

Labour Program
Federal Contractors Program

PROTECTED WHEN COMPLETED - B

OFFICIAL USE ONLY

Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
- Revised Agreement

ORGANIZATION			
Legal Name of Organization Marwood Ltd		Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" 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/naics-scian/2007/list-liste-eng.htm 3211		Total number of employees in Canada (Permanent Full-Time and/or Part-Time)	450
		<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated	
HEAD OFFICE			
Address (building number, street, suite, etc.) P.O. Box 338, Station A		City Fredericton	Province NB
		Postal Code E3B 4Z9	
		Telephone Number 506-459-7777	
EMPLOYMENT EQUITY CONTACT			
Name (print) Sarah Lewis		Title Human Resources Manager	
Telephone Number 506-444-7172	E-mail Address sarah.lewis@marwoodltd.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
CERTIFICATION			
The above-named organization:			
<ul style="list-style-type: none"> * having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND * intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes) 			
hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml			
Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.			
SIGNATORY			
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.			
Name (print) Michael E O'Donnell		Title President	
Telephone Number 506-444-7125	E-mail Address mike.odonnell@marwoodltd.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature 		Date (YYYY-MM-DD) 2016-06-16	
Privacy Notice:			
The information you provide on this form is collected under the authority of section 43 of the <i>Employment Equity Act</i> 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 <i>Privacy Act</i> 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 <i>Info Source</i> , which is available at the following website address: http://www.infosurca.gc.ca . <i>Info Source</i> may also be accessed online at any Service Canada Centre.			
RETURN INSTRUCTIONS			
IMPORTANT			
<ul style="list-style-type: none"> * The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdcc-rhdcc.gc.ca. 			



Workplace Equity Information Management System - Marwood Ltd

Workforce Analysis - Detailed Report

Date: 2017-05-17

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	7	0	0.0 %	27.4 %	2	-2	National
02 : Middle and Other Managers	National	17	1	5.9 %	38.9 %	7	-6	National
03 : Professionals		9	0	0.0 %	27.7 %	2	-2	
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	42.0 %	1	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	66.4 %	1	-1	National
2131 : Civil engineers	National	1	0	0.0 %	15.3 %	0	0	National
2132 : Mechanical engineers	National	3	0	0.0 %	9.0 %	0	0	National
2171 : Information systems analysts and consultants	National	2	0	0.0 %	28.3 %	1	-1	National
04 : Semi-Professionals and Technicians		3	0	0.0 %	0.0 %	0	0	
2232 : Mechanical engineering technologists and technicians	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick
05 : Supervisors		3	1	33.3 %	70.7 %	2	-1	
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	65.7 %	1	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	73.2 %	1	-1	N.S. less CMA
06 : Supervisors: Crafts and Trades		40	6	15.0 %	5.9 %	2	4	
7301 : Contractors and supervisors, mechanic trades	New Brunswick	1	0	0.0 %	14.1 %	0	0	New Brunswick
8211 : Supervisors, logging and forestry	New Brunswick	1	0	0.0 %	8.3 %	0	0	New Brunswick
9215 : Supervisors, forest products processing	New Brunswick	25	3	12.0 %	0.0 %	0	3	New Brunswick
9215 : Supervisors, forest products processing	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
9215 : Supervisors, forest products processing	Nova Scotia	12	3	25.0 %	17.6 %	2	1	Nova Scotia
07 : Administrative and Senior Clerical Personnel		4	1	25.0 %	84.9 %	3	-2	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	81.4 %	1	-1	Halifax
Employment Equity Occupational Group	N.B. less CMA	3	1	33.3 %	86.1 %	3	-2	N.B. less CMA
09 : Skilled Crafts and Trades Workers		18	0	0.0 %	0.7 %	0	0	
7231 : Machinists and machining and tooling inspectors	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick



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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7237 : Welders and related machine operators	New Brunswick	1	0	0.0 %	3.2 %	0	0	New Brunswick
7271 : Carpenters	New Brunswick	2	0	0.0 %	2.6 %	0	0	New Brunswick
7311 : Construction millwrights and industrial mechanics	New Brunswick	13	0	0.0 %	0.0 %	0	0	New Brunswick
7311 : Construction millwrights and industrial mechanics	Nova Scotia	1	0	0.0 %	4.3 %	0	0	Nova Scotia
10 : Clerical Personnel		23	5	21.7 %	71.1 %	16	-11	
Employment Equity Occupational Group	Halifax	6	1	16.7 %	67.7 %	4	-3	Halifax
Employment Equity Occupational Group	N.B. less CMA	13	3	23.1 %	72.6 %	9	-6	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	4	1	25.0 %	71.4 %	3	-2	N.S. less CMA
11 : Intermediate Sales and Service Personnel		17	3	17.6 %	70.6 %	12	-9	
Employment Equity Occupational Group	Halifax	4	0	0.0 %	65.5 %	3	-3	Halifax
Employment Equity Occupational Group	N.B. less CMA	7	2	28.6 %	71.9 %	5	-3	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	3	1	33.3 %	72.7 %	2	-1	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	72.4 %	2	-2	Ont. less CMAs
12 : Semi-Skilled Manual Workers		70	0	0.0 %	14.7 %	10	-10	
Employment Equity Occupational Group	Halifax	20	0	0.0 %	12.1 %	2	-2	Halifax
Employment Equity Occupational Group	N.B. less CMA	39	0	0.0 %	15.8 %	6	-6	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	11	0	0.0 %	15.9 %	2	-2	N.S. less CMA
13 : Other Sales and Service Personnel		4	4	100.0 %	62.9 %	3	1	
Employment Equity Occupational Group	Halifax	1	1	100.0 %	57.4 %	1	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	1	1	100.0 %	61.1 %	1	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	2	2	100.0 %	66.4 %	1	1	N.S. less CMA
14 : Other Manual Workers		255	27	10.6 %	23.6 %	60	-33	
Employment Equity Occupational Group	Halifax	34	1	2.9 %	14.2 %	5	-4	Halifax
Employment Equity Occupational Group	N.B. less CMA	197	25	12.7 %	25.1 %	49	-24	N.B. less CMA



Workplace Equity Information Management System - Marwood Ltd

Workforce Analysis - Detailed Report

Date: 2017-05-17

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	21	1	4.8 %	23.4 %	5	-4	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	3	0	0.0 %	30.5 %	1	-1	Nfld.Lab. less CMA
Total		470	48	10.2 %	25.6 %	119	-71	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Marwood Ltd

Workforce Analysis - Detailed Report

Date: 2017-05-17

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	%	Availability %			
01 : Senior Managers	National	7	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	17	1	5.9 %	2.2 %	0	1	National
03 : Professionals		9	0	0.0 %	1.2 %	0	0	
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	2.1 %	0	0	National
2131 : Civil engineers	National	1	0	0.0 %	1.0 %	0	0	National
2132 : Mechanical engineers	National	3	0	0.0 %	0.7 %	0	0	National
2171 : Information systems analysts and consultants	National	2	0	0.0 %	1.1 %	0	0	National
04 : Semi-Professionals and Technicians		3	0	0.0 %	0.0 %	0	0	
2232 : Mechanical engineering technologists and technicians	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick
05 : Supervisors		3	0	0.0 %	4.0 %	0	0	
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	2.9 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	4.6 %	0	0	N.S. less CMA
06 : Supervisors: Crafts and Trades		40	0	0.0 %	0.1 %	0	0	
7301 : Contractors and supervisors, mechanic trades	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
8211 : Supervisors, logging and forestry	New Brunswick	1	0	0.0 %	4.2 %	0	0	New Brunswick
9215 : Supervisors, forest products processing	New Brunswick	25	0	0.0 %	0.0 %	0	0	New Brunswick
9215 : Supervisors, forest products processing	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
9215 : Supervisors, forest products processing	Nova Scotia	12	0	0.0 %	0.0 %	0	0	Nova Scotia
07 : Administrative and Senior Clerical Personnel		4	0	0.0 %	2.6 %	0	0	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	3	0	0.0 %	2.7 %	0	0	N.B. less CMA
09 : Skilled Crafts and Trades Workers		18	1	5.6 %	1.1 %	0	1	
7231 : Machinists and machining and tooling inspectors	New Brunswick	1	0	0.0 %	2.1 %	0	0	New Brunswick



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Workforce Analysis - Detailed Report

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7237 : Welders and related machine operators	New Brunswick	1	0	0.0 %	1.5 %	0	0	New Brunswick
7271 : Carpenters	New Brunswick	2	0	0.0 %	3.2 %	0	0	New Brunswick
7311 : Construction millwrights and industrial mechanics	New Brunswick	13	1	7.7 %	0.5 %	0	1	New Brunswick
7311 : Construction millwrights and industrial mechanics	Nova Scotia	1	0	0.0 %	2.9 %	0	0	Nova Scotia
10 : Clerical Personnel		23	0	0.0 %	3.0 %	1	-1	
Employment Equity Occupational Group	Halifax	6	0	0.0 %	2.7 %	0	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	13	0	0.0 %	3.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	4	0	0.0 %	3.5 %	0	0	N.S. less CMA
11 : Intermediate Sales and Service Personnel		17	0	0.0 %	3.7 %	1	-1	
Employment Equity Occupational Group	Halifax	4	0	0.0 %	3.2 %	0	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	7	0	0.0 %	3.4 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	3	0	0.0 %	4.0 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	4.9 %	0	0	Ont. less CMAs
12 : Semi-Skilled Manual Workers		70	1	1.4 %	3.1 %	2	-1	
Employment Equity Occupational Group	Halifax	20	1	5.0 %	2.9 %	1	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	39	0	0.0 %	3.0 %	1	-1	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	11	0	0.0 %	3.7 %	0	0	N.S. less CMA
13 : Other Sales and Service Personnel		4	0	0.0 %	4.4 %	0	0	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	4.4 %	0	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	3.9 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	4.8 %	0	0	N.S. less CMA
14 : Other Manual Workers		255	8	3.1 %	4.4 %	11	-3	
Employment Equity Occupational Group	Halifax	34	1	2.9 %	2.5 %	1	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	197	7	3.6 %	4.6 %	9	-2	N.B. less CMA



Workplace Equity Information Management System - Marwood Ltd

Workforce Analysis - Detailed Report

Date: 2017-05-17

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	21	0	0.0 %	5.0 %	1	-1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	3	0	0.0 %	9.8 %	0	0	Nfld.Lab. less CMA
Total		470	11	2.3 %	3.4 %	15	-4	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Marwood Ltd

Workforce Analysis - Detailed Report

Date: 2017-05-17

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	7	0	0.0 %	10.1 %	1	-1	National
02 : Middle and Other Managers	National	17	0	0.0 %	15.0 %	3	-3	National
03 : Professionals		9	0	0.0 %	26.1 %	2	-2	
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	21.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	16.9 %	0	0	National
2131 : Civil engineers	National	1	0	0.0 %	26.0 %	0	0	National
2132 : Mechanical engineers	National	3	0	0.0 %	28.6 %	1	-1	National
2171 : Information systems analysts and consultants	National	2	0	0.0 %	31.4 %	1	-1	National
04 : Semi-Professionals and Technicians		3	0	0.0 %	0.0 %	0	0	
2232 : Mechanical engineering technologists and technicians	New Brunswick	3	0	0.0 %	0.0 %	0	0	New Brunswick
05 : Supervisors		3	0	0.0 %	2.2 %	0	0	
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	2.2 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	2.2 %	0	0	N.S. less CMA
06 : Supervisors: Crafts and Trades		40	0	0.0 %	0.0 %	0	0	
7301 : Contractors and supervisors, mechanic trades	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
8211 : Supervisors, logging and forestry	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
9215 : Supervisors, forest products processing	New Brunswick	25	0	0.0 %	0.0 %	0	0	New Brunswick
9215 : Supervisors, forest products processing	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
9215 : Supervisors, forest products processing	Nova Scotia	12	0	0.0 %	0.0 %	0	0	Nova Scotia
07 : Administrative and Senior Clerical Personnel		4	0	0.0 %	2.2 %	0	0	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	5.8 %	0	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	3	0	0.0 %	1.0 %	0	0	N.B. less CMA
09 : Skilled Crafts and Trades Workers		18	0	0.0 %	0.1 %	0	0	
7231 : Machinists and machining and tooling inspectors	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
7237 : Welders and related machine operators	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
7271 : Carpenters	New Brunswick	2	0	0.0 %	0.5 %	0	0	New Brunswick
7311 : Construction millwrights and industrial mechanics	New Brunswick	13	0	0.0 %	0.0 %	0	0	New Brunswick
7311 : Construction millwrights and industrial mechanics	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
10 : Clerical Personnel		23	0	0.0 %	3.3 %	1	-1	
Employment Equity Occupational Group	Halifax	6	0	0.0 %	7.3 %	0	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	13	0	0.0 %	1.9 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	4	0	0.0 %	1.9 %	0	0	N.S. less CMA
11 : Intermediate Sales and Service Personnel		17	0	0.0 %	3.6 %	1	-1	
Employment Equity Occupational Group	Halifax	4	0	0.0 %	8.5 %	0	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	7	0	0.0 %	1.7 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	3	0	0.0 %	2.4 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	3	0	0.0 %	2.3 %	0	0	Ont. less CMAs
12 : Semi-Skilled Manual Workers		70	4	5.7 %	2.4 %	2	2	
Employment Equity Occupational Group	Halifax	20	1	5.0 %	6.1 %	1	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	39	2	5.1 %	0.7 %	0	2	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	11	1	9.1 %	1.4 %	0	1	N.S. less CMA
13 : Other Sales and Service Personnel		4	0	0.0 %	4.5 %	0	0	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	10.6 %	0	0	Halifax
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	2.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	2.7 %	0	0	N.S. less CMA
14 : Other Manual Workers		255	16	6.3 %	1.9 %	5	11	
Employment Equity Occupational Group	Halifax	34	1	2.9 %	8.0 %	3	-2	Halifax
Employment Equity Occupational Group	N.B. less CMA	197	15	7.6 %	0.8 %	2	13	N.B. less CMA



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	21	0	0.0 %	2.4 %	1	-1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	3	0	0.0 %	0.3 %	0	0	Nfld.Lab. less CMA
Total		470	20	4.3 %	2.9 %	15	5	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Marwood Ltd

Workforce Analysis - Detailed Report

Date: 2017-05-17

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	24	0	0.0 %	4.3 %	1	-1	National
03 : Professionals	National	9	0	0.0 %	3.8 %	0	0	National
04 : Semi-Professionals and Technicians	National	3	0	0.0 %	4.6 %	0	0	National
05 : Supervisors	National	3	0	0.0 %	13.9 %	0	0	National
06 : Supervisors: Crafts and Trades	National	40	1	2.5 %	7.8 %	3	-2	National
07 : Administrative and Senior Clerical Personnel	National	4	0	0.0 %	3.4 %	0	0	National
09 : Skilled Crafts and Trades Workers	National	18	0	0.0 %	3.8 %	1	-1	National
10 : Clerical Personnel	National	23	0	0.0 %	7.0 %	2	-2	National
11 : Intermediate Sales and Service Personnel	National	17	1	5.9 %	5.6 %	1	0	National
12 : Semi-Skilled Manual Workers	National	70	3	4.3 %	4.8 %	3	0	National
13 : Other Sales and Service Personnel	National	4	0	0.0 %	6.3 %	0	0	National
14 : Other Manual Workers	National	255	17	6.7 %	5.3 %	14	3	National
Total		470	22	4.7 %	5.4 %	25	-3	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2017-05-17

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2017-05-17

WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - Marwood Ltd

Workforce Analysis - Summary Report

Date: 2017-05-17

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	7	0	0.0 %	27.4 %	2	-2
02 : Middle and Other Managers	17	1	5.9 %	38.9 %	7	-6
03 : Professionals	9	0	0.0 %	27.7 %	2	-2
04 : Semi-Professionals and Technicians	3	0	0.0 %	0.0 %	0	0
05 : Supervisors	3	1	33.3 %	70.7 %	2	-1
06 : Supervisors: Crafts and Trades	40	6	15.0 %	5.9 %	2	4
07 : Administrative and Senior Clerical Personnel	4	1	25.0 %	84.9 %	3	-2
09 : Skilled Crafts and Trades Workers	18	0	0.0 %	0.7 %	0	0
10 : Clerical Personnel	23	5	21.7 %	71.1 %	16	-11
11 : Intermediate Sales and Service Personnel	17	3	17.6 %	70.6 %	12	-9
12 : Semi-Skilled Manual Workers	70	0	0.0 %	14.7 %	10	-10
13 : Other Sales and Service Personnel	4	4	100.0 %	62.9 %	3	1
14 : Other Manual Workers	255	27	10.6 %	23.6 %	60	-33
Total	470	48	10.2 %	25.6 %	119	-71

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Marwood Ltd

Workforce Analysis - Summary Report

Date: 2017-05-17

003359

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	7	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	17	1	5.9 %	2.2 %	0	1
03 : Professionals	9	0	0.0 %	1.2 %	0	0
04 : Semi-Professionals and Technicians	3	0	0.0 %	0.0 %	0	0
05 : Supervisors	3	0	0.0 %	4.0 %	0	0
06 : Supervisors: Crafts and Trades	40	0	0.0 %	0.1 %	0	0
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	2.6 %	0	0
09 : Skilled Crafts and Trades Workers	18	1	5.6 %	1.1 %	0	1
10 : Clerical Personnel	23	0	0.0 %	3.0 %	1	-1
11 : Intermediate Sales and Service Personnel	17	0	0.0 %	3.7 %	1	-1
12 : Semi-Skilled Manual Workers	70	1	1.4 %	3.1 %	2	-1
13 : Other Sales and Service Personnel	4	0	0.0 %	4.4 %	0	0
14 : Other Manual Workers	255	8	3.1 %	4.4 %	11	-3
Total	470	11	2.3 %	3.4 %	15	-4

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Marwood Ltd

Workforce Analysis - Summary Report

Date: 2017-05-17

003360

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	7	0	0.0 %	10.1 %	1	-1
02 : Middle and Other Managers	17	0	0.0 %	15.0 %	3	-3
03 : Professionals	9	0	0.0 %	26.1 %	2	-2
04 : Semi-Professionals and Technicians	3	0	0.0 %	0.0 %	0	0
05 : Supervisors	3	0	0.0 %	2.2 %	0	0
06 : Supervisors: Crafts and Trades	40	0	0.0 %	0.0 %	0	0
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	2.2 %	0	0
09 : Skilled Crafts and Trades Workers	18	0	0.0 %	0.1 %	0	0
10 : Clerical Personnel	23	0	0.0 %	3.3 %	1	-1
11 : Intermediate Sales and Service Personnel	17	0	0.0 %	3.6 %	1	-1
12 : Semi-Skilled Manual Workers	70	4	5.7 %	2.4 %	2	2
13 : Other Sales and Service Personnel	4	0	0.0 %	4.5 %	0	0
14 : Other Manual Workers	255	16	6.3 %	1.9 %	5	11
Total	470	20	4.3 %	2.9 %	15	5

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Marwood Ltd

Workforce Analysis - Summary Report

Date: 2017-05-17

003361

Persons with Disabilities

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01/02 : Managers	24	0	0.0 %	4.3 %	1	-1
03 : Professionals	9	0	0.0 %	3.8 %	0	0
04 : Semi-Professionals and Technicians	3	0	0.0 %	4.6 %	0	0
05 : Supervisors	3	0	0.0 %	13.9 %	0	0
06 : Supervisors: Crafts and Trades	40	1	2.5 %	7.8 %	3	-2
07 : Administrative and Senior Clerical Personnel	4	0	0.0 %	3.4 %	0	0
09 : Skilled Crafts and Trades Workers	18	0	0.0 %	3.8 %	1	-1
10 : Clerical Personnel	23	0	0.0 %	7.0 %	2	-2
11 : Intermediate Sales and Service Personnel	17	1	5.9 %	5.6 %	1	0
12 : Semi-Skilled Manual Workers	70	3	4.3 %	4.8 %	3	0
13 : Other Sales and Service Personnel	4	0	0.0 %	6.3 %	0	0
14 : Other Manual Workers	255	17	6.7 %	5.3 %	14	3
Total	470	22	4.7 %	5.4 %	25	-3

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-05-17

003362

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2017-05-17

WFA Defaults - Persons with Disabilities

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

Short-term Goal Setting Tool

Marwood Ltd

17-May-17

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/05/17	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	WOMEN										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	#	%	#	%	%	#	#	%	%	
Senior Managers	7	0.0%	0	0.0%	0	0	0	0.0%	0	2	0	0.0%	27.4%	-2	-2	0.0%	0.0%
Middle & Other Managers	17	4.0%	2	2.0%	1	3	1	2.0%	0	7	1	25.0%	38.9%	-6	-5	5.9%	10.5%
Professionals	9	7.0%	2	2.0%	1	3	0	2.0%	0	3	1	25.0%	27.7%	-2	-2	0.0%	9.1%
Semi-Professionals & Technicians	3	10.0%	1	0.0%	0	1	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
Supervisors	3	0.0%	0	0.0%	0	0	1	0.0%	0	1	0	0.0%	70.7%	-1	-1	33.3%	33.3%
Supervisors: Crafts & Trades	40	5.0%	6	2.0%	2	8	6	2.0%	0	-4	0	0.0%	5.9%	4	3	15.0%	13.0%
Administrative & Senior Clerical Personnel	4	0.0%	0	5.0%	1	1	1	5.0%	0	2	1	50.0%	84.9%	-2	-1	25.0%	50.0%
Skilled Sales & Service Personnel	n/a	n/a	#VALUE!	na/	#VALUE!	#VALUE!	n/a	na/	#VALUE!	#VALUE!	#VALUE!	n/a	n/a	n/a	#VALUE!	#VALUE!	#VALUE!
Skilled Crafts & Trades Workers	18	5.0%	3	2.0%	1	4	0	2.0%	0	0	0	0.0%	0.7%	0	0	0.0%	0.0%
Clerical Personnel	23	5.0%	3	2.0%	1	4	5	2.0%	0	13	2	50.0%	71.1%	-11	-11	21.7%	26.9%
Intermediate Sales & Service Personnel	17	5.0%	3	5.0%	3	6	3	5.0%	0	11	1	15.0%	70.7%	-9	-10	17.6%	20.0%
Semi-Skilled Manual Workers	70	2.0%	4	2.0%	4	8	0	2.0%	0	11	1	7.0%	14.7%	-10	-10	0.0%	1.4%
Other Sales & Service Personnel	4	5.0%	1	0.0%	0	1	4	0.0%	0	0	1	50.0%	62.9%	1	2	100.0%	100.0%
Other Manual Workers	255	5.0%	38	30.0%	230	268	27	30.0%	24	66	19	7.0%	23.6%	-33	-47	10.6%	7.5%

Short-term Goal Setting Tool

Marwood Ltd

17-May-17

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/05/17	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	ABORIGINAL PEOPLES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	#	%	#	%	%	#	#	%	%	
Senior Managers	7	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	2.9%	0	0	0.0%	0.0%
Middle & Other Managers	17	4.0%	2	2.0%	1	3	1	2.0%	0	-1	0	0.0%	2.2%	1	1	5.9%	5.3%
Professionals	9	7.0%	2	2.0%	1	3	0	2.0%	0	0	0	0.0%	1.2%	0	0	0.0%	0.0%
Semi-Professionals & Technicians	3	10.0%	1	0.0%	0	1	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
Supervisors	3	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	4.0%	0	0	0.0%	0.0%
Supervisors: Crafts & Trades	40	5.0%	6	2.0%	2	8	0	2.0%	0	0	0	0.0%	0.1%	0	0	0.0%	0.0%
Administrative & Senior Clerical Personnel	4	0.0%	0	5.0%	1	1	0	5.0%	0	0	0	0.0%	2.6%	0	0	0.0%	0.0%
Skilled Sales & Service Personnel	n/a	n/a	#VALUE!	na/	#VALUE!	#VALUE!	n/a	na/	#VALUE!	#VALUE!	#VALUE!	n/a			#VALUE!	#VALUE!	#VALUE!
Skilled Crafts & Trades Workers	18	5.0%	3	2.0%	1	4	1	2.0%	0	-1	0	0.0%	1.1%	1	1	5.6%	4.8%
Clerical Personnel	23	5.0%	3	2.0%	1	4	0	2.0%	0	1	1	15.0%	3.0%	-1	0	0.0%	3.8%
Intermediate Sales & Service Personnel	17	5.0%	3	5.0%	3	6	0	5.0%	0	1	0	5.0%	3.7%	-1	-1	0.0%	0.0%
Semi-Skilled Manual Workers	70	2.0%	4	2.0%	4	8	1	2.0%	0	1	1	10.0%	3.1%	-1	0	1.4%	2.7%
Other Sales & Service Personnel	4	5.0%	1	0.0%	0	1	0	0.0%	0	0	0	0.0%	4.4%	0	0	0.0%	0.0%
Other Manual Workers	255	5.0%	38	30.0%	230	268	8	30.0%	7	12	3	1.0%	4.4%	-3	-9	3.1%	1.4%

Short-term Goal Setting Tool

Marwood Ltd

17-May-17

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/05/17	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	PERSONS WITH DISABILITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	#	%	#	%	%	#	#	%	%	
Senior Managers	7	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	0.0%	4.3%	-1	0	0.0%	0.0%
Middle & Other Managers	17	4.0%	2	2.0%	1	3	0	2.0%	0	1	0	0.0%	4.3%	-1	-1	0.0%	0.0%
Professionals	9	7.0%	2	2.0%	1	3	0	2.0%	0	0	0	0.0%	3.8%	0	0	0.0%	0.0%
Semi-Professionals & Technicians	3	10.0%	1	0.0%	0	1	0	0.0%	0	0	0	0.0%	3.6%	0	0	0.0%	0.0%
Supervisors	3	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	13.9%	0	0	0.0%	0.0%
Supervisors: Crafts & Trades	40	5.0%	6	2.0%	2	8	1	2.0%	0	2	1	10.0%	7.8%	-2	-2	2.5%	4.3%
Administrative & Senior Clerical Personnel	4	0.0%	0	5.0%	1	1	0	5.0%	0	0	0	0.0%	3.4%	0	0	0.0%	0.0%
Skilled Sales & Service Personnel	n/a	n/a	#VALUE!	na/	#VALUE!	#VALUE!	n/a	na/	#VALUE!	#VALUE!	#VALUE!	n/s			#VALUE!	#VALUE!	#VALUE!
Skilled Crafts & Trades Workers	18	5.0%	3	2.0%	1	4	0	2.0%	0	1	1	15.0%	3.8%	-1	0	0.0%	4.8%
Clerical Personnel	23	5.0%	3	2.0%	1	4	0	2.0%	0	2	0	10.0%	7.0%	-2	-2	0.0%	0.0%
Intermediate Sales & Service Personnel	17	5.0%	3	5.0%	3	6	1	5.0%	0	0	0	0.0%	5.6%	0	0	5.9%	5.0%
Semi-Skilled Manual Workers	70	2.0%	4	2.0%	4	8	3	2.0%	0	0	0	0.0%	4.8%	0	-1	4.3%	4.1%
Other Sales & Service Personnel	4	5.0%	1	0.0%	0	1	0	0.0%	0	0	0	0.0%	6.3%	0	0	0.0%	0.0%
Other Manual Workers	255	5.0%	38	30.0%	230	268	17	30.0%	15	14	0	0.0%	5.3%	3	-14	6.7%	0.7%

Short-term Goal Setting Tool

Marwood Ltd

17-May-17

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

Employment Equity Occupational Group (EEOG)	All Employees 2017/05/17	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	MEMBERS OF VISIBLE MINORITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	#	%	#	%	%	#	#	%	%	
Senior Managers	7	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	0.0%	10.1%	-1	-1	0.0%	0.0%
Middle & Other Managers	17	4.0%	2	2.0%	1	3	0	2.0%	0	3	1	20.0%	15.0%	-3	-2	0.0%	5.3%
Professionals	9	7.0%	2	2.0%	1	3	0	2.0%	0	3	1	20.0%	26.1%	-2	-2	0.0%	9.1%
Semi-Professionals & Technicians	3	10.0%	1	0.0%	0	1	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
Supervisors	3	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	2.2%	0	0	0.0%	0.0%
Supervisors: Crafts & Trades	40	5.0%	6	2.0%	2	8	0	2.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
Administrative & Senior Clerical Personnel	4	0.0%	0	5.0%	1	1	0	5.0%	0	0	0	0.0%	2.2%	0	0	0.0%	0.0%
Skilled Sales & Service Personnel	n/a	n/a	#VALUE!	na/	#VALUE!	#VALUE!	n/a	na/	#VALUE!	#VALUE!	#VALUE!	n/a			#VALUE!	#VALUE!	#VALUE!
Skilled Crafts & Trades Workers	18	5.0%	3	2.0%	1	4	0	2.0%	0	0	0	0.0%	0.1%	0	0	0.0%	0.0%
Clerical Personnel	23	5.0%	3	2.0%	1	4	0	2.0%	0	1	0	0.0%	3.3%	-1	-1	0.0%	0.0%
Intermediate Sales & Service Personnel	17	5.0%	3	5.0%	3	6	0	5.0%	0	1	0	0.0%	3.5%	-1	-1	0.0%	0.0%
Semi-Skilled Manual Workers	70	2.0%	4	2.0%	4	8	4	2.0%	0	-2	0	0.0%	2.4%	2	2	5.7%	5.4%
Other Sales & Service Personnel	4	5.0%	1	0.0%	0	1	0	0.0%	0	0	0	0.0%	4.5%	0	0	0.0%	0.0%
Other Manual Workers	255	5.0%	38	30.0%	230	268	16	30.0%	14	4	0	0.0%	1.9%	11	-4	6.3%	0.7%

Summary of Goals

**Marwood Ltd
May 2017**

Women

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
01	Senior Managers	-2	0	0	Owner group; not looking to make changes
02	Middle & Other Managers	-6	1	1	Challenges are attracting women to this industry
03	Professionals	-2	1	1	Challenges are attracting women to this industry
05	Supervisors	-1	0	1	Not anticipating any immediate turnover/growth in this group
07	Administrative & Senior Clerical Personnel	-2	1	1	Expect low turnover & growth in this EEOG
10	Clerical Personnel	-11	2	1	Historically we have promoted from within for this EEOG; we are in a male-dominated industry.
11	Intermediate Sales & Service Personnel	-10	1	1	Challenges are attracting women to this industry
12	Semi-skilled Manual Workers	-10	1	1	Wood Manufacturing industry – approx. 9% of all labour applicants are women (low applicant rate)
14	Other Manual Workers	-33	19	19	Wood Manufacturing industry – approx. 9% of all labour applicants are women (low applicant rate)

Aboriginal Peoples

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
10	Clerical Personnel	-1	1	0	Historically we have promoted from within for this EEOG.
11	Intermediate Sales & Service Personnel	-1	0	1	Low availability within region for this type of position
12	Semi-Skilled & Service Personnel	-1	1	1	
14	Other Manual Workers	-3	3	3	

Persons with Disabilities

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
01/02	Senior & Middle Managers	-1	0	1	Low availability within region for this type of position
06	Supervisors: Crafts & Trades	-2	1	1	
09	Skilled Crafts & Trades Workers	-1	1	0	
10	Clerical Personnel	-2	0	1	Historically we have promoted from within for this EEOG

Members of Visible Minorities

Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	Comments
#	Description	#	# or %	# or %	
01	Senior Managers	-1	0	0	Owner group; not looking to make changes.
02	Middle & Other Managers	-3	1	1	
03	Professionals	-2	1	1	
10	Clerical Personnel	-1	0	1	Historically we have promoted from within for this EEOG
11	Intermediate Sales & Service Personnel	-1	0	1	Low availability within region for this type of position



Voluntary Self-identification Questionnaire

Marwood Ltd. believes that all employees should be treated fairly. We promote employment equity in the workplace to ensure our hiring and promotion practices are based on qualifications and ability and opportunities are made available to traditionally underrepresented groups in the past, such as women, Aboriginal peoples, persons with disabilities and visible minorities.

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) will help create an accurate picture of our workforce. We assure you that our workplace is a safe environment in which to self-identify.

The information you are providing is supplied on a strictly confidential basis. Its sole purpose is to permit the Human Resources Department to analyze and monitor the current workforce situation and to develop action plans for future progress, if necessary. The results will be used to determine if there is a need to establish special programs for underrepresented groups, and to identify other areas of possible improvement. You have the right to access the information you disclose and the right to have it protected.

All completed questionnaires will be forwarded in a sealed envelope directly to the Human Resources Manager for compiling. Please keep the following points in mind when completing this survey:

- You have the right to change the information you provide at anytime
- If you identify in more than one group (i.e. you are an Aboriginal person AND female, please state this)
- If you do not wish to complete this survey, please put your name only on the survey and turn it in.
- If you need assistance in completing this survey, please contact Sarah Lewis @ 506-444-7172

REQUIRED INFORMATION

Employee Name: _____ Employee #: _____

Plant Location: (Please check the appropriate box)

- Tracyville, NB
- Harvey, NB
- Bedford, NS
- Brookfield, NS
- Jamestown, NL

VOLUNTARY INFORMATION

1. **EMPLOYMENT STATUS** (Please indicate if you are):

Full time Part-time Temporary

2. **GENDER** (Please indicate your gender)

Male Female

After reading the descriptions in each of the next three questions, answer “Yes” if any of the following apply to you. Please note that you may self-identify in more than one group.

3. **ABORIGINAL PEOPLES**

An Aboriginal person is a person who is Indian, Inuit or Metis.

Are you an Aboriginal person? Yes No

4. **VISIBLE MINORITIES**

Visible minorities 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: Black, East Asian (e.g. Chinese, Japanese), people of mixed origin (e.g. with one parent member of a visible minority group).

*You would answer **NO** if you do not consider yourself a member of a visible minority group even if you identify with an ethnic or religious group in Canada e.g., Italian, Maltese, Portuguese, Jewish, or Buddhist.*

Do you consider yourself to be part of a visible minority group? Yes No

5. **PERSONS WITH DISABILITIES**

Persons with disabilities are persons who have a long-term or recurring, physical, mental, psychiatric, sensory or learning impairment that they themselves consider, or believe an employer may consider, a disadvantage in employment.

Examples of disabilities include, but are not limited to:

- Co-ordination or dexterity impairment (e.g. difficulty using hands or arms, such as grasping objects or using a keyboard)
- Mobility impairment (e.g. confinement to a wheelchair, amputation, etc.)
- Speech impairment
- Blindness or Visible impairment (if glasses/contact lenses correct vision, do not include yourself in this category)
- Deafness or Hearing impairment (partial hearing)
- Other Disabilities (e.g. learning, developmental and other types of disabilities)

Are you a person with a disability? Yes No

Your comments:

Employee Signature: _____

Date: _____

Thank you for your participation and co-operation.

From: Begg, Suzanne SV [NC] <suzanne.begg@labour-travail.gc.ca> **On Behalf Of** EE-EME
Sent: May 18, 2017 2:35 PM
To: Begg, Suzanne SV [NC] <suzanne.begg@labour-travail.gc.ca>
Subject: FW: First Compliance Assessment - Federal Contractors Program
Importance: High

From: Sarah Lewis [<mailto:sarah.lewis@marwoodltd.com>]
Sent: 2017-05-18 1:35 PM
To: EE-EME
Subject: First Compliance Assessment - Federal Contractors Program

RE: Agreement 10000474 – Marwood Ltd

Please find attached the requested information for the First Compliance Assessment for the Federal Contractors Program for Marwood Ltd.

Attached is:

- The self-identification questionnaire that was approved by your department
- The workforce analysis results
 - o Summary Report
 - o Detailed Report
- Summary of Goals & Goal Setting Tool

Workforce Survey Results:

- 473 employees were surveyed
- 394 completed
- 79 were blank or not completed

Please let me know if I'm missing anything or you require clarification on anything.

Thanks,

Sarah Lewis
HR Manager
Marwood Ltd
Phone: 506-444-7172
Email: sarah.lewis@marwoodltd.com

The contents of this communication, including any attachment(s), are confidential and may be privileged. If you are not the intended recipient (or are not receiving this communication on behalf of the intended recipient), please notify the sender immediately and delete or destroy this communication without reading it, and without making, forwarding, or retaining any copy or record of it or its contents. Thank you. Note: We have taken precautions against viruses, but take no responsibility for loss or damage caused by any virus present

From: Begg, Suzanne SV [NC]
Sent: June 21, 2017 11:30 AM
To: 'mike.odonnell@marwoodltd.com' <mike.odonnell@marwoodltd.com>
Cc: sarah.lewis@marwoodltd.com
Subject: Government of Canada Agreement 10000474 – Notification of Compliance with the Federal Contractors Program
Importance: High

Good morning,

This email is to confirm that the compliance assessment initiated on April 3rd, 2017 has been completed. As a result of the assessment, Marwood 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 a recommendation below for your consideration to ensure the ongoing success of Marwood Ltd.'s employment equity program:

- It is advisable to inform employees that the workforce survey can be made available in alternate format (e.g., paper or large font).

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

Next Steps

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

When Marwood Ltd. is notified of a follow-up assessment, the following information will be required:

1. a completed Achievement Table;
2. a current workforce analysis; and
3. revised goals for any remaining gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the first assessment. If reasonable progress has not been made, Marwood 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 Table, as well as a series of training modules.

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

Your cooperation during the course of this compliance assessment was appreciated and we wish Marwood Ltd. 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