

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 ROLLS-ROYCE CANADA LIMITED	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) SAME	Business Number
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2007/list-liste-eng.htm 336412	Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 1160
	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 9500 CÔTE-DE-LIESSE	City LACHINE	Province QC	Postal Code H3T 1A2
Telephone Number (514) 636-0964			

EMPLOYMENT EQUITY CONTACT			
Name (print) NICHOLAS GAUGHAN	Title AREA HR MANAGER CANADA		
Telephone Number 514-636-0964	E-mail Address micholas.n.gaughan@rolls-royce.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

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

SIGNATORY

NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.

Name [REDACTED]	Title LEGAL COUNSEL
Telephone Number 514-636-0964	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French
Signature [REDACTED]	Date (YYYY-MM-DD) 2016/07/06

SEE NEXT PAGE

The information you provide on this form is confidential. The Government of Canada has the authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal Contractors Program (FCP).

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal goods or services contracts of any value and may also result in the termination of the contract.

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

Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

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



s.19(1)

Federal Contractors Program

Contractors who are awarded an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) are required to implement employment equity, and if representation gaps exist, to make all reasonable efforts within the context of their specific organizational environment and structural needs to close the gaps. This obligation is on-going and not only subject to the period of a specific contract.

Contractors are required to conduct, develop and maintain:

- a. A survey of their workforce on the representation of the four designated groups using a self-identification questionnaire;
- b. A workforce analysis (WFA) that compares representation with requisite labour market availability by occupational groups; and
- c. Short-term and long-term numeric goals on closing gaps that have been identified where under-representation exists

Contractors are required to submit to the Labour Program of Employment and Social Development Canada(ESDC):

- a. One year after the award of an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes):
 - Self-identification questionnaire used to collect workforce information;
 - Initial WFA; and
 - Annual short-term numeric goals for a period of three years and long-term numeric goals where under-representation exists on closing gaps that have been identified.
- b. Four years after the award of an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter:
 - Updated WFA;
 - Updated annual short-term numeric goals for a period of three years and long-term numeric goals where under-representation exists on closing gaps that have been identified; and
 - Completed Achievement Table.

ESDC-Labour will assess contractors on a risk-based basis, one year and four years after the award of an initial goods or services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter. Assessments are based on the achievement of representation results and measured against the requirements set out for the Federal Contractors Program (FCP).

Contractors found to be in non-compliance will be ineligible for future goods or services contracts, standing offer agreements, or supply agreements of any value with the federal government. In addition, contractors will be placed on a public list of non-compliant contractors. A finding of non-compliance may result in the termination of the contract.

For information on the detailed requirements as well as the framework and standards for assessment of results, please refer to the website: <http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml>.

FOR ROLLS-ROYCE CANADA LIMITED

By:

GEORGES KHALAF
HEAD OF COMMERCIAL
ROLLS-ROYCE CANADA LTÉE

Questions and Answers

Subsidiary vs. Division/Branch

Q1 Does the Agreement to Implement Employment Equity (Agreement) apply to the whole organization or only to the part carrying out the contract?

A1 The signed Agreement applies to the whole organization named in the Agreement and its entire Canadian workforce including all of its components (divisions, branches, etc.), with the exception of subsidiary corporations.

Division: A division is part of the primary business, not separate, and the primary business is legally responsible for the obligations and debts of the division.

Branch: A branch is an office that is not located at/with the company's corporate headquarters but is part of the organization.

Subsidiary: A subsidiary is owned or controlled by another entity (a parent company), but it is a separate legal entity.

Q2 If an organization that is not subject to the Federal Contractors Program (FCP) is taken over by (or merged with) an organization that is subject to the Program, does it become subject to the FCP as well?

A2 An organization is subject to the FCP if it becomes part of the acquiring company. However, if the organization remains a subsidiary and still operates as a separate legal entity from the acquiring company, it does not become subject to the FCP.

For the purpose of the FCP, subsidiaries require a separate Agreement (and Agreement number) because they are separate legal entities. Divisions are part of an organization and are included as part of the whole organization.

Q3 When should a new Agreement be completed and signed?

A3 A new Agreement should be completed if the organization has undergone a change in its legal name.

Employment Status

Q1 Who is considered to be a permanent full-time employee under the FCP?

A1 A permanent full-time employee is employed for an indeterminate period of time to work the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs. The standard number of hours cannot be less than the usual number of hours worked by full-time employees in the same occupational group.

Q2 Who is considered to be a permanent part-time employee under the FCP?

A2 A permanent part-time employee is employed for an indeterminate period of time to work fewer than the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs.

Generally, what is standard or usual for a group of employees is considered full-time; anything less is considered part-time. For example, in a case where the standard, usual way of working for the company is to work eight (8) hours per day for three (3) days per week, employees who fit this work pattern would be considered full-time, and employees who do not would be considered part-time.

Q3 How are students counted under the FCP?

- A3 Students employed during a school break, and who are returning to school, are not counted as employees for employment equity purposes.

Co-operative education (Co-op) students working during the summer period are not considered to be on a school break since this work experience forms part of their education. In addition, students working on a permanent part-time basis throughout the year are counted provided they worked 12 weeks or more.

Q4 How are other employees counted under the FCP?

- A4 Other employees are those who are on unpaid leave (often temporary lay-off or long-term leave) but who otherwise fulfil the definitions of permanent full-time or permanent part-time employees and maintain the right to return to work.



APPLICATION FOR EXTENSION – COMPLIANCE ASSESSMENT

Federal Contractors Program

Contractors may apply for an extension where unforeseen circumstances interfere with the original due date for submitting documentation to complete a Compliance Assessment under the Federal Contractors Program.

PROCEDURE FOR THE EXTENSION

1. Contractors may apply for an extension in situations that are unforeseen and interfere with their submission deadline.
2. The Application for Extension must be signed by a senior manager of the corporation (i.e. CEO, owner, authorized manager).

Once completed, the form can be submitted by e-mail to: ee-eme@hrscd-rhdcc.gc.ca

I, the undersigned, on behalf of Rolls-Royce Canada Limited (AIEE number 050027)

(NAME OF COMPANY and AGREEMENT TO IMPLEMENT
EMPLOYMENT EQUITY (AIEE) NUMBER)

Agree to the following statements:

1. I have the authority to sign on behalf of this company. My signature has the value of legally binding this company to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.

I am making the claim that __Rolls-Royce Canada Limited__ is unable to submit the documentation for the Compliance Assessment within the deadline as required by the Federal Contractors Program. I am therefore requesting an extension until September 29, 2017 because of:

Rolls-Royce Canada Limited ("RRC") was informed by email dated June 23, 2016 of the requirements to sign an Agreement to Implement Employment Equity ("AIEE") pursuant to the Federal Contractors Program. This agreement was signed on July 6, 2016. At that time, RRC was negotiating with two bargaining agents the renewal of two separate collective agreements applicable to 750 employees, which represents the majority of RRC's workforce. RRC notes that all HR resources available in Canada were assigned to assist with these negotiations and the preparation in the event of a strike. The negotiations were concluded on June 22 and October 20, 2016 and collective agreements were ratified on June 27 and October 24, 2016 respectively. RRC respectfully submits that the work climate during the negotiations would not have been conducive to notably issue a survey to collect workforce information about employment equity.

Since December 1, 2015, RRC has been undergoing a significant transformation worldwide, which included notably a reorganisation and a reduction of its workforce. These significant changes had a direct impact on the resources available in our HR team. As part of this transformation, a migration to a new global HR Information System database was also initiated in November 2015, which required significant involvement from the HR team throughout the entire year of 2016. As part of this migration, we had to develop a new structure that required the mapping of all current positions. This information was essential to initiate our workforce analysis and specifically the coding of all positions pursuant to the National Occupational Classification ("NOC").

For these reasons, the development and implementation of the AIEE was delayed. Nevertheless, RRC is committed to the full implementation of employment equity. The survey was distributed to all RRC employees across Canada on February 27, 2017 and is available for completion until March 17, 2017. The coding of positions pursuant to the NOC is well under way and should be completed by the end of March. With respect to the workforce analysis and the requirements to establish short-term and long-term goals and make reasonable progress on these goals, we are committed to complete these requirements by the end of September 2017.

Accordingly, we respectfully request an extension until September 29, 2017 to allow us to complete the requirements under the AIEE. For any additional information with respect to the above, please do not



hesitate to contact me.

As a senior manager of the corporation, I hereby state that all these statements are correct to the best of my knowledge, and I am requesting an extension.

Date: 9 March 2017 Signature: 

Name: Nicholas R Goughan Title: Area HR Manager Telephone Number: (514) 828-1652
Canada

Email address: nicholas.r.goughan@rolls-royce.com

Address: 9500 Chemin Cote de Liesse
Lachine QC Canada H8T 1A2

**Agreement number : 050027**

165 Hôtel-de-Ville
Place du Portage,
Phase II, 10th Floor
Gatineau, Quebec
K1A 0J2

March 13th, 2017

Daniel Majeau
Legal Council
Rolls Royce Canada Limited
9500 Côte-de-Liesse
Lachine, Québec
H8T 1A2

Subject: Request for Extension – Compliance Assessment – Federal Contractors Program

Dear Mr. Majeau,

You have sent an application requesting an extension for submitting the required documentation to complete the Compliance Assessment under the Federal Contractors Program as part of Rolls Royce Canada Limited's obligations.

As requested, we hereby grant to Rolls Royce Canada Limited an extension until September 27th, 2017.

Should you have any questions regarding the Compliance Assessment, do not hesitate to contact us at: ee-eme@hrsdc-rhdsc.gc.ca.

Sincerely,



Tiffany Ryan
Manager, Program Operations
Employment and Social Development Canada – Labour Program



Workplace Equity Information Management System - Rolls Royce Canada Limited

Workforce Analysis - Summary Report

Date: 2017-08-17

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	8	1	12.5 %	27.4 %	2	-1
02 : Middle and Other Managers	97	22	22.7 %	38.9 %	38	-16
03 : Professionals	87	13	14.9 %	18.5 %	16	-3
04 : Semi-Professionals and Technicians	140	20	14.3 %	17.7 %	25	-5
05 : Supervisors	1	0	0.0 %	66.0 %	1	-1
06 : Supervisors: Crafts and Trades	2	0	0.0 %	7.2 %	0	0
07 : Administrative and Senior Clerical Personnel	39	24	61.5 %	82.0 %	32	-8
08 : Skilled Sales and Service Personnel	3	0	0.0 %	29.4 %	1	-1
09 : Skilled Crafts and Trades Workers	318	8	2.5 %	4.7 %	15	-7
10 : Clerical Personnel	75	22	29.3 %	62.8 %	47	-25
12 : Semi-Skilled Manual Workers	247	25	10.1 %	18.4 %	45	-20
13 : Other Sales and Service Personnel	1	0	0.0 %	56.4 %	1	-1
Total	1018	135	13.2 %	21.9 %	223	-88

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Rolls Royce Canada Limited

Workforce Analysis - Summary Report

Date: 2017-08-17

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	8	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	97	1	1.0 %	2.2 %	2	-1
03 : Professionals	87	2	2.3 %	0.9 %	1	1
04 : Semi-Professionals and Technicians	140	3	2.1 %	1.0 %	1	2
05 : Supervisors	1	0	0.0 %	1.9 %	0	0
06 : Supervisors: Crafts and Trades	2	1	50.0 %	1.5 %	0	1
07 : Administrative and Senior Clerical Personnel	39	0	0.0 %	1.3 %	1	-1
08 : Skilled Sales and Service Personnel	3	0	0.0 %	5.6 %	0	0
09 : Skilled Crafts and Trades Workers	318	5	1.6 %	1.6 %	5	0
10 : Clerical Personnel	75	3	4.0 %	0.8 %	1	2
12 : Semi-Skilled Manual Workers	247	7	2.8 %	0.9 %	2	5
13 : Other Sales and Service Personnel	1	0	0.0 %	1.8 %	0	0
Total	1018	22	2.2 %	1.3 %	13	9

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Rolls Royce Canada Limited

Workforce Analysis - Summary Report

Date: 2017-08-17

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	8	1	12.5 %	10.1 %	1	0
02 : Middle and Other Managers	97	8	8.2 %	15.0 %	15	-7
03 : Professionals	87	18	20.7 %	28.7 %	25	-7
04 : Semi-Professionals and Technicians	140	16	11.4 %	16.1 %	23	-7
05 : Supervisors	1	0	0.0 %	0.0 %	0	0
06 : Supervisors: Crafts and Trades	2	0	0.0 %	8.6 %	0	0
07 : Administrative and Senior Clerical Personnel	39	3	7.7 %	10.3 %	4	-1
08 : Skilled Sales and Service Personnel	3	1	33.3 %	13.8 %	0	1
09 : Skilled Crafts and Trades Workers	318	23	7.2 %	9.4 %	30	-7
10 : Clerical Personnel	75	4	5.3 %	17.0 %	13	-9
12 : Semi-Skilled Manual Workers	247	33	13.4 %	22.8 %	56	-23
13 : Other Sales and Service Personnel	1	0	0.0 %	11.3 %	0	0
Total	1018	107	10.5 %	16.4 %	167	-60

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Rolls Royce Canada Limited

Workforce Analysis - Summary Report

Date: 2017-08-17

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	105	1	1.0 %	4.3 %	5	-4
03 : Professionals	87	4	4.6 %	3.8 %	3	1
04 : Semi-Professionals and Technicians	140	2	1.4 %	4.6 %	6	-4
05 : Supervisors	1	0	0.0 %	13.9 %	0	0
06 : Supervisors: Crafts and Trades	2	0	0.0 %	7.8 %	0	0
07 : Administrative and Senior Clerical Personnel	39	1	2.6 %	3.4 %	1	0
08 : Skilled Sales and Service Personnel	3	0	0.0 %	3.5 %	0	0
09 : Skilled Crafts and Trades Workers	318	4	1.3 %	3.8 %	12	-8
10 : Clerical Personnel	75	3	4.0 %	7.0 %	5	-2
12 : Semi-Skilled Manual Workers	247	6	2.4 %	4.8 %	12	-6
13 : Other Sales and Service Personnel	1	0	0.0 %	6.3 %	0	0
Total	1018	21	2.1 %	4.4 %	44	-23

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-08-17

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2017-08-17

WFA Defaults - Persons with Disabilities

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

Short and Long Term Goals for Rolls-Royce Canada 2017 - 2020

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Formulas for Columns	Data Entry WFA Table	Data Entry	B x C x 3	Data Entry	B x E x 3	D + F	Data Entry WFA Table	Data Entry WFA Table	Equivalent to E	H x J x 3	(D x O) - I + K	G x N	Data Entry	Data Entry WFA Table	H ÷ B	(H - K + M) ÷ (B + D)

Hiring Goals Expressed as Percentages

Employment Equity Occupational Group (EEOG)	All Employees 2017/08/17	Growth		Terminations		Anticipated Hires Over 3 Years	WOMEN									
		Annually	Over 3 Years	Annually	Over 3 Years		Representation	Gap	Terminations		Hires Required	3 Year Goals 2017-2020		Availability	Current Rep.	Projected Rep. in 3 Years
		%	#	%	#		#	#	%	#	%	#	#	%	%	%
Senior Managers	8	0.0%	0	0.0%	0	0	1	-1	0.0%	0	1	0	27.4%	27.4%	12.5%	12.5%
Middle & Other Managers	97	0.0%	0	1.1%	3	3	22	-16	1.1%	1	17	1	38.9%	38.9%	22.7%	23.2%
Professionals	87	2.2%	6	0.9%	2	8	13	-3	0.9%	0	4	1	18.5%	18.5%	14.9%	15.2%
Semi-Professionals & Technicians	140	1.2%	5	0.5%	2	7	20	-5	0.5%	0	6	1	17.7%	17.7%	14.3%	14.5%
Supervisors	1	0.0%	0	0.0%	0	0	0	-1	0.0%	0	1	0	66.0%	66.0%	0.0%	0.0%
Supervisors: Crafts & Trades	2	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	7.2%	7.2%	0.0%	0.0%
Administrative & Senior Clerical Personnel	39	0.0%	0	0.0%	0	0	24	-8	0.0%	0	8	0	82.0%	82.0%	61.5%	61.5%
Skilled Sales & Service Personnel	3	0.0%	0	0.2%	0	0	0	-1	0.2%	0	1	0	29.4%	29.4%	0.0%	0.2%
Skilled Crafts & Trades Workers	318	0.5%	5	2.0%	19	24	8	-7	2.0%	0	8	1	4.7%	4.7%	2.5%	2.7%
Clerical Personnel	75	0.0%	0	0.3%	1	1	22	-25	0.3%	0	25	0	62.8%	62.8%	29.3%	29.6%
Semi-Skilled Manual Workers	247	0.7%	5	1.3%	10	15	25	-20	1.3%	1	22	3	18.4%	18.4%	10.1%	10.6%
Other Sales & Service Personnel	1	0.0%	0	0.0%	0	0	0	-1	0.0%	0	1	0	56.4%	56.4%	0.0%	0.0%
	1,018			6.3%												

Short and Long Term Goals for Rolls-Royce Canada 2017 - 2020

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Formulas for Columns	Data Entry WFA Table	Data Entry	B x C x 3	Data Entry	B x E x 3	D + F	Data Entry WFA Table	Data Entry WFA Table	Equivalent to E	H x J x 3	(D x O) - I + K	G x N	Data Entry	Data Entry WFA Table	H ÷ B	(H - K + M) ÷ (B + D)

Hiring Goals Expressed as Percentages

Employment Equity Occupational Group (EEOG)	All Employees 2017/08/017	Growth		Terminations		Anticipated Hires Over 3 Years	ABORIGINAL PERSONS									
		Annually	Over 3 Years	Annually	Over 3 Years		Representation	Gap	Terminations		Hires Required	3 Year Goals 2017-2020		Availability	Current Rep.	Projected Rep. in 3 Years
									Annually	Over 3 Years		#	%			
		#	%	#	%		#	#	%	#	#	#	%	%	%	%
Senior Managers	8	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	2.9%	2.9%	0.0%	0.0%
Middle & Other Managers	97	0.0%	0	1.1%	3	3	1	-1	1.1%	0	1	0	2.2%	2.2%	1.0%	1.1%
Professionals	87	2.2%	6	0.9%	2	8	2	1	0.9%	0	-1	0	0.9%	0.9%	2.3%	2.2%
Semi-Professionals & Technicians	140	1.2%	5	0.5%	2	7	3	2	0.5%	0	-2	0	1.0%	1.0%	2.1%	2.1%
Supervisors	1	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	1.9%	1.9%	0.0%	0.0%
Supervisors: Crafts & Trades	2	0.0%	0	0.0%	0	0	1	1	0.0%	0	-1	0	1.5%	1.5%	50.0%	50.0%
Administrative & Senior Clerical Personnel	39	0.0%	0	0.0%	0	0	0	-1	0.0%	0	1	0	1.3%	1.3%	0.0%	0.0%
Skilled Sales & Service Personnel	3	0.0%	0	0.2%	0	0	0	0	0.2%	0	0	0	5.6%	5.6%	0.0%	0.0%
Skilled Crafts & Trades Workers	318	0.5%	5	2.0%	19	24	5	0	2.0%	0	0	0	1.6%	1.6%	1.6%	1.6%
Clerical Personnel	75	0.0%	0	0.3%	1	1	3	2	0.3%	0	-2	0	0.8%	0.8%	4.0%	4.0%
Semi-Skilled Manual Workers	247	0.7%	5	1.3%	10	15	7	5	1.3%	0	-5	0	0.9%	0.9%	2.8%	2.7%
Other Sales & Service Personnel	1	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	1.8%	1.8%	0.0%	0.0%

Short and Long Term Goals for Rolls-Royce Canada 2017 - 2020

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Formulas for Columns	Data Entry WFA Table	Data Entry	B x C x 3	Data Entry	B x E x 3	D + F	Data Entry WFA Table	Data Entry WFA Table	Equivalent to E	H x J x 3	(D x O) - I + K	G x N	Data Entry	Data Entry WFA Table	H ÷ B	(H - K + M) ÷ (B + D)

Hiring Goals Expressed as Percentages

Employment Equity Occupational Group (EEOG)	All Employees 2017/08/017	Growth		Terminations		Anticipated Hires Over 3 Years	PERSONS WITH A DISABILITY									
		Annually	Over 3 Years	Annually	Over 3 Years		Representation	Gap	Terminations		Hires Required	3 Year Goals 2017-2020		Availability	Current Rep.	Projected Rep. in 3 Years
									Annually	Over 3 Years		#	%			
		#	%	#	%		#	#	%	#	#	#	%	%	%	%
Senior, Middle & Other Managers	105	0.0%	0	0.0%	0	0	1	-4	0.0%	0	4	0	4.3%	4.3%		1.0%
Professionals	87	0.0%	0	1.1%	3	3	4	1	1.1%	0	-1	0	3.8%	3.8%		4.6%
Semi-Professionals & Technicians	140	2.2%	9	0.9%	4	13	2	-4	0.9%	0	4	1	4.6%	4.6%		1.7%
Supervisors	1	1.2%	0	0.5%	0	0	0	0	0.5%	0	0	0	13.9%	13.9%		0.7%
Supervisors: Crafts & Trades	2	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	7.8%	7.8%		0.0%
Administrative & Senior Clerical Personnel	39	0.0%	0	0.0%	0	0	1	0	0.0%	0	0	0	3.4%	3.4%		2.6%
Skilled Sales & Service Personnel	3	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	3.5%	3.5%		0.0%
Skilled Crafts & Trades Workers	318	0.0%	0	0.2%	2	2	4	-8	0.2%	0	8	0	3.8%	3.8%		1.3%
Clerical Personnel	75	0.5%	1	2.0%	5	6	3	-2	2.0%	0	2	0	7.0%	7.0%		4.2%
Semi-Skilled Manual Workers	247	0.0%	0	0.3%	2	2	6	-6	0.3%	0	6	0	4.8%	4.8%		2.5%
Other Sales & Service Personnel	1	0.7%	0	1.3%	0	0	0	0	1.3%	0	0	0	6.3%	6.3%		0.4%
		0.0%		0.0%												

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Short and Long Term Goals for Rolls-Royce Canada 2017 - 2020

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Formulas for Columns	Data Entry WFA Table	Data Entry	B x C x 3	Data Entry	B x E x 3	D + F	Data Entry WFA Table	Data Entry WFA Table	Equivalent to E	H x J x 3	(D x O) - I + K	G x N	Data Entry	Data Entry WFA Table	H + B	(H - K + M) ÷ (B + D)

Hiring Goals Expressed as Percentages

Employment Equity Occupational Group (EEOG)	All Employees 2017/08/17	Growth		Terminations		Anticipated Hires Over 3 Years	VISIBLE MINORITIES									
		Annually	Over 3 Years	Annually	Over 3 Years		Representation	Gap	Terminations		Hires Required	3 Year Goals 2017-2020		Availability	Current Rep.	Projected Rep. in 3 Years
									Annually	Over 3 Years		#	%			
		#	%	#	%		#	#	#	%	#	#	%	%	%	%
Senior Managers	8	0.0%	0	0.0%	0	0	1	0	0.0%	0	0	0	10.1%	10.1%	12.5%	12.5%
Middle & Other Managers	97	0.0%	0	1.1%	3	3	7	-7	1.1%	0	7	0	15.0%	15.0%	8.2%	8.5%
Professionals	87	2.2%	6	0.9%	2	8	18	-7	0.9%	0	9	2	28.7%	28.7%	20.7%	21.4%
Semi-Professionals & Technicians	140	1.2%	5	0.5%	2	7	16	-7	0.5%	0	8	1	16.1%	16.1%	11.4%	11.7%
Supervisors	1	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0.0%	0.0%
Supervisors: Crafts & Trades	2	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	8.6%	8.6%	0.0%	0.0%
Administrative & Senior Clerical Personnel	39	0.0%	0	0.0%	0	0	3	-1	0.0%	0	1	0	10.3%	10.3%	7.7%	7.7%
Skilled Sales & Service Personnel	3	0.0%	0	0.2%	0	0	1	1	0.2%	0	-1	0	13.8%	13.8%	33.3%	33.2%
Skilled Crafts & Trades Workers	318	0.5%	5	2.0%	19	24	23	-7	2.0%	1	9	2	9.4%	9.4%	7.2%	7.4%
Clerical Personnel	75	0.0%	0	0.3%	1	1	4	-9	0.3%	0	9	0	17.0%	17.0%	5.3%	5.4%
Semi-Skilled Manual Workers	247	0.7%	5	1.3%	10	15	33	-23	1.3%	1	25	3	22.8%	22.8%	13.4%	13.9%
Other Sales & Service Personnel	1	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	11.3%	11.3%	0.0%	0.0%

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Summary of Goals
Rolls-Royce Canada
September 2017

Women

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	#	#	
02	Middle and Other Managers	-16	1	16	The business has been in a state of reorganization for the past few years. Growth of the business is expected to be flat over the next few years. There will be minimal opportunities for goal attainment. Please refer to Short & Long Term Goals Report
03	Professionals	-3	1	3	Please refer to Short & Long Term Goals Report
04	Semi-Professionals and Technicians	-5	1	5	Please refer to Short & Long Term Goals Report
09	Skilled Crafts and Trades Workers	-7	1	7	Please refer to Short & Long Term Goals Report
12	Semi-Skilled Manual Workers	-20	3	20	Please refer to Short & Long Term Goals Report



Members of visible Minorities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	#	#	
02	Middle and Other Managers	-7	0	7	The business has been in a state of reorganization for the past few years. Growth of the business is expected to be flat over the next few years. There will be minimal opportunities for goal attainment. Please refer to Short & Long Term Goals Report
03	Professionals	-7	2	7	Please refer to Short & Long Term Goals Report
04	Semi-Professionals and Technicians	-7	1	7	Please refer to Short & Long Term Goals Report
09	Skilled Crafts and Trades Workers	-7	2	7	Please refer to Short & Long Term Goals Report
10	Clerical Personnel	-9	0	9	Please refer to Short & Long Term Goals Report
12	Semi-Skilled Manual Workers	-23	3	23	Please refer to Short & Long Term Goals Report



Persons with Disabilities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	#	#	
01,02	Senior Middle & Other Managers	-4	0	4	The business has been in a state of reorganization for the past few years. Growth of the business is expected to be flat over the next few years. There will be minimal opportunities for goal attainment. Please refer to Short & Long Term Goals Report
04	Semi-Professionals and Technicians	-4	1	4	Please refer to Short & Long Term Goals Report
09	Skilled Crafts and Trades Workers	-8	0	8	Please refer to Short & Long Term Goals Report
12	Semi-Skilled Manual Workers	-6	0	6	Please refer to Short & Long Term Goals Report

From: Yakibonge, Maurice [NC] <maurice.yakibonge@labour-travail.gc.ca> **On Behalf Of** EE-EME
Sent: October 26, 2017 3:40 PM
To: 'daniel.majeau@rolls-royce.com' <daniel.majeau@rolls-royce.com>; EE-EME <ee-eme@hrsdcc-rhdcc.gc.ca>
Cc: 'nicholas.r.gaughan@rolls-royce.com' <nicholas.r.gaughan@rolls-royce.com>
Subject: Government of Canada Agreement 050027 – Notification of Compliance with the Federal Contractors Program

Dear Mr. Majeau,

I am writing to inform you that the compliance assessment initiated on 23/03/2017 has been completed. As a result of the assessment, Rolls Royce Canada Limited 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 Rolls Royce Canada Limited's employment equity program.

- We encourage you to continue to follow-up with employees in an effort to increase the reliability of your data.
- It is advisable to inform employees that the workforce survey can be made available in alternate format (e.g., paper or large font).

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

Next Steps

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

When Rolls Royce Canada Limited is notified of a follow-up assessment, the following information will be required:

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

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

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

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

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

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

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

Équipe de l'équité en emploi / Workplace Equity Team

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

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



Rolls-Royce

September 26, 2017

Suzanne Begg,
Program Officer
Workplace Equity Division, Labour Program
Employment and Social Development Canada / Government of Canada

Dear Ms. Begg,

We are pleased to submit the information required by the First Compliance Assessment under the Federal Contractors Program.

Attached you will find:

- A **blank copy of the Workforce Survey Questionnaire** used at Rolls-Royce to gather employment equity data from our employees. Please note the overall return rate of our self-identification survey was 84%. The response rate was 80%. In addition, each new employee at Rolls-Royce receives a self-identification questionnaire to complete. Please refer to Attachment #1 Employment Equity Self-Identification Questionnaire – Rolls-Royce Canada. This is the survey form we received approval from your office to distribute to our employees.
- The **Workforce Analysis (Summary Report** on the representation of the four designated groups in our workforce). Please Refer to Attachment #2 – 2017 WA Summary Report – Rolls-Royce Canada
- The **Short and Long Term Goals Setting Tool** and the **Summary of Goals Report**. Please note that over the next three years we do not expect to see significant growth in the workforce, which will limit our opportunity to recruit externally. Please refer to Attachment #3 – 2017 Short and Long Term Goals Rolls-Royce Canada and Attachment #4 2017 Summary of Goals Report – Rolls-Royce Canada. Please note that long term goals in the summary report reflect the current gaps. Should business projections continue to remain flat as projected in the short-term, the long term goals will be updated to align with business expectations.

I am available should you need to discuss any information in the attachments. I would appreciate if you could confirm receipt of the submission.


Leslie Taylor, B.Sc., HRM, SHRM-SCP
Equal Employment Opportunity Manager
Rolls-Royce North America Human Resources
Culture, Policy and Compliance
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