Labour Program Federal Contractors Program

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OFFICIAL	L USI	E ONI	Y		
Agreen	nant	No.			
		38 *			

Agreement to Implement Employment Equity

New Agreement	(All sections r	must be comple	led)		
Revised Agreement					
[∆] yearsed √Areemenr					
	ORG	ANIZATION			
Legal Name of Organization			Parent company	y is located outside	e Canada
Lockheed Martin Canada				7 Yes	ΠNο
				tl	
Operating Name (if different from Legal Name	of Organization)	***************************************	Business Num	ber	

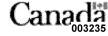
				employees in Car	
Organization's North American Industry Class	ification System (NAICS) Cod	e Number	(remanent rul	I-Time and/or Part-	-1ime)
To find your organization's four-digit NAICS of	ode please visit		Federally	Regulated	
http://www.statcan.gc.ca/subjects-sujets/stand 334511	Jaro-norme/naics-sciary/2007/i	ist-liste-eng htm	Provincial	ly Regulated	
			<u> </u>		
	HEA	D OFFICE			
Address (building number, street, suite, etc.)		Crty		Province	Postal Code
501 Palladium Drive		Ottawa		ON	K2V 0A2
		Telephone Number			
		613-599-3280)		
	EMPLOYMENT	FEQUITY CONT.	ACT		
Name (print)	***************************************	Title			
Michel Sacho		Senior Manag	ger, Human		
Telephone Number	E-mail Address				ge of Correspondence
613-599-3280 x3345	mike.sacho@lmco.c	om		✓ English	French
	CERT	TFICATION			
The above-named organization:		***************************************			
having a combined workforce of 100	or more nermanent full.him	e and nermanent n	art.time emplo	chene? ni soo	AND
	or more permanent rair-uni	e and permanent p	an-mic employ	ccs in Collade,	AND
Intending to bid on, or being in receip			contract, standii	ng offer or contra	ict issued under a
Supply Arrangement, valued at \$1,00		• •			
hereby certifies its commitment to implement instrument, in keeping with the Federal C					
please refer to: http://www.esdc.gc.ca/en				*	, , , ,
Important note: If an audit of the Agreen	nent to Implement Employs	nent Equity uncove	rs misreoresen	tation on the par	t of the organization
the procurement instrument(s) with the G					
	2171	NATORY			
NATE SERVICES	***************************************		***************************************	***************************************	
NOTE: The signatory must be the Chief contract on behalf of the organize		umonzea person in	an executive p	osilion wiln legal	authority to sign a
Name (print)	·	Title		***************************************	
Gary Fudge		General Mana	iger, Lockh	eed Martin	Canada RMS
Telephone Number	E-mail Address	A		Preferred Langu	age of Correspondence
613-599-3280	gary.fudge@lmco.	com		[7] Englis	sh (T) French
Signature		Date (YYYY-MM-DC	71	J	***************************************
		2019	7		
		2/4///	VIJIX		
Privacy Notice:					
The information you provide on this form is coll	ected under the authority of se	ection 42 of the <i>Empk</i>	oyment Equity Ac	t to determine you	r eligibility for the Federal
Contractors Program (FCP)					
Completion of this form is mandatory. Refusal to to Bid List, loss of the right to bid on federal go	lo provide personal information vernment goods or services cr	n will result in the org. Ontracts of any value	anization's name and may also res	being placed on th ult in the termination	ie FCP Limited Eligibility on of the contract.
The information you provide may be used and/	or disclosed for policy analysis	s, research and/or ev	aluation purposes	. However, these a	additional uses and/or
disclosures of your personal information will ne	ver result in an administrative	decision being made	about you."	,	
Your personal information is administered in ac your personal information, which is described it	cordance with the Privacy Aci	and other applicable	laws. You have t	he right to the prot	ection of, and access to,
government publication entitled Info Source, when	hich is available at the followin	g website address b	tp://www.infosou	cego sa Info Sou	rce may also be
accessed online at any Service Canada Centre	***************************************				
	RETURNI	NSTRUCTIONS			
IMPORTANT					
The signed Agreement to Implement	it Employment Equity for	m must be sent to	the Labour P	rogram by	
e-mail at: ee-eme@hrsdc-rhdcc.gc.				- · · · ·	

Workforce Analysis - Detailed Report

Date: 2016-12-31

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	12	2	16.7 %	27.4 %	3	-1	National
02 : Middle and Other Managers	National	67	11	16.4 %	38.9 %	26	-15	National
03 : Professionals		309	61	19.7 %	21.2 %	66	-5	
1111 : Financial auditors and accountants	National	1	0	0.0 %	55.1 %	1		National
1112 : Financial and investment analysts	National	22	10	45.5 %	50.1 %	11		National
1121 : Human resources professionals	National	8	5	62.5 %	71.1 %	6		National
1122 : Professional occupations in business management consulting	National	1	0	0.0 %	42.0 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	3	100.0 %	66.4 %	2	1	National
2132 : Mechanical engineers	National	12	0	0.0 %	9.0 %	1		National
2133 : Electrical and electronics engineers	National	4	1	25.0 %	11.3 %	0	1	National
2146 : Aerospace engineers	National	6	0	0.0 %	12.1 %	1		National
2147 : Computer engineers (except software engineers and designers)	National	90	19	21.1 %	12.6 %	11	8	National
2171 : Information systems analysts and consultants	National	14	**	7.1 %	28.3 %	4	-3	National
2173 : Software engineers and designers	National	103	12	11.7 %	17.4 %	18	-6	National
2174 : Computer programmers and interactive media developers	National	38	8	21.1 %	17.9 %	7	1	National
4163 : Business development officers and marketing researchers and consultants	National	7	2	28.6 %	50.7 %	4	-2	National
04 : Semi-Professionals and Technicians		146	20	13.7 %	29.6 %	43	-23	
2232 : Mechanical engineering technologists and technicians	Alberta	2	0	0.0 %	11.6 %	0	0	Alberta
2232 : Mechanical engineering technologists and technicians	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
2232 : Mechanical engineering technologists and technicians	Ontario	2	0	0.0 %	6.3 %	0	0	Ontario
2232 : Mechanical engineering technologists and technicians	Québec	1	0	0.0 %	9.4 %	0	0	Québec
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	2	1	50.0 %	19.9 %	0	1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Alberta	3	1	33.3 %	9.9 %	0	1	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	1	0	0.0 %	11.6 %	0	0	British Columbia



Workforce Analysis - Detailed Report

Date: 2016-12-31

Women

Internal Location All Employees Representation All Employees Representation Availability Bay Bernithment Bernithme	
2241 : Electrical and electronics engineering technologists and technicians New Brunswick 4 0 0.0 % 6.2 % 0 0 New Brunswick 2241 : Electrical and electronics engineering technologists and technicians Nova Scotia 3 1 33.3 % 4.2 % 0 1 Nova Scotia 2241 : Electrical and electronics engineering technologists and technicians Ontario 13 5 38.5 % 12.1 % 2 3 Ontario 2241 : Electrical and electronics engineering technologists and technicians Québec 6 0 0.0 % 9.1 % 1 1 Québec 2281 : Computer network technicians British Columbia 2 0 0.0 % 19.8 % 0 0 British Columbia 2281 : Computer network technicians Nova Scotia Nova Scotia Nova Scotia Ontario 3 0 0.0 % 20.8 % 1 1 Ontario 2281 : Computer network technicians Québec 1 1 100.0 % 18.5 % 0 1 Québec 2282 : User support technicians Nova Scotia	Area
2241 : Electrical and electronics engineering technologists and technicians Nova Scotia 3 1 33.3 % 4.2 % 0 1 Nova Scotia 2241 : Electrical and electronics engineering technologists and technicians Ontario 13 5 38.5 % 12.1 % 2 3 Ontario 2241 : Electrical and electronics engineering technologists and technicians Québec 6 0 0.0 % 9.1 % 1 -1 Québec 2281 : Computer network technicians British Columbia 2 0 0.0 % 19.8 % 0 0 British Colum 2281 : Computer network technicians Nova Scotia Nova Scotia Nova Scotia 3 0 0.0 % 20.8 % 1 -1 Ontario 2281 : Computer network technicians Québec 1 1 100.0 % 18.5 % 0 1 Québec 2282 : User support technicians Nova Scotia Nova Scotia	
2241 : Electrical and electronics engineering technologists and technicians Québec Québec 6 0 0.0 % 9.1 % 1 1 Québec 2281 : Computer network technicians British Columbia 2 0 0.0 % 19.8 % 0 0 British Columbia 2281 : Computer network technicians Nova Scotia Nova Scotia 8 1 12.5 % 18.4 % 1 0 Nova Scotia 2281 : Computer network technicians Québec 1 1 100.0 % 18.5 % 0 1 Québec 2282 : User support technicians Nova Scotia	ck
2241 : Electrical and electronics engineering technologists and technicians Québec 6 0 0.0 % 9.1 % 1 -1 Québec 2281 : Computer network technicians British Columbia 2 0 0.0 % 19.8 % 0 0 British Columbia 2281 : Computer network technicians Nova Scotia 8 1 12.5 % 18.4 % 1 0 Nova Scotia 2281 : Computer network technicians Ontario 3 0 0.0 % 20.8 % 1 -1 Ontario 2281 : Computer network technicians Québec 1 1 100.0 % 18.5 % 0 1 Québec 2282 : User support technicians Nova Scotia 5 0 0.0 % 32.1 % 2 -2 Nova Scotia	
2281 : Computer network technicians British Columbia 2 0 0.0 % 19.8 % 0 0 British Columbia 2281 : Computer network technicians Nova Scotia 8 1 12.5 % 18.4 % 1 0 Nova Scotia 2281 : Computer network technicians Ontario 3 0 0.0 % 20.8 % 1 -1 Ontario 2281 : Computer network technicians Québec 1 1 100.0 % 18.5 % 0 1 Québec 2282 : User support technicians Nova Scotia 5 0 0.0 % 32.1 % 2 -2 Nova Scotia	
2281 : Computer network technicians Nova Scotia 8 1 12.5 % 18.4 % 1 0 Nova Scotia 2281 : Computer network technicians Ontario 3 0 0.0 % 20.8 % 1 -1 Ontario 2281 : Computer network technicians Québec 1 1 100.0 % 18.5 % 0 1 Québec 2282 : User support technicians Nova Scotia 5 0 0.0 % 32.1 % 2 -2 Nova Scotia	
2281 : Computer network technicians Ontario 3 0 0.0 % 20.8 % 1 -1 Ontario 2281 : Computer network technicians Québec 1 1 100.0 % 18.5 % 0 1 Québec 2282 : User support technicians Nova Scotia 5 0 0.0 % 32.1 % 2 -2 Nova Scotia	bia
2281 : Computer network technicians Québec 1 1 1 100.0 % 18.5 % 0 1 Québec 2282 : User support technicians Nova Scotia 5 0 0.0 % 32.1 % 2 -2 Nova Scotia	
2282 : User support technicians Nova Scotia 5 0 0.0 % 32.1 % 2 -2 Nova Scotia	
2282 : User support technicians Ontario 2 0 0.0 % 24.2 % 0 Ontario	
2282 : User support technicians Québec 5 0 0.0 % 19.6 % 1 -1 Québec	
2283 : Information systems testing technicians British Columbia 8 0 0.0 % 24.7 % 2 -2 British Columbia	bia
2283 : Information systems testing technicians Nova Scotia 50 3 6.0 % 43.8 % 22 -19 Nova Scotia	
2283 : Information systems testing technicians Ontario 10 1 10.0 % 46.8 % 5 -4 Ontario	
2283 : Information systems testing technicians Québec 6 1 16.7 % 32.5 % 2 -1 Québec	
5241 : Graphic designers and illustrators Ontario 2 1 50.0 % 44.9 % 1 0 Ontario	
5241 : Graphic designers and illustrators Québec 5 4 80.0 % 47.2 % 2 2 Québec	
05 : Supervisors 1 0 0.0 % 50.7 % 1 -1	
Employment Equity Occupational Group Ottawa - Gatineau 1 0 0.0 % 50.7 % 1 -1 Ottawa - Gat	neau
06 : Supervisors: Crafts and Trades 2 0 0.0 % 26.9 % 1 -1	
9222 : Supervisors, electronics manufacturing Ontario 1 0 0.0 % 31.0 % 0 0 Ontario	
9227 : Supervisors, other products manufacturing and assembly Ontario 1 0 0.0 % 22.7 % 0 Ontario	
07 : Administrative and Senior Clerical Personnel 65 48 73.8 % 79.3 % 52 -4	
Employment Equity Occupational Group Halifax 10 6 60.0 % 81.4 % 8 -2 Halifax	



Workforce Analysis - Detailed Report

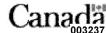
Date: 2016-12-31

Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		ilability "	Gap	Recruitment Area
		#	#	%	%	#	#	
Employment Equity Occupational Group	Montréal	21	11	52.4 %	80.8 %	17	-6	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	87.1 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	31	28	90.3 %	77.2 %	24	4	Ottawa - Gatineau
Employment Equity Occupational Group	Victoria	1	1	100.0 %	81.2 %	1	0	Victoria
Employment Equity Occupational Group	Winnipeg	1	1	100.0 %	81.1 %	1	0	Winnipeg
10 : Clerical Personnel		26	17	65.4 %	66.5 %	17	0	
Employment Equity Occupational Group	Halifax	3	3	100.0 %	67.7 %	2	1	Halifax
Employment Equity Occupational Group	Montréal	1	0	0.0 %	62.5 %	1	-1	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	72.4 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	20	13	65.0 %	65.8 %	13	0	Ottawa - Gatineau
Employment Equity Occupational Group	Victoria	1	1	100.0 %	74.1 %	1	0	Victoria
11 : Intermediate Sales and Service Personnel		3	1	33.3 %	63.0 %	2	-1	
Employment Equity Occupational Group	Halifax	1	1	100.0 %	65.5 %	1	0	Halifax
Employment Equity Occupational Group	Montréal	1	0	0.0 %	61.8 %	1	-1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	61.8 %	1	-1	Ottawa - Gatineau
12 : Semi-Skilled Manual Workers		13	4	30.8 %	13.7 %	2	2	
Employment Equity Occupational Group	Halifax	4	0	0.0 %	12.1 %	0	0	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	8	4	50.0 %	14.6 %	1	3	Ottawa - Gatineau
Employment Equity Occupational Group	Victoria	1	0	0.0 %	13.2 %	0	0	Victoria
Total		644	164	25.4 %	32.9 %	213	-49	

Total may not equal sum of components due to rounding.

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

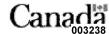


Workforce Analysis - Detailed Report

Date: 2016-12-31

Aboriginal Peoples

			Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	entation %	Availa %	ability #	Gap #	Recruitment Area	
01 : Senior Managers	National	12	0	0.0 %	2.9 %	0	0	National	
02 : Middle and Other Managers	National	67	0	0.0 %	2.2 %	1	-1	National	
03 : Professionals		309	4	0.3 %	0.9 %	3	-2		
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.3 %	0	0	National	
1112 : Financial and investment analysts	National	22	1	4.5 %	0.9 %	0	1	National	
121 : Human resources professionals	National	8	0	0.0 %	2.7 %	0	0	National	
122 : Professional occupations in business management consulting	National	1	0	0.0 %	1.6 %	0	0	National	
123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	2.1 %	0	0	National	
132 : Mechanical engineers	National	12	0	0.0 %	0.7 %	0	0	National	
133 : Electrical and electronics engineers	National	4	0	0.0 %	0.7 %	0	0	National	
146 : Aerospace engineers	National	6	0	0.0 %	0.6 %	0	0	National	
147 : Computer engineers (except software engineers and designers)	National	90	0	0.0 %	0.9 %	1	-1	National	
171 : Information systems analysts and consultants	National	14	0	0.0 %	1.1 %	0	0	National	
173 : Software engineers and designers	National	103	0	0.0 %	0.6 %	1	-1	National	
174 : Computer programmers and interactive media developers	National	38	0	0.0 %	1.0 %	0	0	National	
163 : Business development officers and marketing researchers and consultants	National	7	0	0.0 %	2.0 %	0	0	National	
4 : Semi-Professionals and Technicians		146	0	0.0 %	1.0 %	1	-1		
232 : Mechanical engineering technologists and technicians	Alberta	2	0	0.0 %	3.5 %	0	0	Alberta	
232 : Mechanical engineering technologists and technicians	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick	
232 : Mechanical engineering technologists and technicians	Ontario	2	0	0.0 %	1.4 %	0	0	Ontario	
232 : Mechanical engineering technologists and technicians	Québec	1	0	0.0 %	0.4 %	0	0	Québec	
233 : Industrial engineering and manufacturing technologists and technicians	Ontario	2	0	0.0 %	1.1 %	0	0	Ontario	
241 : Electrical and electronics engineering technologists and technicians	Alberta	3	0	0.0 %	2.1 %	0	0	Alberta	
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	1	0	0.0 %	2.1 %	0	0	British Columbia	

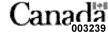


Workforce Analysis - Detailed Report

Date: 2016-12-31

Aboriginal Peoples

				Aborig	jinal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	entation %	Availa %	ability #	Gap #	Recruitment Area
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	4	0	0.0 %	1.2 %	0	0	New Brunswick
			0	0.0 %	1.6 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	3						
2241 : Electrical and electronics engineering technologists and technicians	Ontario	13	0	0.0 %	1.8 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	6	0	0.0 %	0.8 %	0	0	Québec
2281 : Computer network technicians	British Columbia	2	0	0.0 %	2.0 %	0	0	British Columbia
2281 : Computer network technicians	Nova Scotia	8	0	0.0 %	3.6 %	0	0	Nova Scotia
2281 : Computer network technicians	Ontario	3	0	0.0 %	1.4 %	0	0	Ontario
2281 : Computer network technicians	Québec	1	0	0.0 %	1.1 %	0	0	Québec
2282 : User support technicians	Nova Scotia	5	0	0.0 %	3.2 %	0	0	Nova Scotia
2282 : User support technicians	Ontario	2	0	0.0 %	1.6 %	0	0	Ontario
2282 : User support technicians	Québec	5	0	0.0 %	1.3 %	0	0	Québec
2283 : Information systems testing technicians	British Columbia	8	0	0.0 %	0.0 %	0	0	British Columbia
2283 : Information systems testing technicians	Nova Scotia	50	0	0.0 %	0.0 %	0	0	Nova Scotia
2283 : Information systems testing technicians	Ontario	10	0	0.0 %	1.0 %	0	0	Ontario
2283 : Information systems testing technicians	Québec	6	0	0.0 %	0.0 %	0	0	Québec
5241 : Graphic designers and illustrators	Ontario	2	0	0.0 %	1.6 %	0	0	Ontario
5241 : Graphic designers and illustrators	Québec	5	0	0.0 %	1.2 %	0	0	Québec
05 : Supervisors		1	0	0.0 %	2.7 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
06 : Supervisors: Crafts and Trades		2	0	0.0 %	0.6 %	0	0	
9222 : Supervisors, electronics manufacturing	Ontario	1	0	0.0 %	0.0 %	0	0	Ontario
9227 : Supervisors, other products manufacturing and assembly	Ontario	1	0	0.0 %	1.2 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		65	0	0.0 %	2.3 %	1	-1	
Employment Equity Occupational Group	Halifax	10	0	0.0 %	2.2 %	0	0	Halifax



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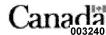
Date: 2016-12-31

Aboriginal Peoples

Final control Funity Comments and Comme	lede world a coding	All Foundation	D	~	inal Peoples		0	P
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	entation %	%	ability #	Gap #	Recruitment Area
Employment Equity Occupational Group	Montréal	21	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	4.1 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	31	0	0.0 %	3.2 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Victoria	1	0	0.0 %	3.0 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	8.5 %	0	0	Winnipeg
10 : Clerical Personnel		26	0	0.0 %	2.8 %	1	-1	
Employment Equity Occupational Group	Halifax	3	0	0.0 %	2.7 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	4.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	20	0	0.0 %	2.8 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Victoria	1	0	0.0 %	4.3 %	0	0	Victoria
11 : Intermediate Sales and Service Personnel		3	0	0.0 %	2.3 %	0	0	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	3.2 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.9 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.0 %	0	0	Ottawa - Gatineau
12 : Semi-Skilled Manual Workers		13	0	0.0 %	3.3 %	0	0	
Employment Equity Occupational Group	Halifax	4	0	0.0 %	2.9 %	0	0	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	8	0	0.0 %	3.3 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Victoria	1	0	0.0 %	5.2 %	0	0	Victoria
Total		644	1	0.1 %	1.4 %	7	-6	

Total may not equal sum of components due to rounding.

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

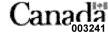


Workforce Analysis - Detailed Report

Date: 2016-12-31

Members of Visible Minorities

			Members of Visible Minorities					
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	12	1	8.3 %	10.1 %	1	0	National
02 : Middle and Other Managers	National	67	2	3.0 %	15.0 %	10	-8	National
03 : Professionals		309	28	9.1 %	35.7 %	110	-82	
1111 : Financial auditors and accountants	National	1	0	0.0 %	27.5 %	0	0	National
1112 : Financial and investment analysts	National	22	1	4.5 %	35.4 %	8		National
1121 : Human resources professionals	National	8	0	0.0 %	14.1 %	1		National
122 : Professional occupations in business management consulting	National	1	0	0.0 %	21.6 %	0	0	National
123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	16.9 %	1	•	National
2132 : Mechanical engineers	National	12	0	0.0 %	28.6 %	3	-3	National
2133 : Electrical and electronics engineers	National	4	0	0.0 %	34.9 %	1		National
146 : Aerospace engineers	National	6	0	0.0 %	25.0 %	2	-2	National
147 : Computer engineers (except software engineers and designers)	National	90	11	12,2 %	38.2 %	34	-23	National
171 : Information systems analysts and consultants	National	14	1	7.1 %	31.4 %	4		National
173 : Software engineers and designers	National	103	13	12.6 %	40.5 %	42	-29	National
174 : Computer programmers and interactive media developers	National	38	2	5.3 %	31.5 %	12	-10	National
163 : Business development officers and marketing researchers and consultants	National	7	0	0.0 %	21.9 %	2	-2	National
4 : Semi-Professionals and Technicians		146	7	4.8 %	15.6 %	23	-16	
232 : Mechanical engineering technologists and technicians	Alberta	2	0	0.0 %	21.3 %	0	0	Alberta
232 : Mechanical engineering technologists and technicians	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
232 : Mechanical engineering technologists and technicians	Ontario	2	0	0.0 %	20.5 %	0	0	Ontario
232 : Mechanical engineering technologists and technicians	Québec	1	0	0.0 %	7.3 %	0	0	Québec
233 : Industrial engineering and manufacturing technologists and technicians	Ontario	2	0	0.0 %	33.3 %	1		Ontario
241 : Electrical and electronics engineering technologists and technicians	Alberta	3	1	33,3 %	22.2 %	1	0	Alberta
241 : Electrical and electronics engineering technologists and technicians	British Columbia	1	1	100.0 %	29.5 %	0	1	British Columbia

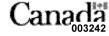


Workforce Analysis - Detailed Report

Date: 2016-12-31

Members of Visible Minorities

				Members o	f Visible Mino	rities		
Employment Equity Occupational Group	Internal Location	All Employees	•	entation	Availa	•	Gap	Recruitment Area
		#	#	%	%	#	#	
2241 : Electrical and electronics engineering technologists and technicians	New Brunswick	4	0	0.0 %	0.0 %	0	0	New Brunswick
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	3	0	0.0 %	2.3 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	13	1	7.7 %	31.4 %	4	-3	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	6	0	0.0 %	9.5 %	1		Québec
2281 : Computer network technicians	British Columbia	2	0	0.0 %	28.5 %	1	-1	British Columbia
2281 : Computer network technicians	Nova Scotia	8	0	0.0 %	4.7 %	0	0	Nova Scotia
2281 : Computer network technicians	Ontario	3	1	33.3 %	34.1 %	1	0	Ontario
2281 : Computer network technicians	Québec	1	0	0.0 %	13.1 %	0	0	Québec
2282 : User support technicians	Nova Scotia	5	0	0.0 %	11.3 %	1	-1	Nova Scotia
2282 : User support technicians	Ontario	2	0	0.0 %	35.9 %	1	-1	Ontario
2282 : User support technicians	Québec	5	1	20.0 %	18.2 %	1	0	Québec
2283 : Information systems testing technicians	British Columbia	8	0	0.0 %	54.5 %	4	-4	British Columbia
2283 : Information systems testing technicians	Nova Scotia	50	0	0.0 %	0.0 %	0	0	Nova Scotia
2283 : Information systems testing technicians	Ontario	10	2	20.0 %	46.6 %	5	-3	Ontario
2283 : Information systems testing technicians	Québec	6	0	0.0 %	20.0 %	1	-1	Québec
5241 : Graphic designers and illustrators	Ontario	2	0	0.0 %	24.0 %	0	0	Ontario
5241 : Graphic designers and illustrators	Québec	5	0	0.0 %	11.2 %	1	-1	Québec
05 : Supervisors		1	0	0.0 %	14.7 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau
06 : Supervisors: Crafts and Trades		2	0	0.0 %	30.5 %	1	-1	
9222 : Supervisors, electronics manufacturing	Ontario	1	0	0.0 %	38.4 %	0	0	Ontario
9227 : Supervisors, other products manufacturing and assembly	Ontario	1	0	0.0 %	22.7 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		65	4	6.2 %	11.0 %	7	-3	
Employment Equity Occupational Group	Halifax	10	0	0.0 %	5.8 %	1	-1	Halifax



Workforce Analysis - Detailed Report

Date: 2016-12-31

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities Internal Location All Employees Representation Availability Gap						Gan	Recruitment Area
- Inprofessional Light Comp		#	#	%	%	#	#	
Employment Equity Occupational Group	Montréal	21	3	14.3 %	12.2 %	3	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	1.6 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	31	1	3.2 %	12.2 %	4	-3	Ottawa - Gatineau
Employment Equity Occupational Group	Victoria	1	0	0.0 %	8.2 %	0	0	Victoria
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	11.1 %	0	0	Winnipeg
10 : Clerical Personnel		26	1	3.8 %	13.2 %	3	-2	
Employment Equity Occupational Group	Halifax	3	0	0.0 %	7.3 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	1	0	0.0 %	17.4 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	1.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	20	1	5.0 %	14.7 %	3	-2	Ottawa - Gatineau
Employment Equity Occupational Group	Victoria	1	0	0.0 %	8.6 %	0	0	Victoria
11 : Intermediate Sales and Service Personnel		3	0	0.0 %	17.6 %	1	•1	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	8.5 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	1	0	0.0 %	22.2 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	22.0 %	0	0	Ottawa - Gatineau
12 : Semi-Skilled Manual Workers		13	5	38.5 %	14.8 %	2	3	
Employment Equity Occupational Group	Halifax	4	0	0.0 %	6.1 %	0	0	Halifax
Employment Equity Occupational Group	Ottawa - Gatineau	8	5	62.5 %	19.9 %	2	3	Ottawa - Gatineau
Employment Equity Occupational Group	Victoria	1	0	0.0 %	9.1 %	0	0	Victoria
Total		644	48	7.5 %	24.6 %	158	-110	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

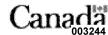
Date: 2016-12-31

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	79	3	3.8 %	4.3 %	3	0	National
03 : Professionals	National	309	2	0.6 %	3.8 %	12	-10	National
04 : Semi-Professionals and Technicians	National	146	3	2.1 %	4.6 %	7	-4	National
05 : Supervisors	National	1	0	0.0 %	13.9 %	0	0	National
06 : Supervisors: Crafts and Trades	National	2	0	0.0 %	7.8 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	65	1	1.5 %	3.4 %	2	-1	National
10 : Clerical Personnel	National	26	0	0.0 %	7.0 %	2	-2	National
11 : Intermediate Sales and Service Personnel	National	3	0	0.0 %	5.6 %	0	0	National
12 : Semi-Skilled Manual Workers	National	13	0	0.0 %	4.8 %	1	-1	National
Total		644	9	1.4 %	4.2 %	27	-18	
TOtal		044	9	1,4 70	4.2 70	21	-10	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

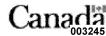
Date: 2016-12-31

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

Need metrics for Quebec province only

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

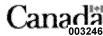


Workforce Analysis - Detailed Report

Date: 2016-12-31

WFA Defaults - Persons with Disabilities

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



Workforce Analysis - Summary Report

Date: 2016-12-31

Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	12	2	16.7 %	27.4 %	3	-1	
02 : Middle and Other Managers	67	11	16.4 %	38.9 %	26	-15	
03 : Professionals	309	61	19.7 %	21.2 %	66	-5	
04 : Semi-Professionals and Technicians	146	20	13.7 %	29.6 %	43	-23	
05 : Supervisors	1	0	0.0 %	50.7 %	1	•1	
06 : Supervisors: Crafts and Trades	2	0	0.0 %	26.9 %	1	-1	
07 : Administrative and Senior Clerical Personnel	65	48	73.8 %	79.3 %	52	-4	
10 : Clerical Personnel	26	17	65.4 %	66.5 %	17	0	
11 : Intermediate Sales and Service Personnel	3	1	33.3 %	63.0 %	2	-1	
12 : Semi-Skilled Manual Workers	13	4	30.8 %	13.7 %	2	2	
Total	644	164	25.4 %	32.9 %	213	-49	



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Aboriginal Peoples

	Aboriginal Peoples											
Employment Equity Occupational Group	All Employees	Repres	entation	Availa	ability	Gap						
	#	#	%	%	#	#						
01 : Senior Managers	12	0	0.0 %	2.9 %	0	0						
02 : Middle and Other Managers	67	0	0.0 %	2.2 %	1	-1						
03 : Professionals	309	1	0.3 %	0.9 %	3	-2						
04 : Semí-Professionals and Technicians	146	0	0.0 %	1.0 %	1	-1						
05 : Supervisors	1	0	0.0 %	2.7 %	0	0						
06 : Supervisors: Crafts and Trades	2	0	0.0 %	0.6 %	0	0						
07 : Administrative and Senior Clerical Personnel	65	0	0.0 %	2.3 %	1	-1						
10 : Clerical Personnel	26	0	0.0 %	2.8 %	1	-1						
11 : Intermediate Sales and Service Personnel	3	0	0.0 %	2.3 %	0	0						
12 : Semi-Skilled Manual Workers	13	0	0.0 %	3.3 %	0	0						
Total	644	1	0.1 %	1.4 %	7	-6	•					



Workforce Analysis - Summary Report

Date: 2016-12-31

Members of Visible Minorities

			Members o	of Visible Mir	norities		
Employment Equity Occupational Group	All Employees	Repres	entation	Ava	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	12	1	8.3 %	10.1 %	1	0	
02 : Middle and Other Managers	67	2	3.0 %	15.0 %	10	-8	
03 : Professionals	309	28	9.1 %	35.7 %	110	-82	
04 : Semi-Professionals and Technicians	146	7	4.8 %	15.6 %	23	-16	
05 : Supervisors	1	0	0.0 %	14.7 %	0	0	
06 : Supervisors: Crafts and Trades	2	0	0.0 %	30.5 %	1	-1	
07 : Administrative and Senior Clerical Personnel	65	4	6.2 %	11.0 %	7	-3	
10 : Clerical Personnel	26	1	3.8 %	13.2 %	3	-2	
11 : Intermediate Sales and Service Personnel	3	0	0.0 %	17.6 %	1	-1	
12 : Semi-Skilled Manual Workers	13	5	38.5 %	14.8 %	2	3	
Total	644	48	7.5 %	24.6 %	158	-110	

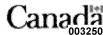


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Persons with Disabilities

	Persons with Disabilities											
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap						
	#	#	%	%	#	#						
01/02 : Managers	79	3	3.8 %	4.3 %	3	0						
03 : Professionals	309	2	0.6 %	3.8 %	12	-10						
04 : Semi-Professionals and Technicians	146	3	2.1 %	4.6 %	7	-4						
05 : Supervisors	1	0	0.0 %	13.9 %	0	0						
06 : Supervisors: Crafts and Trades	2	0	0.0 %	7.8 %	0	0						
07 : Administrative and Senior Clerical Personnel	65	1	1.5 %	3.4 %	2	-						
10 : Clerical Personnel	26	0	0.0 %	7.0 %	2	-2						
11 : Intermediate Sales and Service Personnel	3	0	0.0 %	5.6 %	0	0						
12 : Semi-Skilled Manual Workers	13	0	0.0 %	4.8 %	1	-1						
Total	644	9	1.4 %	4.2 %	27	-18						



Workforce Analysis - Summary Report

Date: 2016-12-31

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

Need metrics for Quebec province only

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

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WFA Defaults - Persons with Disabilities

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



Short-term Goal Setting Tool Lockheed Martin Canada 2017-2020

A	В	С	D	E	F	G	Н	l	J	K	L	М	N	О	P	Q	R
	from	Date entry	BxCx3	Data entry	BxEx3	D+F	from	Equivalent	HxIx3	(D x N)	GxM	Data entry	from	from	(H - J + L)	H ÷ B	(H - J + L)
	from						from	to E		- O + J			from	from	- ((B ± D) x N)		+ (B + D)
	Workforce						Workforce						Workforce	Workforce			
	Analysis						Analysis						Analysis	Analysis			
							1										

Employment Equity	All	Growth (New	Positions)	Turnover (Repla	acement of	Anticipated						ipated WOMEN												
Occupational Group	Employees			Terminated En	nployees)	Hires Over	Number	Turnover (Re	placement of	Hires	3 Ye	ar Goals	Present	Present Gap	Projected Gap	Present	Projected							
(EEOG)	2016-12-31	Annually	Over 3	Annually	Over 3	3 Years	of Women	Terminated	Employees)	Required	201	7-2020	Availability			Representation	Representation							
			Years		Years			Annually	Over 3								in 3 Years							
									Years															
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	9/6							
Senior Managers	12	0.0%	0	0.0%	0	0	2	0.0%	0	I	0	35.0%	27.4%	-1	-1	16.7%	16.7%							
Middle & Other Managers	67	0.0%	0	7.0%	14	14	11	7.0%	2	17	6	40.0%	38.9%	-15	-11	16.4%	22.4%							
Professionals	309	18.0%	167	7.0%	65	232	61	7.0%	13	53	51	22.0%	21.2%	-5	-2	19.7%	20.8%							
Semi-Professionals & Technicians	146	0.0%	0	5.0%	22	22	20	5.0%	3	26	7	33.0%	29.6%	-23	-19	13.7%	16.4%							
Supervisors	1	0.0%	0	100.0%	3	3	0	100.0%	0	Į.	1		50.7%	-1	0	0.0%	100,0%							
Supervisors: Crafts & Trades	2	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	30.0%	26.9%	-1	-1	0.0%	0.0%							
Administrative & Senior Clerical Person	65	8.0%	16	0.0%	0	16	48	0.0%	0	17	#VALUE!	No goal require	79.3%	-4	#VALUE!	73.8%	#VALUE!							
Clerical Personnel	26	0.0%	0	8.0%	6	6	17	8.0%	4	4	#VALUE!	No goal require	65.5%	0	#VALUE!	65.4%	#VALUE!							
Intermediate Sales & Service Personnel	3	0.0%	0	0.0%	0	0	1	0.0%	0	1	1		63.0%	-1	0	33.3%	66.7%							
Semi-Skilled Manual Workers	13	0.0%	0	0.0%	0	0	4	0.0%	0	-2	. 0		13.7%	2	2	30.8%	30.8%							

Short-term Goal Setting Tool Lockheed Martin Canada 2017-2020

A	В	С	D	E	F	G	н	I	J	К	L	М	N	0	Р	Q	R
	Data entry from	Date entry	BxCx3	Data entry	BxEx3	D+F	from	Equivalent	Hx1x3	(D x N)	GxM	Data entry	from	from	(H - J + L)	H ÷ B	(H - J + L)
	from						from	to E		- O + J			from	from	- ((B ÷ D) x N)		÷ (B + D)
	Workforce	* * * * * * * * * * * * * * * * * * *					Workforce						Workforce	Workforce			
	Analysis	* * * * * * * * * * * * * * * * * * *					Analysis						Analysis	Analysis			
														*			

Employment Equity	All	Growth (Nev	v Positions)	Turnover (Re	placement	Anticipated					AF	ORIGINAL	L PEOPLES				
Occupational Group	Employees			of Termi	nated	Hires Over	Number of	Turnover (Re	placement	Hires	3 Year	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2016-12-31	Annually	Over 3	Annually	Over 3	3 Years	Aboriginal	of Termi	nated	Required	2017-	2020	Availability			Representation	Representation
			Years	900	Years		People	Annually	Over 3								in 3 Years
									Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	12	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		2.9%	. 0	0	0.0%	0.0%
Middle & Other Managers	67	0.0%	0	7.0%	14	14	0	7.0%	0	1	1	4.0%	2.2%	-1	0	0.0%	1.5%
Professionals	309	18.0%	167	7.0%	65	232	1	7.0%	0	4	3	1.5%	0.9%	-2	0	0.3%	0.8%
Semi-Professionals & Technicians	146	0.0%	0	5.0%	22	22	0	5.0%	0	I	0	2.0%	1.0%	-1	-1	0.0%	0.0%
Supervisors	1	0.0%	0	100.0%	3	3	0	100.0%	0	0	0		2.7%	0	0	0.0%	0.0%
Supervisors: Crafts & Trades	2	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.6%	0	0	0.0%	0.0%
Administrative & Senior Clerical Person	65	8.0%	16	0.0%	0	16	0	0.0%	0	1	1	4.0%	2.3%	-1	-1	0.0%	1.2%
Clerical Personnel	26	0.0%	0	8.0%	6	6	0	8.0%	0	1	0	5.0%	2.8%	-1	-1	0.0%	0.0%
Intermediate Sales & Service Personnel	3	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		2.3%	0	0	0.0%	0.0%
Semi-Skilled Manual Workers	13	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		3.3%	0	0	0.0%	0.0%

Short-term Goal Setting Tool Lockheed Martin Canada 2017-2020

A	В	C	D	E	F	G	Н	I	J	K	L	М	N	o	P	Q	R	-
	Data entry from	Date entry	BxCx3	Data entry	BxEx3	D+F	from	Equivalent	HxIx3	(D x N)	GxM	Data entry	from	from	(H - J + L)	H + B	(H-J+L)	
NA SANTA	from						from	to E		- O + J	÷		from	from	- ((B + D) x N)		(H - J + L) + (B + D)	
	Workforce						Workforce						Workforce	Workforce				1
	Analysis						Analysis				÷		Analysis	Analysis				-

Employment Equity	All	Growth (Ne	w Positions)	Turnover (Re	placement of	Anticipated					PERSO	S WITH D	ISABILITIES				
Occupational Group	Employees			Terminated	Employees)	Hires Over	Number	Turnover (Re	placement of	Hires	3 Year	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2016-12-31	Annually	Over 3	Annually	Over 3	3 Years	of PWD	Terminated	Employees)	Required	2017-	2020	Availability		j	Representation	Representation
		1	Years		Years			Annually	Over 3								in 3 Years
		Andreas							Years								
	#	%	#	%	#	#	#	9/6	#	#	#	6/o	%	#	#	⁶ / ₀	%
Senior Managers	12	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
Middle & Other Managers	67	0.0%	0	7.0%	14	14	3	7.0%	1	1	1	4.3%	4.3%	0	0	4.5%	4.5%
Professionals	309	18.0%	167	7.0%	65	232	2	7.0%	0	16	9	4.0%	3.8%	-10	-7	0.6%	2.3%
Semi-Professionals & Technicians	146	0.0%	0	5.0%	22	22	3	5.0%	0	4	1	5.0%	4.6%	-4	-3	2.1%	2.7%
Supervisors	ı	0.0%	0	100.0%	3	3	0	100.0%	0	0	0		13.9%	0	0	0.0%	0.0%
Supervisors: Crafts & Trades	2	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		7.8%	0	0	0.0%	0.0%
Administrative & Senior Clerical Person	65	8.0%	16	0.0%	0	16	1	0.0%	0	2	1	6.0%	3.4%	-1	-1	1.5%	2.5%
Clerical Personnel	26	0.0%	0	8.0%	6	6	0	8.0%	0	2	1	10.0%	7.0%	-2	-1	0.0%	3.8%
Intermediate Sales & Service Personnel	3	0.0%	0	0.0%	0	0	0	0.0%	0	0	0		5.6%	0	0	0.0%	0.0%
Semi-Skilled Manual Workers	13	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	10.0%	4.8%	-1	-1	0.0%	0.0%

Short-term Goal Setting Tool

Lockheed Martin Canada 2017-2020

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Employment Equity	All	Growth (Nev	v Positions)	Turnover (Re	placement of	Anticipated					MEMBI	RS OF VISI	BLE MINORIT	TES			
Occupational Group	Employees			Terminated	Employees)	Hires Over	Number	Turnover (Re	placement of	Hires	3 Yea	r Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2016-12-31	Annually	Over 3	Annually	Over 3	3 Years	of Visible	Terminated	Employees)	Required	201	7-2020	Availability			Representation	Representation
			Years		Years		Minorities	Annually	Over 3								in 3 Years
									Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	12	0.0%	0	0.0%	0	-0	ı	0.0%	0	0	(10.1%	0	0	8.3%	8.3%
Middle & Other Managers	67	0.0%	0	7.0%	14	14	2	7.0%	0	8	3	20.0%	15.0%	-8	-5	3.0%	7.5%
Professionals	309	18.0%	167	7.0%	65	232	28	7.0%	6	148	84	36.0%	35.7%	-82	-64	9.1%	22.3%
Semi-Professionals & Technicians	146	0.0%	0	5.0%	22	22	7	5.0%	1	17	4	20.0%	15.6%	-16	-13	4.8%	6.8%
Supervisors	1	0.0%	0	100.0%	3	3	0	100.0%	0	0	0		14.7%	0	0	0.0%	0.0%
Supervisors Crafts & Trades	2	0.0%	0	0.0%	0	0	0	0.0%	0	1	(31.0%	30.5%	-1	-1	0.0%	0.0%
Administrative & Senior Clerical Person	65	8.0%	16	0.0%	0	16	4	0.0%	0	5	2	15.0%	11.0%	-3	-3	6.2%	7.4%
Clerical Personnel	26	0.0%	0	8.0%	6	6	1	8.0%	0	2	1	15.0%	13.2%	-2	~1	3.8%	7.7%
Intermediate Sales & Service Personnel	3	0.0%	()	0.0%	0	0	()	0.0%	0	1	(20.0%	17.6%	-1	-1	0.0%	0.0%
Semi-Skilled Manual Workers	13	0.0%	()	0.0%	0	0	5	0.0%	0	-3	(14.8%	3	3	38.5%	38.5%

Summary of Goals Lockheed Martin Canada 2017-2020

Women

	Workforce Analysis Res	sults		Goals	
E	Employment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
1	Senior Managers *	-1	35%	Bridge gap as openings occur	
2	Middle & Other Managers	-15	40%	40%	Continue until full representation is reached.
3	Professionals	-5	22%	22%	Continue until full representation is reached.
4	Semi-prof. & Technicians	-23	33%	33%	Continue until full representation is reached.
5	Supervisors	-1	1	Bridge gap as openings occur	
6	Supervisors Crafts & Trades *	-1	1	Bridge gap as openings occur	
11	Intermediate Sales & Service *	-1	1	Bridge gap as openings occur	

^{*}No hires anticipated over next three years.

Aboriginal Peoples

	Workforce Analysis Res	sults		Goals	
Е	mployment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
2	Middle & Other Managers	-1	4%	Maintain full representation	
3	Professionals	-2	1.5%	Maintain full representation	
4	Semi-prof. & Technicians	-1	2%	Bridge gap as openings occur	
7	Admin & Senior Clerical	-1	4%	Bridge gap as openings occur	
10	Clerical	-1	5%	Bridge gap as openings occur	

Persons with Disabilities

	Workforce Analysis Res	sults		Goals	
ŀ	Employment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
2	Middle & Other Managers*	-1	4.3%	Maintain full representation	
3	Professionals	-10	4%	4%	Continue until full representation is reached.
4	Semi-prof. & Technicians	-4	5%	5%	Continue until full representation is reached.
7	Admin & Senior Clerical	-1	6%	Bridge gap as openings occur	
10	Clerical	-2	10%	10%	Continue until full representation is reached.
12	Semi-skilled Manual Workers**	-1	10%	Bridge gap as openings occur	

^{*}Gap is due to turnover. Goal is set at availability to maintain full representation.

Members of Visible Minorities

	Workforce Analysis Res	sults		Goals	
E	Employment Equity Occupational Group (EEOG)	Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
2	Middle & Other Managers	-8	20%	20%	Continue until full representation is reached.
3	Professionals	-82	36%	36%	Continue until full representation is reached.
4	Semi prof. & Technicians	-16	20%	20%	Continue until full representation is reached.
6	Supervisors Crafts & Trades *	-1	31%	Bridge gap as openings occur	
7	Admin & Senior Clerical	-3	15%	15%	Continue until full representation is reached.
10	Clerical	-2	15%	15%	Continue until full representation is reached.
11	Intermediate Sales & Service *	-1	20%	Bridge gap as openings occur	

^{**}No hires anticipated over next three years.

* No hires anticipated in next three years.

SELF-IDENTIFICATION QUESTIONNAIRE

(Confidential when completed)

Once complete, this information will remain confidential and will only be used for the Employment Equity program (as required under the Federal Contractors Program/Legislated Employment Equity Program) and Corporate Diversity initiatives.

You have the right to review and correct information relating to you at any time and you can be assured that the information will not be used for unauthorized purposes. The survey is kept separate from your personnel file in a locked cabinet. Your data is stored in the WEIMS database and is accessed by authorized persons only.

Completed copy to be sent in a sealed envelope marked "Confidential" to Human Resources – Attention Carol Lloyd.

Your response to the self-identification questionnaire is voluntary; however, it is mandatory to complete Sections A and B.

A.	Family Name:		Given Name:	
	☐ Male	Female	Employee #:	
В.			for us to maintain accurate metrics and assist ot wish to participate, please check this box.	
C.	psychiatric or learning imp reason of that impairment, to be disadvantaged in emp	airment and who cons or believe that an emp ployment by reason of	g-term or recurring physical, mental, sensory, ider themselves to be disadvantaged in employment loyer or potential employer is likely to consider the that impairment. This also includes persons whose have been accommodated in their current job or	m
	Examples of disabilities in	clude but are not limite	ed to:	
	Coordination or Dekeyboard	exterity: difficulty usir	g hands or arms, such as grasping objects or using	a
	• <u>Mobility</u> : difficult stairs	ty moving around from	one office to another, walking long distances or us	ing
		Impaired: unable to se see well with glasses	e or difficulty seeing, glaucoma, but do not include or contact lenses	
	• Speech: unable to	speak or difficulty spe	aking and being understood	
	• Deaf or Hard of He	earing: unable to hear	or difficulty hearing	
	• Other Disabilities:	learning, developmen	tal and other types of disabilities	
			Yes No	

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(Confidential when completed) D. An Aboriginal person is a North American Indian, Métis, or Inuit and/or a Treaty Indian or a Registered Indian and/or member of an Indian Band/First Nation. Yes No Based on this definition, are you an Aboriginal person? E. Members of visible minorities are persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour, regardless of birthplace. Examples of visible minorities include, but are not limited to: Black Non-white Latin American (including indigenous persons from Central and South America) East Asian (e.g., Chinese, Japanese, Korean) South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, East Indians from Guyana, Trinidad, East Africa) Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese) Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan) Persons of Mixed Origin (e.g., with one parent in one of the visible minority groups listed above). Yes No П Based on this definition, are you a member of a visible minority group?

SELF-IDENTIFICATION QUESTIONNAIRE

This form is also available in hard copy format.

Page 2 of 2

From: Lloyd, Carol A <carol.a.lloyd@lmco.com>

Sent: February 7, 2017 10:36 AM

To: Thibeault, Daniel D [NC] <daniel.thibeault@labour-travail.gc.ca>

Cc: Morin, Jana <jana.morin@lmco.com>

Subject: Lockheed Martin Canada - FCP First Compliance Assessment

Hi Daniel,

As requested, I am sending you what was submitted yesterday, February 6, 2017 to <u>ee-eme@hrsdc-rhdsc.gc.ca</u> via Secure Information Exchange to your e-mail address.

In response to an e-mail received on January 6, 2017 advising Lockheed Martin Canada is now subject to a first compliance assessment under the Federal Contractors Program (FCP) of the *Employment Equity Act* (EEA), please find our submission.

- 1. The self-identification questionnaire used to conduct your workforce survey.
 - RESPONSE: This questionnaire is attached to this e-mail.
 - **COMMENTS:** This survey was sent and approved by ESDC.
- 2. The results of your workforce survey:
 - The number of employees that were surveyed
 - RESPONSE: 683
 - o **COMMENTS:** Based on active employees
 - The combined number of self-identification questionnaires that were returned blank, partially, and fully completed
 - RESPONSE: 493
 - COMMENTS: If a blank form is received it is sent back to the employee to complete.
 - The number of fully completed and returned self-identification questionnaires.
 - RESPONSE: 493 (72.18%)
 - COMMENTS: As a part of the company's overall Employment Equity strategy, Lockheed Martin Canada will be conducting a full resurvey of its workforce in 2017, along with a solid communications strategy
- 3. The workforce analysis results (Summary Report and Detailed Report).
 - RESPONSE: Please see attached WFA
- 4. Short- and long-term numerical goals to address the representation gap identified through your workforce analysis.
 - **RESPONSE:** Please see attached the short and long-term goals

If you have any questions or need any clarification, please don't hesitate to contact me.

Regards, Carol

Carol Lloyd

HR Administrator Systems – International Rewards Lockheed Martin Canada

501 Palladium Drive, Ottawa, Ontario K2V 0A2 **O** 613-599-3280 x3886

LOCKHEED MARTIN
We never forget who we're working for®

Dear Ms. Chapdelaine.

This email is to confirm that the compliance assessment initiated on January 6th, 2017 has been completed. As a result of the assessment, Lockheed Martin Canada has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) of the *Employment Equity Act* (EEA).

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 Lockheed Martin Canada's employment equity program:

 We require you to increase your follow-up with employees to strengthen your workforce survey's return and response rates.

Attached for your reference is a summary of Lockheed Martin Canada employment equity results compared against Employment Equity Occupational Group (EEOG) levels in your industry as well as overall Canadian labour market availability.

Next Steps

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

When Lockheed Martin Canada is notified of a follow-up assessment, the following information will be required:

- 1. A completed Achievement Table;
- 2. A current workforce analysis: and
- 3. Revised goals for any remaining gaps in representation.

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

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

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

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

Should you require any further information regarding your organization's obligations under the FCP, please contact Daniel Thibeault at daniel.thibeault@labour-travail.gc.ca.

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

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