0	0.0																			
10	Clerical Personnel	2019	76	30.0	39.5	50.9	39	-9	77.6																		
		0	0	0.0	0.0	0	0	0.0																			
11	Intermediate Sales & Service Personnel	2019	0	0.0	0.0	0	0	0.0																			
		0	0	0.0	0.0	0	0	0.0																			
12	Semi-Skilled Manual Workers	2019	8	0.0	55.3	4	-4	0.0																			
		0	0	0.0	0.0	0	0	0.0																			

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
---------------	----------------------------	----------------------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------	---------------	-------------

		New Entrants				Goals								Comments
Employment Equity Occupational Group (EEOG)	Year	Flow Data				Short-term Goals				Long-term Goals				
		All Employees		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	
		#	%	#	%	%	%	%	%	%	%	%	%	
07	Administrative & Senior Clerical	0	0.0	0	0.0	0	0.0	40.6	0.0	0	0.0	40.6	0.0	
		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	0.0	0.0	
		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	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	2	0.0	50.0	0.0	0	0.0	50.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	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	50.0	0.0	0	0.0	50.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Kubota Canada Ltd

[Date: 2018-12-13]

		A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	
Data sources:				Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X		
				↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	
Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis															
		Workforce										Hires					Promotions					Terminations					
		All Employees		Visible Minorities				EE Result				All Employees		Visible Minorities			All Employees			Visible Minorities			All Employees		Visible Minorities		
				Representation	Availability		Gap		EE Result		Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
13	Other Sales & Service Personnel	2019	7	0	0.0	6.1	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	
		2018	0	0	0.0	0.0	0	0	0.0	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	2019	0	0	0.0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	
		2018	0	0	0.0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	
Total		2019	188	51	27.1	34.5	65	-14	78.6	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	
		2018	0	0	0.0	0.0	0	0	0.0	0	0.0	0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F ÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants												Goals				Comments
		Flow Data				Short-term Goals				Long-term Goals								
		All Employees		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities						
				Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
		#	%	#	%	#	%	#	%	#	%	#	%					
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	6.1	0.0	0	0.0	6.1	0.0					
		3	0	0	0.0			0.0	0.0			0.0	0.0					
14	Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
		3	0	0	0.0			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					
		3	0	0	0.0			0.0	0.0			0.0	0.0					

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Kubota Canada Ltd
[Date: 2018-12-13]

Efforts

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

Required 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):

Operational Context

Please check the appropriate boxes and provide a brief overview of the events that have influenced your organization's activities during the period between the first/previous and subsequent/current compliance assessment.

- 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.

Additional Details

Please provide any additional information (optional):

Self-identification Questionnaire

Instructions

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

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

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

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

Self-identification Questionnaire

Privacy Notice

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

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

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

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

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

A. Name: _____

Position: _____

Employment status: Full-time employee

Part-time employee

Temporary employee

Self-identification Questionnaire

B. Gender

Female Male

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.

C. Aboriginal Peoples

According to the *Employment Equity Act*, an Aboriginal person is a person who is Indian, Inuit or Métis.

Are you an Aboriginal person?

Yes No

D. 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 South America)
- East Asian (e.g., Chinese, Japanese, Korean)
- South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad or East Africa)
- Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
- Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)
- People of mixed origin (e.g., with one parent member of a visible minority group).

Are you a member of a visible minority?

Yes No

E. Persons with Disabilities

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

Examples of disabilities include, but are not limited to:

- **Coordination or dexterity impairment**
(e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)
- **Mobility impairment**
(e.g., difficulty moving from one office to another, walking long distances or using stairs)
- **Blindness or visual impairment**
(e.g., unable to see or difficulty seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)
- **Speech impairment**
(e.g., unable to speak or difficulty speaking and being understood)
- **Deafness or hearing impairment**
(e.g., unable to hear or difficulty hearing)
- **Other disabilities**
(e.g., learning, developmental and other types of disabilities)

Are you a person with a disability?

Yes No

F. Additional Data for Accommodation Purposes

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

Self-identification Questionnaire

G. Voluntary Employee Participation

- 1) Please indicate below if you wish to have your employment equity self-identification information used for particular employment equity initiatives.

Yes No

- 2) As part of our ongoing employment equity work, from time to time we ask designated group members to participate in various activities (e.g., committees, focus groups) to provide feedback on new programs. If you agree to be contacted directly by the employment equity contact or a local human resources manager for this kind of activity, please check "Yes" below.

Yes No

H. Employee Signature

Signature: _____ Date: _____

Thank you for your participation!

From: Saeko Sasaki <saeko.sasaki@kubota.com>
Sent: January 31, 2019 2:34 PM
To: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>
Subject: First Compliance Assessment Info.

Hello

Please find attached.

- 1) Blank copy of questionnaire attached
- 2) 188 employees set out, 19 blank, 169 returned
- 3) Summary report and detailed report attached / granted for the access to workforce analysis results
- 4) Achievement Report attached

As it is the first time, I hope we did correctly.

If you have any questions or concerns, please let me know.

Thank you

Saeko Sasaki

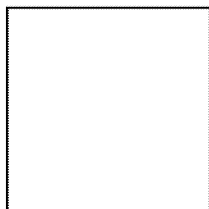
Kubota Canada Ltd

5900 14th Avenue Markham ON L3S 4K4

P: 905-294-6535 ext. 2254

E: saeko.sasaki@kubota.com

Visit us on the web: www.kubota.ca



Please note my new email address: saeko.sasaki@kubota.com

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Kubota Canada Ltd.

Primary Location: Markham, Ontario

Number of Employees: 188

Ontario	166
Québec	13
Alberta	3
British Columbia	2
Manitoba	2
Saskatchewan	2

Organization Overview:

NAICS # 4412 (Other Motor Vehicle Dealers)

Kubota Canada, Ltd. markets and distributes tractors and equipment in Canada. The company offers compact and narrow tractors, utility vehicles for hauling and dumping applications, construction equipment, implements, engines, and equipment for residential and commercial customers. Its products also include consumer lawn and garden equipment; commercial turf products; and used machinery. The company offers products through dealers and distributors. The company is based in Markham, Canada. Kubota Canada, Ltd. operates as a subsidiary of Kubota Corporation.

Key Dates – First Year Assessment

Initiated: 2018-12-18; extended – 2019-01-31
 Received: 2019-02-10
 Workforce 2019-01-29
 Analysis:

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of employees the questionnaire was sent to:	188	100
Number of questionnaires returned:	188	100
Number of completed questionnaires returned:	169	89.9%

The questionnaire includes appropriate definitions.

- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations:

- The self-identification questionnaire sub-mitted by the Employer was reviewed. It is in compliance with the Workplace Equity Division of the Labour Program. The response rate is 89.9 %.

WORKFORCE ANALYSIS & GOAL SETTING

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

Observations:

- All short and long-term goals are set as per the market availability. Goals were set for each gap that exists in the Workforce Summary report.

- All the long-term goals are set in numerical and percentage format. For the purpose of this assessment, only percentage format will be used.

SUMMARY OF GOALS

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	27.6	27.6	0.0	27.6
02	Middle & Other Managers	-13	39.4	39.4	2.8	39.4
03	Professionals	-9	47.0	47.0	20.6	47.0
05	Supervisors	-1	50.0	50.0	25.0	53.8
06	Supervisors: Crafts & Trades	-1	4.6	4.6	0.0	4.6
10	Clerical Personnel	-32	50.0	50.0	23.7	65.4
12	Semi-Skilled Manual Workers	-2	20.2	20.2	0.0	20.2
13	Other Sales & Service Personnel	-4	50.0	50.0	0.0	58.5

Observations:

- Although the market availability is higher for EEOG 05, EEOG 10 and EEOG 13, short and long-term goals were appropriately set at 50% so as not to encourage the occupational clustering of women in these occupations, and to ensure that they are inclusive of all genders.
- The organization has set the short and long-term goal as per the market availability.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%

02	Middle & Other Managers	-1	2.7	2.7	0.0	2.7
03	Professionals	-1	1.6	1.6	0.0	1.6
06	Supervisors: Crafts & Trades	-1	3.8	3.8	0.0	3.8
12	Semi-Skilled Manual Workers	-1	14.0	14.0	0.0	14.0
13	Other Sales & Service Personnel	-1	10.2	10.2	0.0	10.2

Observations:

- All short and long-term goals are set at market availability.

Person with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
01/02	Managers	-2	5.0	5.0	0.0	5.0
03	Professionals	-3	8.9	8.9	0.0	8.9
05	Supervisors	-1	27.5	27.5	0.0	27.5
06	Supervisors: Crafts & Trades	-1	10.1	10.1	0.0	10.1
10	Clerical Personnel	-2	9.3	9.3	6.6	9.3
12	Semi-Skilled Manual Workers	-1	10.3	10.3	0.0	10.3
13	Other Sales & Service Personnel	-1	10.7	10.7	0.0	10.7

Observations:

- All short and long-term goals are set at market availability.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%

02	Middle & Other Managers	-4	17.6	17.6	5.6	17.6
05	Supervisors	-2	38.9	38.9	0.0	38.9
07	Admin. & Senior Clerical Personnel	-2	40.6	40.6	0.0	40.6
10	Clerical Personnel	-9	50.9	50.9	39.5	50.9
12	Semi-Skilled Manual Workers	-4	55.3	55.3	0.0	55.3

Observations:

- All short and long-term goals are set at market availability.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Kubota Canada Limited has a number of gaps in all four designated groups. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups.

Name of Analyst: Neena Sharan

Date: February 20, 2019

From: Sharan, Neena N [NC] **On Behalf Of** EE-EME

Sent: March 22, 2019 9:05 AM

To: 'saeko.sasaki@kubota.com' <saeko.sasaki@kubota.com>; 'cnicolaidis@kubota.ca' <cnicolaidis@kubota.ca>

Subject: Government of Canada Agreement Number: 10000662 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Costa Nicolaidis:

I am writing to inform you that the compliance assessment initiated on December 18, 2018 has been completed. As a result of the assessment, Kubota Canada Ltd. 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 the Kubota Canada Ltd. employment equity program.

- Kubota Canada Limited has a number of gaps in all four designated groups. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups.

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 December 18, 2021. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Kubota Canada Ltd. is notified of a subsequent assessment, the following information will be required:

1. Workforce data (Form1 to 6) at the national level.
2. A current workforce analysis; and
3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If reasonable progress has not been made, Kubota Canada Ltd. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;

- tailored programs to attract and retain designated group members in areas where they are under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

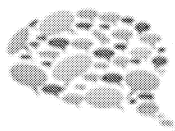
You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

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

Workplace Equity Team

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

From: Saeko Sasaki <saeko.sasaki@kubota.com>

Sent: November 5, 2018 10:11 AM

To: Sharan, Neena N [NC] <neena.sharan@labour-travail.gc.ca>

Subject: Re: Fw: Government of Canada Agreement 10000662 – Assessment to Begin on November 18, 2018 under the Federal Contractors Program

Good morning, Neena

Please find the revised form. Please let me know if you have any questions.

Thank you for your review.

Saeko Sasaki

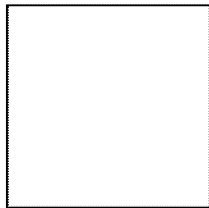
Kubota Canada Ltd

5900 14th Avenue Markham ON L3S 4K4

P:905-294-6535 ext.2254

E:saeko.sasaki@kubota.com

Visit us on the web: www.kubota.ca



Please note my new email address: saeko.sasaki@kubota.com

On Fri, Nov 2, 2018 at 3:54 PM <neena.sharan@labour-travail.gc.ca> wrote:

Hi,

Thank you sending the Self-Id questionnaire to me. It looks good. The only thing missing is a sentence stating that – This Self-id Questionnaire is also available in alternate format.

Once you incorporate this sentence in the questionnaire please re-send me a copy for approval. Once approved it can be then distributed to the employees in order to better capture your workforce.

Have a wonderful day.

Neena Sharan

Assessment Officer, Programme du travail

Emploi et Développement social Canada / Gouvernement du Canada

neena.sharan@labour-travail.gc.ca / Tél. : 873-396-0405

Assessment Officer, Labour Program

Employment and Social Development Canada / Government of Canada

neena.sharan@labour-travail.gc.ca / Tel: 873-396-0405

From: Saeko Sasaki [mailto:saeko.sasaki@kubota.com]

Sent: November-02-18 3:32 PM

To: Sharan, Neena N [NC]

Subject: Re: Fw: Government of Canada Agreement 10000662 – Assessment to Begin on November 18, 2018 under the Federal Contractors Program

Hi Neena

Thank you for your call. I appreciated your help.

Please find attached and review for me. I modified a little the form from the website.

Once it looks ok for you, then I will circulate the survey to employees. Please let me know.

Have a great weekend.

Saeko Sasaki

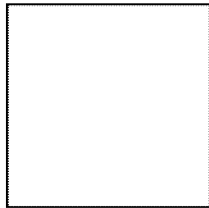
Kubota Canada Ltd

5900 14th Avenue Markham ON L3S 4K4

P:905-294-6535 ext.2254

E:saeko.sasaki@kubota.com

Visit us on the web: www.kubota.ca



Please note my new email address: saeko.sasaki@kubota.com

On Fri, Nov 2, 2018 at 11:08 AM Saeko Sasaki <saeko.sasaki@kubota.com> wrote:

Hi Neena

I would like to ask your support for the requirement as per the email message below. It is the first time for us to do this process.

I now have an access to the WEIMS. As per the message below, we were supposed to finish surveying our workforce and conducting the workforce analysis by mid Nov.

Could you please advise what type of survey and process do you expect? I tried to look for more details in the WEIMS and website, but I can't find any details or I might have missed it.

I appreciate if you could give more details.

Regards,

Saeko Sasaki

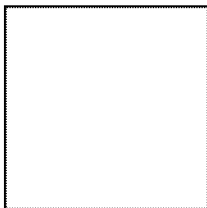
Kubota Canada Ltd

5900 14th Avenue Markham ON L3S 4K4

P:905-294-6535 ext.2254

E:saeko.sasaki@kubota.com

Visit us on the web: www.kubota.ca



Please note my new email address: saeko.sasaki@kubota.com

----- Forwarded message -----

From: <ssasaki@kubota.ca>

Date: Fri, Nov 2, 2018 at 11:02 AM

Subject: Fw: Government of Canada Agreement 10000662 – Assessment to Begin on November 18, 2018 under the Federal Contractors Program

To: Saeko Sasaki <saeko.sasaki@kubota.com>

****Please note my new email address: saeko.sasaki@kubota.com****

Saeko Sasaki
Kubota Canada Ltd.
Tel : 905-294-7477 Ext.2254

----- Forwarded by Saeko Sasaki/Kubota Canada Ltd/CA on 2018-11-02 11:02 AM -----

From: <ee-eme@hrsdc-rhdcc.gc.ca>

To: <ssasaki@kubota.ca>, <cnicolaidis@kubota.ca>

Date: 2018-07-13 08:42 AM

Subject: Government of Canada Agreement 10000662 – Assessment to Begin on November 18, 2018 under the Federal Contractors Program

Sent by: <neena.sharan@labour-travail.gc.ca>

Cette information est également disponible en français sur demande.

Dear Casta Nicolaidis:

We are writing to provide you advance notification of Kubota Canada Ltd.'s obligations for the Federal Contractors Program (FCP) under the Employment Equity Act. On **November 18, 2018**, your organization will be contacted by the Labour Program to initiate the first FCP compliance assessment process.

Achieving compliance with the requirements of the FCP is a prerequisite for maintaining the right to bid on and receive any future federal contracts of any value.

As an employer subject to the FCP, your organization is required to undertake the following activities and report on your progress to the Labour Program:

1. conduct a survey of your employees and collect information on the representation of your workforce;
2. complete a workforce analysis; and
3. establish short-term and long-term numerical goals to address identified gaps in representation; and

At this time, Kubota Canada Ltd. should have finished surveying its workforce and should be in the

process of conducting the workforce analysis.

The next step in the implementation of an employment equity program is to complete the Achievement Report to establish reasonable short-term and long-term numerical goals for the hiring and promotion of designated group members. The objective of goal-setting is to identify and close any gaps in designated group representation in each occupational group where under-representation was identified in the workforce analysis.

Short-term numerical goals cover a period of one to three years. Long-term goals are to be achieved in a period of three years or more and are focused on closing gaps in representation that are not expected to be closed in the short term.

Tools and Resources

In order to support this work, we encourage you to use the [Workplace Equity Information Management System](#) (WEIMS). For your reference, please refer to the *Quick Reference Guide for Contractors: How to Complete a Compliance Assessment Submission under the Federal Contractors Program*. This document can be accessed under FCP Documents of WEIMS [Help page](#).

[WEIMS](#) is a secure, cost-free, web-based reporting system available to assist your organization in meeting its obligations. Through this application, you can upload your workforce data, then conduct and submit your workforce analysis (step 2 above). This application has the capability to:

- store and maintain your organization's employment equity information;
- create backup files of your data; and
- generate a workforce analysis using the latest Census data.

If your organization does not have access to WEIMS, please complete and submit an [Authorization Form to Access WEIMS](#).

We strongly recommend that you use the goal-setting tools available in WEIMS. These tools simplify the process of calculating and establishing short- and long-term goals for addressing gaps in representation within your organization (step 3 above). Please refer to the attached *Quick Reference Guide* for details.

Should you have any questions or require assistance, please contact your Program Officer, Neena Sharan, at neena.sharan@labour-travail.gc.ca.

Équipe de l'équité en emploi / Workplace Equity Team

Direction de l'équité en milieu de travail, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
ee-eme@hrsdc-rhdcc.gc.ca

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