

Labour Program  
 Federal Contractors Program

OFFICIAL USE ONLY

Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)

 New Agreement Revised Agreement

ORGANIZATION	
Legal Name of Organization <b>Miller Waste Systems Inc.</b>	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: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sciar/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sciar/2007/list-liste-eng.htm</a> <b>5621</b>	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) <b>8050 Woodbine Avenue</b>	City <b>Markham</b>	Province <b>ON</b>	Postal Code <b>L3R 2N8</b>
Telephone Number <b>905-475-6397</b>			

EMPLOYMENT EQUITY CONTACT			
Name (print) <b>David Freemantle</b>	Title <b>Manager, Human Resources</b>		
Telephone Number <b>905-475-6397</b>	E-mail Address <b>david.freemantle@millergroup.ca</b>	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

CERTIFICATION	
The above-named organization: <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND</li> <li>• 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)</li> </ul> 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: <a href="http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</a> :	
<b>Important note:</b> 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			
<b>NOTE:</b> 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) <b>Denis Goulet</b>	Title <b>Vice President and General Manager</b>		
Telephone Number <b>905-475-6397</b>	E-mail Address <b>denis.goulet@millergroup.ca</b>	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature [REDACTED]	Date (YYYY-MM-DD) <b>2017-05-05</b>		

<b>Privacy notice:</b> The information you provide on this form is collected under the authority of section 42 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: <a href="http://www.infosource.gc.ca">http://www.infosource.gc.ca</a> . <i>Info Source</i> may also be accessed online at any Service Canada Centre.
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RETURN INSTRUCTIONS
<b>IMPORTANT</b> <ul style="list-style-type: none"> <li>• The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: <a href="mailto:ee-eme@hrsdc-rhdcc.gc.ca">ee-eme@hrsdc-rhdcc.gc.ca</a>.</li> </ul>



Workplace Equity Information Management System - Miller Waste Systems Inc.

Workforce Analysis - Detailed Report

Date: 2018-05-23

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	5	0	0.0 %	27.4 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	62	2	3.2 %	38.9 %	24	-22	National
<b>03 : Professionals</b>		14	3	21.4 %	51.6 %	7	-4	
2161 : Mathematicians, statisticians and actuaries	National	4	3	75.0 %	46.7 %	2	1	National
4021 : College and other vocational instructors	National	9	0	0.0 %	53.8 %	5	-5	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	50.7 %	1	-1	National
<b>04 : Semi-Professionals and Technicians</b>		23	0	0.0 %	16.0 %	4	-4	
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	2	0	0.0 %	14.5 %	0	0	Nova Scotia
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	14	0	0.0 %	19.9 %	3	-3	Ontario
2234 : Construction estimators	Ontario	5	0	0.0 %	10.5 %	1	-1	Ontario
2243 : Industrial instrument technicians and mechanics	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2243 : Industrial instrument technicians and mechanics	Ontario	1	0	0.0 %	7.2 %	0	0	Ontario
<b>05 : Supervisors</b>		55	17	30.9 %	62.1 %	34	-17	
<b>Employment Equity Occupational Group</b>	Halifax	1	1	100.0 %	55.9 %	1	0	Halifax
<b>Employment Equity Occupational Group</b>	Hamilton	1	0	0.0 %	56.5 %	1	-1	Hamilton
<b>Employment Equity Occupational Group</b>	London	2	0	0.0 %	55.5 %	1	-1	London
<b>Employment Equity Occupational Group</b>	N.S. less CMA	6	1	16.7 %	73.2 %	4	-3	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	36	12	33.3 %	62.9 %	23	-11	Ont. less CMAs
<b>Employment Equity Occupational Group</b>	Oshawa	4	2	50.0 %	56.6 %	2	0	Oshawa
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	2	0	0.0 %	50.7 %	1	-1	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	2	1	50.0 %	53.0 %	1	0	Toronto
<b>Employment Equity Occupational Group</b>	Winnipeg	1	0	0.0 %	54.2 %	1	-1	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		55	3	5.5 %	18.8 %	10	-7	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	2	0	0.0 %	7.8 %	0	0	Ontario



Workplace Equity Information Management System - Miller Waste Systems Inc.

Workforce Analysis - Detailed Report

Date: 2018-05-23

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
7301 : Contractors and supervisors, mechanic trades	Ontario	1	0	0.0 %	5.5 %	0	0	Ontario
7305 : Supervisors, motor transport and other ground transit operators	Ontario	1	0	0.0 %	17.3 %	0	0	Ontario
9212 : Supervisors, petroleum, gas and chemical processing and utilities	Nova Scotia	2	0	0.0 %	15.6 %	0	0	Nova Scotia
9212 : Supervisors, petroleum, gas and chemical processing and utilities	Ontario	14	1	7.1 %	20.4 %	3	-2	Ontario
9227 : Supervisors, other products manufacturing and assembly	Nova Scotia	5	0	0.0 %	0.0 %	0	0	Nova Scotia
9227 : Supervisors, other products manufacturing and assembly	Ontario	30	2	6.7 %	22.7 %	7	-5	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		3	3	100.0 %	86.3 %	3	0	
<b>Employment Equity Occupational Group</b>	Barrie	1	1	100.0 %	84.8 %	1	0	Barrie
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	1	100.0 %	87.0 %	1	0	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	1	1	100.0 %	87.1 %	1	0	Ont. less CMAs
<b>09 : Skilled Crafts and Trades Workers</b>		4	0	0.0 %	4.9 %	0	0	
7237 : Welders and related machine operators	Ontario	3	0	0.0 %	5.1 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Nova Scotia	1	0	0.0 %	4.3 %	0	0	Nova Scotia
<b>10 : Clerical Personnel</b>		30	27	90.0 %	70.3 %	21	6	
<b>Employment Equity Occupational Group</b>	Brantford	1	1	100.0 %	70.3 %	1	0	Brantford
<b>Employment Equity Occupational Group</b>	Halifax	1	1	100.0 %	67.7 %	1	0	Halifax
<b>Employment Equity Occupational Group</b>	Moncton	1	1	100.0 %	62.4 %	1	0	Moncton
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	1	100.0 %	71.4 %	1	0	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	19	17	89.5 %	72.4 %	14	3	Ont. less CMAs
<b>Employment Equity Occupational Group</b>	Oshawa	2	2	100.0 %	67.3 %	1	1	Oshawa
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	1	1	100.0 %	65.8 %	1	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	4	3	75.0 %	65.2 %	3	0	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		18	4	22.2 %	71.3 %	13	-9	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	1	1	100.0 %	71.9 %	1	0	N.B. less CMA



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Workforce Analysis - Detailed Report

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Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	N.S. less CMA	2	0	0.0 %	72.7 %	1	-1	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	12	3	25.0 %	72.4 %	9	-6	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	69.8 %	1	-1	Oshawa
Employment Equity Occupational Group	Toronto	2	0	0.0 %	63.9 %	1	-1	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		<b>654</b>	<b>33</b>	<b>5.0 %</b>	<b>19.3 %</b>	<b>126</b>	<b>-93</b>	
Employment Equity Occupational Group	Barrie	10	0	0.0 %	17.8 %	2	-2	Barrie
Employment Equity Occupational Group	Brantford	4	0	0.0 %	21.9 %	1	-1	Brantford
Employment Equity Occupational Group	Guelph	1	0	0.0 %	26.3 %	0	0	Guelph
Employment Equity Occupational Group	Halifax	7	0	0.0 %	12.1 %	1	-1	Halifax
Employment Equity Occupational Group	Hamilton	21	0	0.0 %	18.6 %	4	-4	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	34	1	2.9 %	23.0 %	8	-7	Kitchener - Cambridge
Employment Equity Occupational Group	London	25	2	8.0 %	18.7 %	5	-3	London
Employment Equity Occupational Group	Moncton	4	0	0.0 %	12.3 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	5	0	0.0 %	15.8 %	1	-1	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	47	1	2.1 %	15.9 %	7	-6	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	306	23	7.5 %	20.7 %	63	-40	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	51	1	2.0 %	17.0 %	9	-8	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	33	1	3.0 %	14.6 %	5	-4	Ottawa - Gatineau
Employment Equity Occupational Group	Peterborough	7	0	0.0 %	19.4 %	1	-1	Peterborough
Employment Equity Occupational Group	St. Catharines - Niagara	13	0	0.0 %	17.8 %	2	-2	St. Catharines -
Employment Equity Occupational Group	Toronto	54	4	7.4 %	22.0 %	12	-8	Toronto
Employment Equity Occupational Group	Winnipeg	32	0	0.0 %	14.5 %	5	-5	Winnipeg
<b>13 : Other Sales and Service Personnel</b>		<b>3</b>	<b>0</b>	<b>0.0 %</b>	<b>58.9 %</b>	<b>2</b>	<b>-2</b>	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	57.4 %	1	-1	Halifax



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Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	London	1	0	0.0 %	57.5 %	1	-1	London
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	61.8 %	1	-1	Ont. less CMAs
<b>14 : Other Manual Workers</b>		<b>217</b>	<b>34</b>	<b>15.7 %</b>	<b>20.5 %</b>	<b>44</b>	<b>-10</b>	
Employment Equity Occupational Group	Barrie	7	4	57.1 %	17.9 %	1	3	Barrie
Employment Equity Occupational Group	Halifax	21	2	9.5 %	14.2 %	3	-1	Halifax
Employment Equity Occupational Group	London	12	3	25.0 %	19.0 %	2	1	London
Employment Equity Occupational Group	Moncton	1	0	0.0 %	15.3 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	25.1 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	23	3	13.0 %	23.4 %	5	-2	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	85	15	17.6 %	19.7 %	17	-2	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	15	1	6.7 %	16.4 %	2	-1	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	9.3 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Peterborough	2	1	50.0 %	18.3 %	0	1	Peterborough
Employment Equity Occupational Group	Toronto	16	4	25.0 %	32.6 %	5	-1	Toronto
Employment Equity Occupational Group	Winnipeg	33	1	3.0 %	22.1 %	7	-6	Winnipeg
<b>Total</b>		<b>1143</b>	<b>126</b>	<b>11.0 %</b>	<b>25.4 %</b>	<b>289</b>	<b>-163</b>	

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 - Miller Waste Systems Inc.

Workforce Analysis - Detailed Report

Date: 2018-05-23

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	5	1	20.0 %	2.9 %	0	1	National
<b>02 : Middle and Other Managers</b>	National	62	1	1.6 %	2.2 %	1	0	National
<b>03 : Professionals</b>		14	0	0.0 %	2.0 %	0	0	
2161 : Mathematicians, statisticians and actuaries	National	4	0	0.0 %	1.0 %	0	0	National
4021 : College and other vocational instructors	National	9	0	0.0 %	2.4 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	1	0	0.0 %	2.0 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		23	1	4.3 %	0.9 %	0	1	
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	14	0	0.0 %	1.1 %	0	0	Ontario
2234 : Construction estimators	Ontario	5	1	20.0 %	0.9 %	0	1	Ontario
2243 : Industrial instrument technicians and mechanics	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2243 : Industrial instrument technicians and mechanics	Ontario	1	0	0.0 %	2.5 %	0	0	Ontario
<b>05 : Supervisors</b>		55	1	1.8 %	4.4 %	2	-1	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	2.2 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	1.8 %	0	0	Hamilton
Employment Equity Occupational Group	London	2	0	0.0 %	1.7 %	0	0	London
Employment Equity Occupational Group	N.S. less CMA	6	0	0.0 %	4.6 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	36	1	2.8 %	4.9 %	2	-1	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	4	0	0.0 %	2.9 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	2.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	2	0	0.0 %	1.0 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	11.8 %	0	0	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		55	3	5.5 %	1.5 %	1	2	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	2	0	0.0 %	3.0 %	0	0	Ontario



Workplace Equity Information Management System - Miller Waste Systems Inc.

Workforce Analysis - Detailed Report

Date: 2018-05-23

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7301 : Contractors and supervisors, mechanic trades	Ontario	1	0	0.0 %	1.8 %	0	0	Ontario
7305 : Supervisors, motor transport and other ground transit operators	Ontario	1	0	0.0 %	1.4 %	0	0	Ontario
9212 : Supervisors, petroleum, gas and chemical processing and utilities	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
9212 : Supervisors, petroleum, gas and chemical processing and utilities	Ontario	14	1	7.1 %	2.9 %	0	1	Ontario
9227 : Supervisors, other products manufacturing and assembly	Nova Scotia	5	0	0.0 %	0.0 %	0	0	Nova Scotia
9227 : Supervisors, other products manufacturing and assembly	Ontario	30	2	6.7 %	1.2 %	0	2	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		3	0	0.0 %	3.1 %	0	0	
<b>Employment Equity Occupational Group</b>	Barrie	1	0	0.0 %	2.0 %	0	0	Barrie
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	0	0.0 %	3.3 %	0	0	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	1	0	0.0 %	4.1 %	0	0	Ont. less CMAs
<b>09 : Skilled Crafts and Trades Workers</b>		4	0	0.0 %	2.7 %	0	0	
7237 : Welders and related machine operators	Ontario	3	0	0.0 %	2.6 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Nova Scotia	1	0	0.0 %	2.9 %	0	0	Nova Scotia
<b>10 : Clerical Personnel</b>		30	1	3.3 %	3.7 %	1	0	
<b>Employment Equity Occupational Group</b>	Brantford	1	0	0.0 %	4.7 %	0	0	Brantford
<b>Employment Equity Occupational Group</b>	Halifax	1	0	0.0 %	2.7 %	0	0	Halifax
<b>Employment Equity Occupational Group</b>	Moncton	1	0	0.0 %	2.0 %	0	0	Moncton
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	0	0.0 %	3.5 %	0	0	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	19	0	0.0 %	4.7 %	1	-1	Ont. less CMAs
<b>Employment Equity Occupational Group</b>	Oshawa	2	1	50.0 %	1.0 %	0	1	Oshawa
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	1	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	4	0	0.0 %	0.7 %	0	0	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		18	0	0.0 %	4.1 %	1	-1	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	1	0	0.0 %	3.4 %	0	0	N.B. less CMA



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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	2	0	0.0 %	4.0 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	12	0	0.0 %	4.9 %	1	-1	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	1.8 %	0	0	Oshawa
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.6 %	0	0	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		<b>654</b>	<b>30</b>	<b>4.6 %</b>	<b>3.7 %</b>	<b>24</b>	<b>6</b>	
Employment Equity Occupational Group	Barrie	10	1	10.0 %	1.8 %	0	1	Barrie
Employment Equity Occupational Group	Brantford	4	0	0.0 %	8.0 %	0	0	Brantford
Employment Equity Occupational Group	Guelph	1	1	100.0 %	1.4 %	0	1	Guelph
Employment Equity Occupational Group	Halifax	7	0	0.0 %	2.9 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	21	0	0.0 %	1.9 %	0	0	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	34	2	5.9 %	1.2 %	0	2	Kitchener - Cambridge
Employment Equity Occupational Group	London	25	0	0.0 %	1.9 %	0	0	London
Employment Equity Occupational Group	Moncton	4	0	0.0 %	0.5 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	5	0	0.0 %	3.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	47	3	6.4 %	3.7 %	2	1	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	306	12	3.9 %	4.4 %	13	-1	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	51	3	5.9 %	2.9 %	1	2	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	33	1	3.0 %	3.3 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Peterborough	7	0	0.0 %	4.7 %	0	0	Peterborough
Employment Equity Occupational Group	St. Catharines - Niagara	13	0	0.0 %	2.5 %	0	0	St. Catharines -
Employment Equity Occupational Group	Toronto	54	3	5.6 %	0.7 %	0	3	Toronto
Employment Equity Occupational Group	Winnipeg	32	4	12.5 %	10.0 %	3	1	Winnipeg
<b>13 : Other Sales and Service Personnel</b>		<b>3</b>	<b>0</b>	<b>0.0 %</b>	<b>4.5 %</b>	<b>0</b>	<b>0</b>	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	4.4 %	0	0	Halifax





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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	London	1	0	0.0 %	2.2 %	0	0	London
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	6.8 %	0	0	Ont. less CMAs
<b>14 : Other Manual Workers</b>		<b>217</b>	<b>23</b>	<b>10.6 %</b>	<b>6.7 %</b>	<b>15</b>	<b>8</b>	
Employment Equity Occupational Group	Barrie	7	0	0.0 %	6.3 %	0	0	Barrie
Employment Equity Occupational Group	Halifax	21	1	4.8 %	2.5 %	1	0	Halifax
Employment Equity Occupational Group	London	12	1	8.3 %	2.6 %	0	1	London
Employment Equity Occupational Group	Moncton	1	0	0.0 %	1.8 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	4.6 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	23	2	8.7 %	5.0 %	1	1	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	85	6	7.1 %	6.8 %	6	0	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	15	0	0.0 %	3.0 %	0	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	3.0 %	0	1	Ottawa - Gatineau
Employment Equity Occupational Group	Peterborough	2	0	0.0 %	5.7 %	0	0	Peterborough
Employment Equity Occupational Group	Toronto	16	0	0.0 %	0.8 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	33	12	36.4 %	16.8 %	6	6	Winnipeg
<b>Total</b>		<b>1143</b>	<b>61</b>	<b>5.3 %</b>	<b>4.0 %</b>	<b>45</b>	<b>16</b>	

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 - Miller Waste Systems Inc.

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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
			#	%	%	#		
<b>01 : Senior Managers</b>	National	5	3	60.0 %	10.1 %	1	2	National
<b>02 : Middle and Other Managers</b>	National	62	9	14.5 %	15.0 %	9	0	National
<b>03 : Professionals</b>		14	2	14.3 %	18.1 %	3	-1	
2161 : Mathematicians, statisticians and actuaries	National	4	0	0.0 %	27.7 %	1	-1	National
4021 : College and other vocational instructors	National	9	1	11.1 %	13.4 %	1	0	National
4163 : Business development officers and marketing researchers and consultants	National	1	1	100.0 %	21.9 %	0	1	National
<b>04 : Semi-Professionals and Technicians</b>		23	8	34.8 %	24.7 %	6	2	
2233 : Industrial engineering and manufacturing technologists and technicians	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
2233 : Industrial engineering and manufacturing technologists and technicians	Ontario	14	5	35.7 %	33.3 %	5	0	Ontario
2234 : Construction estimators	Ontario	5	3	60.0 %	17.4 %	1	2	Ontario
2243 : Industrial instrument technicians and mechanics	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
2243 : Industrial instrument technicians and mechanics	Ontario	1	0	0.0 %	13.6 %	0	0	Ontario
<b>05 : Supervisors</b>		55	8	14.5 %	5.3 %	3	5	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	4.6 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	1	0	0.0 %	13.0 %	0	0	Hamilton
Employment Equity Occupational Group	London	2	0	0.0 %	6.8 %	0	0	London
Employment Equity Occupational Group	N.S. less CMA	6	0	0.0 %	2.2 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	36	5	13.9 %	1.9 %	1	4	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	4	1	25.0 %	10.5 %	0	1	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	2	1	50.0 %	14.7 %	0	1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	2	1	50.0 %	45.8 %	1	0	Toronto
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	15.9 %	0	0	Winnipeg
<b>06 : Supervisors: Crafts and Trades</b>		55	5	9.1 %	17.7 %	10	-5	
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	Ontario	2	0	0.0 %	13.3 %	0	0	Ontario



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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
			#	%	%	#		
7301 : Contractors and supervisors, mechanic trades	Ontario	1	0	0.0 %	14.5 %	0	0	Ontario
7305 : Supervisors, motor transport and other ground transit operators	Ontario	1	0	0.0 %	18.2 %	0	0	Ontario
9212 : Supervisors, petroleum, gas and chemical processing and utilities	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
9212 : Supervisors, petroleum, gas and chemical processing and utilities	Ontario	14	0	0.0 %	16.9 %	2	-2	Ontario
9227 : Supervisors, other products manufacturing and assembly	Nova Scotia	5	2	40.0 %	0.0 %	0	2	Nova Scotia
9227 : Supervisors, other products manufacturing and assembly	Ontario	30	3	10.0 %	22.7 %	7	-4	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		3	0	0.0 %	2.8 %	0	0	
<b>Employment Equity Occupational Group</b>	Barrie	1	0	0.0 %	5.5 %	0	0	Barrie
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	0	0.0 %	1.2 %	0	0	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	1	0	0.0 %	1.6 %	0	0	Ont. less CMAs
<b>09 : Skilled Crafts and Trades Workers</b>		4	1	25.0 %	16.9 %	1	0	
7237 : Welders and related machine operators	Ontario	3	1	33.3 %	22.5 %	1	0	Ontario
7311 : Construction millwrights and industrial mechanics	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
<b>10 : Clerical Personnel</b>		30	6	20.0 %	9.1 %	3	3	
<b>Employment Equity Occupational Group</b>	Brantford	1	0	0.0 %	3.4 %	0	0	Brantford
<b>Employment Equity Occupational Group</b>	Halifax	1	0	0.0 %	7.3 %	0	0	Halifax
<b>Employment Equity Occupational Group</b>	Moncton	1	0	0.0 %	1.5 %	0	0	Moncton
<b>Employment Equity Occupational Group</b>	N.S. less CMA	1	0	0.0 %	1.9 %	0	0	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	19	1	5.3 %	1.7 %	0	1	Ont. less CMAs
<b>Employment Equity Occupational Group</b>	Oshawa	2	1	50.0 %	9.8 %	0	1	Oshawa
<b>Employment Equity Occupational Group</b>	Ottawa - Gatineau	1	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau
<b>Employment Equity Occupational Group</b>	Toronto	4	4	100.0 %	48.1 %	2	2	Toronto
<b>11 : Intermediate Sales and Service Personnel</b>		18	1	5.6 %	8.1 %	1	0	
<b>Employment Equity Occupational Group</b>	N.B. less CMA	1	0	0.0 %	1.7 %	0	0	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	2	0	0.0 %	2.4 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	12	1	8.3 %	2.3 %	0	1	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	1	0	0.0 %	13.0 %	0	0	Oshawa
Employment Equity Occupational Group	Toronto	2	0	0.0 %	48.9 %	1	-1	Toronto
<b>12 : Semi-Skilled Manual Workers</b>		<b>654</b>	<b>90</b>	<b>13.8 %</b>	<b>11.1 %</b>	<b>73</b>	<b>17</b>	
Employment Equity Occupational Group	Barrie	10	2	20.0 %	8.3 %	1	1	Barrie
Employment Equity Occupational Group	Brantford	4	0	0.0 %	7.4 %	0	0	Brantford
Employment Equity Occupational Group	Guelph	1	1	100.0 %	24.8 %	0	1	Guelph
Employment Equity Occupational Group	Halifax	7	0	0.0 %	6.1 %	0	0	Halifax
Employment Equity Occupational Group	Hamilton	21	1	4.8 %	16.4 %	3	-2	Hamilton
Employment Equity Occupational Group	Kitchener - Cambridge - Waterloo	34	3	8.8 %	18.5 %	6	-3	Kitchener - Cambridge
Employment Equity Occupational Group	London	25	4	16.0 %	12.9 %	3	1	London
Employment Equity Occupational Group	Moncton	4	0	0.0 %	2.1 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	5	0	0.0 %	0.7 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	47	3	6.4 %	1.4 %	1	2	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	306	33	10.8 %	1.6 %	5	28	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	51	4	7.8 %	8.5 %	4	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	33	6	18.2 %	19.9 %	7	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Peterborough	7	0	0.0 %	2.5 %	0	0	Peterborough
Employment Equity Occupational Group	St. Catharines - Niagara	13	1	7.7 %	5.8 %	1	0	St. Catharines -
Employment Equity Occupational Group	Toronto	54	14	25.9 %	57.5 %	31	-17	Toronto
Employment Equity Occupational Group	Winnipeg	32	18	56.3 %	27.9 %	9	9	Winnipeg
<b>13 : Other Sales and Service Personnel</b>		<b>3</b>	<b>0</b>	<b>0.0 %</b>	<b>9.3 %</b>	<b>0</b>	<b>0</b>	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	10.6 %	0	0	Halifax



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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	London	1	0	0.0 %	14.6 %	0	0	London
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	2.7 %	0	0	Ont. less CMAs
<b>14 : Other Manual Workers</b>		<b>217</b>	<b>32</b>	<b>14.7 %</b>	<b>10.8 %</b>	<b>23</b>	<b>9</b>	
Employment Equity Occupational Group	Barrie	7	1	14.3 %	5.0 %	0	1	Barrie
Employment Equity Occupational Group	Halifax	21	1	4.8 %	8.0 %	2	-1	Halifax
Employment Equity Occupational Group	London	12	8	66.7 %	13.4 %	2	6	London
Employment Equity Occupational Group	Moncton	1	0	0.0 %	2.7 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	1	0	0.0 %	0.8 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	23	2	8.7 %	2.4 %	1	1	N.S. less CMA
Employment Equity Occupational Group	Ont. less CMAs	85	6	7.1 %	2.1 %	2	4	Ont. less CMAs
Employment Equity Occupational Group	Oshawa	15	1	6.7 %	8.7 %	1	0	Oshawa
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	10.4 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Peterborough	2	0	0.0 %	2.6 %	0	0	Peterborough
Employment Equity Occupational Group	Toronto	16	6	37.5 %	51.8 %	8	-2	Toronto
Employment Equity Occupational Group	Winnipeg	33	7	21.2 %	23.4 %	8	-1	Winnipeg
<b>Total</b>		<b>1143</b>	<b>165</b>	<b>14.4 %</b>	<b>11.5 %</b>	<b>133</b>	<b>32</b>	

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 - Miller Waste Systems Inc.

**Workforce Analysis - Detailed Report**

Date: 2018-05-23

**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	67	4	6.0 %	4.3 %	3	1	National
03 : Professionals	National	14	0	0.0 %	3.8 %	1	-1	National
04 : Semi-Professionals and Technicians	National	23	1	4.3 %	4.6 %	1	0	National
05 : Supervisors	National	55	1	1.8 %	13.9 %	8	-7	National
06 : Supervisors: Crafts and Trades	National	55	2	3.6 %	7.8 %	4	-2	National
07 : Administrative and Senior Clerical Personnel	National	3	0	0.0 %	3.4 %	0	0	National
09 : Skilled Crafts and Trades Workers	National	4	0	0.0 %	3.8 %	0	0	National
10 : Clerical Personnel	National	30	3	10.0 %	7.0 %	2	1	National
11 : Intermediate Sales and Service Personnel	National	18	0	0.0 %	5.6 %	1	-1	National
12 : Semi-Skilled Manual Workers	National	654	26	4.0 %	4.8 %	31	-5	National
13 : Other Sales and Service Personnel	National	3	1	33.3 %	6.3 %	0	1	National
14 : Other Manual Workers	National	217	14	6.5 %	5.3 %	12	2	National
<b>Total</b>		<b>1143</b>	<b>52</b>	<b>4.6 %</b>	<b>5.5 %</b>	<b>63</b>	<b>-11</b>	

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: 2018-05-23

#### 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



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Date: 2018-05-23

### 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 - Miller Waste Systems Inc.

**Workforce Analysis - Summary Report**

Date: 2018-05-23

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	5	0	0.0 %	27.4 %	1	-1
02 : Middle and Other Managers	62	2	3.2 %	38.9 %	24	-22
03 : Professionals	14	3	21.4 %	51.6 %	7	-4
04 : Semi-Professionals and Technicians	23	0	0.0 %	16.0 %	4	-4
05 : Supervisors	55	17	30.9 %	62.1 %	34	-17
06 : Supervisors: Crafts and Trades	55	3	5.5 %	18.8 %	10	-7
07 : Administrative and Senior Clerical Personnel	3	3	100.0 %	86.3 %	3	0
09 : Skilled Crafts and Trades Workers	4	0	0.0 %	4.9 %	0	0
10 : Clerical Personnel	30	27	90.0 %	70.3 %	21	6
11 : Intermediate Sales and Service Personnel	18	4	22.2 %	71.3 %	13	-9
12 : Semi-Skilled Manual Workers	654	33	5.0 %	19.3 %	126	-93
13 : Other Sales and Service Personnel	3	0	0.0 %	58.9 %	2	-2
14 : Other Manual Workers	217	34	15.7 %	20.5 %	44	-10
<b>Total</b>	<b>1143</b>	<b>126</b>	<b>11.0 %</b>	<b>25.4 %</b>	<b>289</b>	<b>-163</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-05-23

#### Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	5	1	20.0 %	2.9 %	0	1
02 : Middle and Other Managers	62	1	1.6 %	2.2 %	1	0
03 : Professionals	14	0	0.0 %	2.0 %	0	0
04 : Semi-Professionals and Technicians	23	1	4.3 %	0.9 %	0	1
05 : Supervisors	55	1	1.8 %	4.4 %	2	-1
06 : Supervisors: Crafts and Trades	55	3	5.5 %	1.5 %	1	2
07 : Administrative and Senior Clerical Personnel	3	0	0.0 %	3.1 %	0	0
09 : Skilled Crafts and Trades Workers	4	0	0.0 %	2.7 %	0	0
10 : Clerical Personnel	30	1	3.3 %	3.7 %	1	0
11 : Intermediate Sales and Service Personnel	18	0	0.0 %	4.1 %	1	-1
12 : Semi-Skilled Manual Workers	654	30	4.6 %	3.7 %	24	6
13 : Other Sales and Service Personnel	3	0	0.0 %	4.5 %	0	0
14 : Other Manual Workers	217	23	10.6 %	6.7 %	15	8
<b>Total</b>	<b>1143</b>	<b>61</b>	<b>5.3 %</b>	<b>4.0 %</b>	<b>45</b>	<b>16</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2018-05-23

### Members of Visible Minorities

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities				Gap #
		Representation		Availability		
		#	%	%	#	
01 : Senior Managers	5	3	60.0 %	10.1 %	1	2
02 : Middle and Other Managers	62	9	14.5 %	15.0 %	9	0
03 : Professionals	14	2	14.3 %	18.1 %	3	-1
04 : Semi-Professionals and Technicians	23	8	34.8 %	24.7 %	6	2
05 : Supervisors	55	8	14.5 %	5.3 %	3	5
06 : Supervisors: Crafts and Trades	55	5	9.1 %	17.7 %	10	-5
07 : Administrative and Senior Clerical Personnel	3	0	0.0 %	2.8 %	0	0
09 : Skilled Crafts and Trades Workers	4	1	25.0 %	16.9 %	1	0
10 : Clerical Personnel	30	6	20.0 %	9.1 %	3	3
11 : Intermediate Sales and Service Personnel	18	1	5.6 %	8.1 %	1	0
12 : Semi-Skilled Manual Workers	654	90	13.8 %	11.1 %	73	17
13 : Other Sales and Service Personnel	3	0	0.0 %	9.3 %	0	0
14 : Other Manual Workers	217	32	14.7 %	10.8 %	23	9
<b>Total</b>	<b>1143</b>	<b>165</b>	<b>14.4 %</b>	<b>11.5 %</b>	<b>133</b>	<b>32</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-05-23

#### Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	67	4	6.0 %	4.3 %	3	1
03 : Professionals	14	0	0.0 %	3.8 %	1	-1
04 : Semi-Professionals and Technicians	23	1	4.3 %	4.6 %	1	0
05 : Supervisors	55	1	1.8 %	13.9 %	8	-7
06 : Supervisors: Crafts and Trades	55	2	3.6 %	7.8 %	4	-2
07 : Administrative and Senior Clerical Personnel	3	0	0.0 %	3.4 %	0	0
09 : Skilled Crafts and Trades Workers	4	0	0.0 %	3.8 %	0	0
10 : Clerical Personnel	30	3	10.0 %	7.0 %	2	1
11 : Intermediate Sales and Service Personnel	18	0	0.0 %	5.6 %	1	-1
12 : Semi-Skilled Manual Workers	654	26	4.0 %	4.8 %	31	-5
13 : Other Sales and Service Personnel	3	1	33.3 %	6.3 %	0	1
14 : Other Manual Workers	217	14	6.5 %	5.3 %	12	2
<b>Total</b>	<b>1143</b>	<b>52</b>	<b>4.6 %</b>	<b>5.5 %</b>	<b>63</b>	<b>-11</b>

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-05-23

#### 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: 2018-05-23

003617

#### 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

**Miller Waste Systems Inc.**  
**Employment Equity - Survey Data**

*Survey Data sent out on Oct. 25, 2017 to all MWSI divisions*

Number of surveys sent out:	1504
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Total Surveys Returned:	1267
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Number of blank surveys returned:	237
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Number of partially completed surveys returned:	322
---	-----

Number of fully completed surveys returned:	816
---	-----

4%

Return Rate:	84%
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Response Rate:	81%
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**Federal Contractors Program Achievement Table**

**Part 2: Flow Data Analysis**

**Miller Waste Systems Inc.**

**43104**

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

**Table 1: Women**

**Table 5: Women**

**Table 9: Women**

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

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

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



















**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Miller Waste Systems Inc.**

**43104**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women										
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	2018	7	0	0.0	27.4	2	-2	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
02 Middle & Other Managers	2018	45	3	6.7	38.9	18	-15	17.1																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
03 Professionals	2018	3	2	66.7	50.0	2	1	133.3																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Women	Women		Women		Women						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	%	%	#	#	%	#				
01 Senior Managers	0	0	0	0.0	1	0.0	0.8	0.0	3	0.0	2.4	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	4	0.0	3.2	0.0	8	0.0	6.3	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03 Professionals	0	0	0	0.0	2	0.0	1.6	0.0	4	0.0	3.2	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Miller Waste Systems Inc.**

**43104**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women										
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
04 Semi-Professionals & Technicians	2018	13	5	38.5	16.0	2	3	240.4																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
05 Supervisors	2018	44	6	13.6	50.0	22	-16	27.3																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
06 Supervisors: Crafts & Trades	2018	14	0	0.0	18.8	3	-3	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		All Employees	Women	Women				Women					
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	#		
04 Semi-Professionals & Technicians	0	0	0	0.0	1	0.0	0.8	0.0	3	0.0	2.4	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
05 Supervisors	0	0	0	0.0	4	0.0	3.2	0.0	7	0.0	5.6	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	1	0.0	0.8	0.0	2	0.0	1.6	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations						Turnover Rate	
		All Employees	Women			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
		Representation	Availability	%	Actual			Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%		
07 Administrative & Senior Clerical	2018	19	17	89.5	50.0	10	8	178.9																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
09 Skilled Crafts & Trades Workers	2018	42	0	0.0	4.9	2	-2	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals									Comments
		Hires and Promotions		Short-term Goals				Long-term Goals					
		All Employees	Women	Women		Women			Women				
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	#		
07 Administrative & Senior Clerical	0	0	0	0.0	1	0.0	0.8	0.0	8	0.0	6.3	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
08 Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	3	0.0	2.4	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	0	0	0	0.0	1	0.0	0.8	0.0	3	0.0	2.4	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis										Turnover Rate				
		Workforce										Hires			Promotions			Terminations								
		All Employees	Women			All Employees	Women		All Employees	Women		All Employees	Women													
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%									
10 Clerical Personnel	2018	77	37	48.1	50.0	39	-2	96.1																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0
11 Intermediate Sales & Service Personnel	2018	21	5	23.8	50.0	11	-6	47.6																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0
12 Semi-Skilled Manual Workers	2018	746	12	1.6	19.3	144	-132	8.3																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		All Employees	Women	Women		Women		Women					
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	%	#	#	%	#			
10 Clerical Personnel	0	0	0	0.0	3	0.0	2.4	0.0	9	0.0	7.1	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11 Intermediate Sales & Service Personnel	0	0	0	0.0	2	0.0	1.6	0.0	5	0.0	3.9	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
12 Semi-Skilled Manual Workers	0	0	0	0.0	8	0.0	6.3	0.0	18	0.0	14.3	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 4: Results - Women**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U ÷ ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis										Turnover Rate				
		Workforce										Hires			Promotions			Terminations								
		All Employees	Women			All Employees	Women		All Employees	Women		All Employees	Women													
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%						
13	Other Sales & Service Personnel	2018	19	25	131.6	50.0	10	16	263.2																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0
14	Other Manual Workers	2018	217	29	13.4	20.5	44	-15	65.2																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0
Total		2018	1,267	141	11.1	34.3	434	-293	32.5																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Women	Women				Women						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	%	#	%	%	#	%	#			
13	Other Sales & Service Personnel	0	0	0	0.0	1	0.0	0.8	0.0	2	0.0	1.6	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	8	0.0	6.3	0.0	35	0.0	27.8	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
Total		0	0	0	0.0	37	0.0	2.3	0.0	110	0.0	6.7	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	



**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Miller Waste Systems Inc.**

**43104**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U = ((DYear1 + DYear2) \div 2) \times 100$
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations						Turnover Rate		
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	%				
01 Senior Managers	2018	7	0	0.0	2.9	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0
02 Middle & Other Managers	2018	45	3	6.7	2.2	1	2	303.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0
03 Professionals	2018	3	0	0.0	2.0	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E = G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples	Aboriginal Peoples		Aboriginal Peoples								
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	1.6	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
02 Middle & Other Managers	0	0	0	0.0	1	0.0	1.6	0.0	1	0.0	1.6	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	1.6	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations					Turnover Rate	
		All Employees	Aboriginal Peoples			Aboriginal Peoples					All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
04 Semi-Professionals & Technicians	2018	13	5	38.5	0.9	0	5	4,273.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
05 Supervisors	2018	44	6	13.6	4.4	2	4	309.9																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
06 Supervisors: Crafts & Trades	2018	14	0	0.0	1.5	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples	Aboriginal Peoples				Aboriginal Peoples						
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	%	%	%	%	%	%			
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	2	0.0	3.3	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
05 Supervisors	0	0	0	0.0	2	0.0	3.3	0.0	4	0.0	6.6	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	1	0.0	1.6	0.0	2	0.0	3.3	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations					Turnover Rate			
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
#	#	%	%	#	#	%	%	#	#	%	#	#	%	#	%	#	%									
07	Administrative & Senior Clerical	2018	19	0	0.0	3.1	1	-1	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
09	Skilled Crafts & Trades Workers	2018	42	2	4.8	2.7	1	1	176.4																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals									Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples	Aboriginal Peoples				Aboriginal Peoples						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	%	#	%	%	#	%	#			
07	Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	2	0.0	3.3	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	1.6	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis										Turnover Rate				
		Workforce										Hires			Promotions			Terminations								
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples		All Employees	Aboriginal Peoples												
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%									
10	Clerical Personnel	2018	77	0	0.0	3.7	3	-3	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
11	Intermediate Sales & Service Personnel	2018	21	0	0.0	4.1	1	-1	0.0																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
12	Semi-Skilled Manual Workers	2018	746	51	6.8	3.7	28	23	184.8																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Aboriginal Peoples	Aboriginal Peoples				Aboriginal Peoples						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	%	%	%	%	%	%	%	%	%			
10	Clerical Personnel	0	0	0	0.0	0	0.0	0.0	0.0	2	0.0	3.3	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	1.6	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	1	0.0	1.6	0.0	4	0.0	6.6	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 5: Results - Aboriginal Peoples**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Aboriginal Peoples							All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	%	#	#	%	#	#	%					
13 Other Sales & Service Personnel	2018	19	0	0.0	4.5	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
14 Other Manual Workers	2018	217	16	7.4	6.7	15	1	110.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
Total	2018	1,267	75	5.9	3.3	41	34	181.5																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples	Aboriginal Peoples				Aboriginal Peoples					
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	%	%	#	#	%	#				
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
14 Other Manual Workers	0	0	0	0.0	1	0.0	1.6	0.0	5	0.0	8.2	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
Total	0	0	0	0.0	6	0.0	0.8	0.0	26	0.0	3.3	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**Miller Waste Systems Inc.**

**43104**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations					Turnover Rate	
		All Employees	Persons with Disabilities			Persons with Disabilities					All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	%	#	%	#	#	%	#	%		
01 & 02 Managers	2018	52	1	1.9	4.3	2	-1	44.7																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
03 Professionals	2018	3	0	0.0	3.8	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	%	#	%	%	#	%	%			
01 & 02 Managers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	1	0.0	1.9	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0.0	2	0.0	3.8	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U ÷ ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires				Promotions				Terminations					Turnover Rate	
		All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
04	Semi-Professionals & Technicians	2018	13	0	0.0	4.6	1	-1	0.0																
			0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
05	Supervisors	2018	44	1	2.3	13.9	6	-5	16.4																
			0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
06	Supervisors: Crafts & Trades	2018	14	0	0.0	7.8	1	-1	0.0																
			0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	#	%	#	%	#	%	#	%	#	%			
04	Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	2	0.0	3.8	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
05	Supervisors	0	0	0	0.0	1	0.0	2.0	0.0	2	0.0	3.8	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
06	Supervisors: Crafts & Trades	0	0	0	0.0	1	0.0	2.0	0.0	2	0.0	3.8	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**Miller Waste Systems Inc.**

**43104**



**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U ÷ ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations						Turnover Rate	
		All Employees	Persons with Disabilities			Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%				
07 Administrative & Senior Clerical	2018	19	1	5.3	3.4	1	0	154.8																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
09 Skilled Crafts & Trades Workers	2018	42	5	11.9	3.8	2	3	313.3																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	3	0.0	5.8	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	1.9	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**Miller Waste Systems Inc.**

**43104**

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U ÷ ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations						Turnover Rate	
		All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%				
10	Clerical Personnel	2018	77	3	3.9	7.0	5	-2	55.7																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	2018	21	0	0.0	5.6	1	-1	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	2018	746	34	4.6	4.8	36	-2	95.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments		
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	#	#	%	#					
10	Clerical Personnel	0	0	0	0.0	2	0.0	3.9	0.0	5	0.0	9.6	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	1	0.0	2.0	0.0	2	0.0	3.8	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	2	0.0	3.9	0.0	5	0.0	9.6	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**Miller Waste Systems Inc.**

**43104**

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis									Flow Data Analysis														
		Workforce									Hires			Promotions			Terminations						Turnover Rate		
		All Employees	Persons with Disabilities				All Employees	Persons with Disabilities		All Employees	Persons with Disabilities		All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
13	Other Sales & Service Personnel	2018	19	0	0.0	6.3	1	-1	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0
14	Other Manual Workers	2018	217	22	10.1	5.3	12	10	191.3																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0
Total		2018	1,267	67	5.3	5.4	69	-2	97.4																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments		
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				Persons with Disabilities						
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	#	%	#	%	#				
13	Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	1.9	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
14	Other Manual Workers	0	0	0	0.0	2	0.0	3.9	0.0	6	0.0	11.5	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
Total		0	0	0	0.0	9	0.0	1.4	0.0	32	0.0	4.7	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 6: Results - Persons with Disabilities**

**Miller Waste Systems Inc.**

**43104**

**Federal Contractors Program Achievement Table**

**Part 7: Results - Members of Visible Minorities**

**Miller Waste Systems Inc.**

**43104**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U ÷ ((DYear1 + DYear2) ÷ 2) x 100
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Visible Minorities							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%				
01 Senior Managers	2018	7	0	0.0	10.1	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
02 Middle & Other Managers	2018	45	4	8.9	15.0	7	-3	59.3																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
03 Professionals	2018	3	1	33.3	18.1	1	0	184.2																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities	Visible Minorities				Visible Minorities						
		Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	%	#	%	%	#	%	#			
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	2	0.0	1.2	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	1	0.0	0.6	0.0	0.0	1	0.0	0.6	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
03 Professionals	0	0	0	0.0	1	0.0	0.6	0.0	0.0	4	0.0	2.4	0.0	
	3	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 7: Results - Members of Visible Minorities**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis										Turnover Rate				
		Workforce										Hires			Promotions			Terminations								
		All Employees	Visible Minorities				All Employees	Visible Minorities		All Employees	Visible Minorities		All Employees	Visible Minorities												
		#	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference								
	#	%	%	#	%	#	%	#	#	%	#	#	#	%	#	%	#	%								
04	Semi-Professionals & Technicians	2018	13	2	15.4	24.7	3	-1	62.3																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0
05	Supervisors	2018	44	4	9.1	5.3	2	2	171.5																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0
06	Supervisors: Crafts & Trades	2018	14	1	7.1	17.7	2	-1	40.4																	
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities	Visible Minorities				Visible Minorities						
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
	#	%	#	%	%	%	#	%	%	%	#			
04	Semi-Professionals & Technicians	0	0	0	0.0	1	0.0	0.6	0.0	2	0.0	1.2	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
05	Supervisors	0	0	0	0.0	2	0.0	1.2	0.0	4	0.0	2.4	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
06	Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	0.6	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	



**Federal Contractors Program Achievement Table**

**Part 7: Results - Members of Visible Minorities**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U ÷ ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations					Turnover Rate		
		All Employees	Visible Minorities			EE Result				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities						
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%				
07 Administrative & Senior Clerical	2018	19	1	5.3	2.8	1	0	188.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
08 Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
09 Skilled Crafts & Trades Workers	2018	42	7	16.7	16.9	7	0	98.6																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals									Comments	
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities			Visible Minorities		Visible Minorities			
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met
#	#	%	%	%	%	%	%	%	%	%	%			
07 Administrative & Senior Clerical	0	0	0	0.0	0	0.0	0.0	0.0	2	0.0	1.2	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	0.6	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Table**

**Part 7: Results - Members of Visible Minorities**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U ÷ (DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis										Turnover Rate			
		Workforce					Hires					Promotions					Terminations								
		All Employees	Visible Minorities				All Employees	Visible Minorities				All Employees	Visible Minorities				All Employees	Visible Minorities							
		#	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
10	Clerical Personnel	2018	77	14	18.2	9.1	7	7	199.8																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	2018	21	0	0.0	8.1	2	-2	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	2018	746	101	13.5	11.1	83	18	122.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals					Long-term Goals					
		All Employees	Visible Minorities	Visible Minorities					Visible Minorities					
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	%	%	%	%	%	%			
10	Clerical Personnel	0	0	0	0.0	2	0.0	1.2	0.0	5	0.0	3.0	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0.0	1	0.0	0.6	0.0	1	0.0	0.6	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0.0	5	0.0	3.0	0.0	12	0.0	7.3	0.0	
		3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

**Federal Contractors Program Achievement Table**

**Part 7: Results - Members of Visible Minorities**

**Miller Waste Systems Inc.**

**43104**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U = ((DYear1 + DYear2) ÷ 2) x 100	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis										Turnover Rate			
		Workforce										Hires			Promotions			Terminations							
		All Employees	Visible Minorities				All Employees	Visible Minorities		All Employees	Visible Minorities		All Employees	Visible Minorities											
		#	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference							
#	#	%	%	#	#	%	%	#	#	%	#	#	#	%	#	%	#	#	%						
13 Other Sales & Service Personnel	2018	19	4	21.1	9.3	2	2	226.4																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
14 Other Manual Workers	2018	217	39	18.0	10.8	23	16	166.4																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
Total	2018	1,267	178	14.0	12.2	155	23	114.9																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities	Visible Minorities				Visible Minorities						
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	%	%	#	#	%	#					
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	1	0.0	0.6	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
14 Other Manual Workers	0	0	0	0.0	8	0.0	4.8	0.0	16	0.0	9.7	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
Total	0	0	0	0.0	21	0.0	1.0	0.0	52	0.0	2.4	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		



# EMPLOYMENT EQUITY

## EMPLOYEE SELF-IDENTIFICATION QUESTIONNAIRE

**The information collected in this survey is STRICTLY CONFIDENTIAL and will only be disclosed and/or used by MWS for carrying out its obligations under sections 18 and 42 of the *Employment Equity Act*. Your information will not be used for unauthorized purposes.**

To All Miller Waste Systems Inc. Employees,

Miller Waste Systems Inc. (MWS) is committed to workplace diversity and employment equity. In an effort to ensure compliance with Federal Government requirements, and in the interest of equity, Miller Waste Systems Inc. will be establishing an Employment Equity program. We believe that all employees should be treated fairly. We promote employment equity in the workplace to ensure that women, Aboriginal peoples, persons with disabilities and visible minorities are fully represented at all levels of our organization. Our employment equity program will ensure that our hiring and promotion practices are based on qualifications and ability.

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

Completion of Sections B to H are Voluntary. However, it is mandatory to complete Section A and sign off in Section I. Once completed please return the questionnaire to your local Human Resources representative.

Please read the questions below carefully and mark the appropriate response as it relates to you. Please note that a person may be a member of more than one designated group.

The information that you do provide will be grouped with other employees' data and shared with the Labour Program of Employment and Social Development Canada (ESDC) for the purpose of complying with the employment equity legislation under the Federal Contractors Program. The aggregate employee information may be shared with the Canadian Human Rights Commission.

*This form is also available in alternative format. If you require large print or require completing the survey verbally, either in person or on the telephone, please contact your local Human Resources Representative. An employee can change the information previously submitted in the questionnaire at any time they choose*



## Self-Identification

Completion of Sections B, C, D, E, F, G and H are voluntary. However, it is mandatory to complete sections A and sign in Section I.

### Section A: (Please print)

Name: \_\_\_\_\_ Employee No.: \_\_\_\_\_

Location: \_\_\_\_\_

Position Title: \_\_\_\_\_

#### Employment Status: (please check one)

Full-Time Employee  Part-Time Employee  Temporary Employee

### Section B: Gender

Female:  Male:

*After reading the description in the next three (3) sections, answer "YES" if any of the following apply to you. Please remember that you may self-identify in more than one group.*

### Section C: Aboriginal Peoples

For purposes of employment equity, "Aboriginal Peoples" mean persons who are Indian, Métis, or Inuit and/or member of an Indian Band/First Nation. Based on this definition, are you an Aboriginal person?

Yes  No



## Section D: Visible Minorities

For purposes of employment equity, “Members of Visible Minorities” mean persons, other than aboriginal peoples, who are non-Caucasian in race, regardless of their place of birth or citizenship.

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

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

Are you a member of a Visible Minority?

Yes  No

## Section E: Persons with Disabilities

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

Examples of disabilities include, but are not limited to:

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



- **Deafness or hearing impairment** (e.g., unable to hear or difficulty hearing)
- **Other disabilities** (e.g., learning, developmental and other types of disabilities)

Based on the above, are you a person with a disability?

Yes  No

### Section F: Additional Data for Accommodation Purposes

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

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### Section G: Voluntary Employee Participation

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

Yes  No

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

Yes  No



## Section H: Employee Comments

If you have any comments/feedback on our employment equity program, we would like to hear from you. Rest assured, all comments will kept confidential. Please contact the employment equity contact by phone at (905) 475-6397, ext. 5240 or e-mail at [david.freemantle@millerwaste.ca](mailto:david.freemantle@millerwaste.ca) or your local Human Resources representative.

## Section I: Employee Signature

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**THE INFORMATION THAT YOU HAVE PROVIDED IN THIS SURVEY IS STRICTLY PERSONAL AND CONFIDNETIAL AND WILL NOT BE USED WITH YOUR EXPRESSED CONSENT.**

**PLEASE PLACE THE QUESTIONNAIRE IN THE RETURN ENVELOPE PROVIDED AND MARK IT "CONFIDENTIAL" AND RETURN IT DIRECTLY TO HUMAN RESOURCES DEPARTMENT**

*Thank you for your participation!*



## Federal Contractors Program Report of the First Compliance Assessment

**Employer Name:** Miller Waste Systems Inc.

**Primary Location:** Markham, Ontario

**Number of Employees:** 1143, breakdown of employees by province:

Ontario – 925

Nova Scotia – 134

Manitoba – 67

New Brunswick – 13

Quebec - 4

**Organization Overview:**

NAICS # 5621 – Waste Collection

Miller Waste Systems Inc. specializes in the collection, haulage and disposal of waste, recyclables and organic waste from municipalities, industrial, commercial and institutional customers. It also collects waste and from construction and demolition projects. They also own and operate their own Waste Processing and Transfer facilities. They provide services in the province of Ontario, Nova Scotia, New Brunswick, Manitoba and Quebec.

### Key Dates – First Year Assessment

Initiated: 2018-05-30

Received: 2018-08-01

Workforce 2018-08-01

Analysis:

### COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of Surveys Handed Out:	1404	100
Number of Surveys Returned:	1267	90%
Number of Completed Surveys Returned:	1143	81%

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.

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

#### Observations:

The Self-Id questionnaire provided by the company was missing the sentence stating that:

- The questionnaire indicates that employees can update or change information about themselves at any time

Therefore, advised the company to add this in their survey. They provided another template which included the above sentence and also stated that they will be using this updated version for all their future surveys.

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

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

## Observations:

A number of gaps were noticed in the Workforce Summary Analysis report (WFA) in all four designated groups – Women, Aboriginal Peoples, Visible Minorities and Persons with Disabilities. A short term and a long term goal were set for each and every gap in WFA. All the goals were set as per the labour market availability and in percentage (%) format.

**SUMMARY OF GOALS****Women**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	27.4	27.4	0.0	27.4
02	Middle & Other Managers	-22	38.9	38.9	3.2	38.9
03	Professionals	-4	50.0	50.0	21.4	51.6
04	Semi-Professionals & Technicians	-4	16.0	16.0	0.0	16.0
05	Supervisors	-17	50.0	50.0	30.9	62.1
06	Supervisors: Crafts & Trades	-7	18.8	18.8	5.5	18.8
11	Intermediate Sales & Service Personnel	-9	50.0	50.0	22.2	71.3
12	Semi-Skilled Manual Workers	-93	19.3	19.3	5.0	19.3
13	Other Sales & Service Personnel	-2	50.0	50.0	0.0	58.9
14	Other Manual Workers	-10	20.5	20.5	15.7	20.5

## Observations:

The organization has set appropriate short-term and long-term goals in all four EEOGs where a gap was uncovered.

With regards to EEOGs 03, EEOG 05, EEOG 11 and EEOG 13, the company was not required to set any goals that were higher than 50% even though availability is 51.6%, 62.1%, 71.3% and 58.9%. The present representation in all these EEOG's is 21.4%, 30.9%, 22.2% and 0.0% respectively. This is acceptable since the program decided not to encourage organizations to seek representation levels of beyond 50% for women in order to discourage occupational segregation and ensure that

those occupational groups are welcoming of all genders. For all other EEOGs goals were set at labour market availability.

### **Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
				(1 to 3 years)	(3 years or more)	
#	Description	#	# or %	# or %	%	%
05	Supervisors	-1	4.4	4.4	1.8	4.4
11	Intermediate Sales & Service Personnel	-1	4.1	4.1	0.0	4.1

#### Observations:

The short term and the long term goals for the gaps identified in EEOG 05 and EEOG 11, are set at the labour market availability. This is acceptable since by doing so the company will make reasonable progress is achieving the short-term and the long-term goals.

### **Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
				(1 to 3 years)	(3 years or more)	
#	Description	#	# or %	# or %	%	%
03	Professionals	-1	18.1	18.1	14.3	18.1
06	Supervisors: Crafts & Trades	-5	17.7	17.7	9.1	17.7

**Observations:**

The short term and the long term goals for the gaps identified in EEOG 03 and EEOG 06, are set at the labour market availability. This is acceptable since by doing so the company will make reasonable progress is achieving the short-term and the long-term goals.

**Person with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3 years or more) # or %	%
03	Professionals	-1	3.8	3.8	0.0	3.8
05	Supervisors	-7	13.9	13.9	1.8	13.9
06	Supervisors: Crafts & Trades	-2	7.8	7.8	3.6	7.8
11	Intermediate Sales & Service Personnel	-1	5.6	5.6	0.0	5.6
12	Semi-Skilled Manual Workers	-5	4.8	4.8	4.0	4.8

**Observations:**

The short term and the long term goals for the gaps identified in EEOG 03, EEOG 05, EEOG 06, EEOG 11 and EEOG 12, are all set at the labour market availability. This is acceptable since by doing so the company will make reasonable progress is achieving the short-term and the long-term goals.

**RECOMMENDATION**

I recommend that the employer be found:

in compliance     in non-compliance

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

- Given that your self-identification questionnaire was modified to include the required statement "The questionnaire indicates that employees can update or change information about themselves at any time" after the survey was completed, we

recommend that the organization communicate with all employees to advise that the questionnaire is available to them with this change and that they can modify, update or change the information about themselves at any given time.

- We note that Miller Waste System Ltd. has established hiring and promotion goals for all occupational groups in its workforce that are equal to the respective labour market availability in each group. This ensures that gaps are closed and that representation levels are maintained in areas where equitable representation levels have been achieved. Please note, however, that in the case of women, we would not encourage you to have goals beyond 50%, regardless of the labour market availability for the particular occupational group. This will ensure that women are not clustered in specific occupations within the workforce and that these occupations are welcoming of all genders.
- Miller Waste System Ltd has a number of gaps in the designated group of 'Women, Indigenous People, Persons with Disabilities and Members of Visible Minorities'. It may be beneficial for this organization to develop relationships with local colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group through the use of permanent full-time and permanent part-time employment when vacancies arise.
- Miller Waste System Ltd. may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals with focus on Women in EEOG's 02, 05, 12 and 14. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**Name of Analyst: Neena Sharan**

**Date: August 8, 2018.**



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

**Sent:** September 5, 2018 8:58 AM

**To:** 'denis.goulet@millergroup.ca' <denis.goulet@millergroup.ca>; 'david.freemantle@millergroup.ca' <david.freemantle@millergroup.ca>

**Subject:** Government of Canada Agreement Number: 10000639 – Notification of Compliance with the Federal Contractors Program

*Cette information est également disponible en français sur demande.*

Dear Dan Goulet:

I am writing to inform you that the compliance assessment initiated on May 30, 2018 has been completed. As a result of the assessment, Miller Waste Systems Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- Given that your self-identification questionnaire was modified to include the required statement “The questionnaire indicates that employees can update or change information about themselves at any time” after the survey was completed, we recommend that the organization communicate with all employees to advise that the questionnaire is available to them with this change and that they can modify, update or change their information at any time.
- We note that Miller Waste System Ltd. has established hiring and promotion goals for all occupational groups in its workforce that are equal to the respective labour market availability in each group. This ensures that gaps are closed and that representation levels are maintained in areas where equitable representation levels have been achieved. Please note, however, that in the case of women, we would not encourage you to have goals beyond 50%, regardless of the labour market availability for the particular occupational group. This will ensure that women are not clustered in specific occupations within the workforce and that these occupations are welcoming of all genders.
- Miller Waste System Ltd. may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals with focus on Women in EEOG's 02, 05, 12 and 14. Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

### **Next Steps**

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on May 30, 2021. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Miller Waste Systems Inc. is notified of a subsequent assessment, the following information will be required:

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

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

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

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

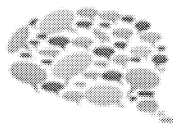
You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement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

Should you require any further information regarding your organization's obligations under the FCP, please contact Neena Sharan at [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Miller Waste Systems Inc. continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

Workplace Equity Division, Labour Program  
Employment and Social Development Canada / Government of Canada  
[ee-eme@hrscd-rhdcc.gc.ca](mailto:ee-eme@hrscd-rhdcc.gc.ca)



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