

OFFICIAL USE ONLY
Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)


- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Source Atlantic Limited	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-scian/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2007/list-liste-eng.htm</a> 332910	Total number of employees in Canada (Permanent Full-Time and/or Part-Time)  <input checked="" type="checkbox"/> Federally Regulated <input type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 331 Chesley Drive	City Saint John	Province NB	Postal Code E2K5P2
Telephone Number (506) 632-1000			

EMPLOYMENT EQUITY CONTACT			
Name (print) Julie Marr	Title Human Resources Manager		
Telephone Number (506) 6342397	E-mail Address marr.julie@sourceatlantic.ca	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) Steve Drummond	Title President		
Telephone Number (506) 6505840	E-mail Address drummond.steve@sourceatlantic.ca	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Signature 	Date (YYYY-MM-DD) 2017 12 08		

Privacy Notice:
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.

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: ee-eme@hrsdc-rhdcc.gc.ca.</li> </ul>

Workplace Equity Information Management System - Source Atlantic Limited

Workforce Analysis - Detailed Report

Date: 2018-09-07

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	14	5	35.7 %	27.4 %	4	1	National
<b>02 : Middle and Other Managers</b>	National	29	1	3.4 %	38.9 %	11	-10	National
<b>03 : Professionals</b>		15	9	60.0 %	49.3 %	7	2	
1111 : Financial auditors and accountants	National	4	3	75.0 %	55.1 %	2	1	National
1121 : Human resources professionals	National	3	2	66.7 %	71.1 %	2	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	3	100.0 %	66.4 %	2	1	National
2133 : Electrical and electronics engineers	National	2	0	0.0 %	11.3 %	0	0	National
2171 : Information systems analysts and consultants	National	3	1	33.3 %	28.3 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		2	0	0.0 %	0.0 %	0	0	
2243 : Industrial instrument technicians and mechanics	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2243 : Industrial instrument technicians and mechanics	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
<b>05 : Supervisors</b>		22	4	18.2 %	63.1 %	14	-10	
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	64.4 %	1	-1	Greater Sudbury
Employment Equity Occupational Group	Moncton	1	0	0.0 %	58.4 %	1	-1	Moncton
Employment Equity Occupational Group	N.S. less CMA	6	1	16.7 %	73.2 %	4	-3	N.S. less CMA
Employment Equity Occupational Group	Saint John	11	2	18.2 %	60.3 %	7	-5	Saint John
Employment Equity Occupational Group	Winnipeg	3	1	33.3 %	54.2 %	2	-1	Winnipeg
<b>07 : Administrative and Senior Clerical Personnel</b>		22	12	54.5 %	84.3 %	19	-7	
Employment Equity Occupational Group	Greater Sudbury	3	2	66.7 %	83.9 %	3	-1	Greater Sudbury
Employment Equity Occupational Group	N.S. less CMA	4	2	50.0 %	87.0 %	3	-1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	2	0	0.0 %	83.7 %	2	-2	Nfld.Lab. less CMA
Employment Equity Occupational Group	Saint John	13	8	61.5 %	83.6 %	11	-3	Saint John
<b>08 : Skilled Sales and Service Personnel</b>		189	47	24.9 %	25.7 %	49	-2	
6221 : Technical sales specialists - wholesale trade	Alberta	11	3	27.3 %	20.5 %	2	1	Alberta

Workplace Equity Information Management System - Source Atlantic Limited

Workforce Analysis - Detailed Report

Date: 2018-09-07

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	Manitoba	13	2	15.4 %	27.8 %	4	-2	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	67	13	19.4 %	26.1 %	17	-4	New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	8	2	25.0 %	30.7 %	2	0	Newfoundland and Labrador
6221 : Technical sales specialists - wholesale trade	Nova Scotia	53	10	18.9 %	24.9 %	13	-3	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	18	11	61.1 %	28.7 %	5	6	Ontario
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	3	1	33.3 %	0.0 %	0	1	Prince Edward Island
6221 : Technical sales specialists - wholesale trade	Saskatchewan	16	5	31.3 %	28.0 %	4	1	Saskatchewan
<b>09 : Skilled Crafts and Trades Workers</b>		52	2	3.8 %	0.5 %	0	2	
7311 : Construction millwrights and industrial mechanics	Alberta	2	0	0.0 %	2.0 %	0	0	Alberta
7311 : Construction millwrights and industrial mechanics	New Brunswick	13	0	0.0 %	0.0 %	0	0	New Brunswick
7311 : Construction millwrights and industrial mechanics	Nova Scotia	1	1	100.0 %	4.3 %	0	1	Nova Scotia
7311 : Construction millwrights and industrial mechanics	Ontario	4	0	0.0 %	1.6 %	0	0	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	New Brunswick	13	0	0.0 %	0.5 %	0	0	New Brunswick
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Nova Scotia	5	0	0.0 %	1.2 %	0	0	Nova Scotia
7371 : Crane operators	New Brunswick	12	1	8.3 %	0.0 %	0	1	New Brunswick
7371 : Crane operators	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
<b>10 : Clerical Personnel</b>		39	26	66.7 %	70.5 %	27	-1	
<b>Employment Equity Occupational Group</b>	Greater Sudbury	3	2	66.7 %	70.9 %	2	0	Greater Sudbury
<b>Employment Equity Occupational Group</b>	N.S. less CMA	6	5	83.3 %	71.4 %	4	1	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	1	0	0.0 %	72.4 %	1	-1	Ont. less CMAs
<b>Employment Equity Occupational Group</b>	Regina	1	0	0.0 %	70.2 %	1	-1	Regina
<b>Employment Equity Occupational Group</b>	Saint John	25	18	72.0 %	70.5 %	18	0	Saint John
<b>Employment Equity Occupational Group</b>	Winnipeg	3	1	33.3 %	67.9 %	2	-1	Winnipeg
<b>11 : Intermediate Sales and Service Personnel</b>		2	2	100.0 %	65.5 %	1	1	

Workplace Equity Information Management System - Source Atlantic Limited

Workforce Analysis - Detailed Report

Date: 2018-09-07

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Halifax	2	2	100.0 %	65.5 %	1	1	Halifax
<b>12 : Semi-Skilled Manual Workers</b>		80	5	6.3 %	12.0 %	10	-5	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	14.5 %	0	0	Calgary
Employment Equity Occupational Group	Halifax	3	0	0.0 %	12.1 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	3	1	33.3 %	12.3 %	0	1	Moncton
Employment Equity Occupational Group	N.B. less CMA	2	0	0.0 %	15.8 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	26	1	3.8 %	15.9 %	4	-3	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	2	0	0.0 %	17.0 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	20.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	18.3 %	0	0	P.E.I.
Employment Equity Occupational Group	Regina	1	0	0.0 %	12.4 %	0	0	Regina
Employment Equity Occupational Group	Saint John	39	3	7.7 %	8.3 %	3	0	Saint John
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	15.7 %	0	0	Saskatoon
<b>13 : Other Sales and Service Personnel</b>		1	0	0.0 %	59.4 %	1	-1	
Employment Equity Occupational Group	Saint John	1	0	0.0 %	59.4 %	1	-1	Saint John
<b>Total</b>		467	113	24.2 %	30.6 %	143	-30	

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 - Source Atlantic Limited

Workforce Analysis - Detailed Report

Date: 2018-09-07

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	14	0	0.0 %	2.9 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	29	0	0.0 %	2.2 %	1	-1	National
<b>03 : Professionals</b>		15	0	0.0 %	1.6 %	0	0	
1111 : Financial auditors and accountants	National	4	0	0.0 %	1.3 %	0	0	National
1121 : Human resources professionals	National	3	0	0.0 %	2.7 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	2.1 %	0	0	National
2133 : Electrical and electronics engineers	National	2	0	0.0 %	0.7 %	0	0	National
2171 : Information systems analysts and consultants	National	3	0	0.0 %	1.1 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		2	0	0.0 %	0.0 %	0	0	
2243 : Industrial instrument technicians and mechanics	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2243 : Industrial instrument technicians and mechanics	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
<b>05 : Supervisors</b>		22	2	9.1 %	3.4 %	1	1	
<b>Employment Equity Occupational Group</b>	Greater Sudbury	1	0	0.0 %	8.8 %	0	0	Greater Sudbury
<b>Employment Equity Occupational Group</b>	Moncton	1	0	0.0 %	4.1 %	0	0	Moncton
<b>Employment Equity Occupational Group</b>	N.S. less CMA	6	2	33.3 %	4.6 %	0	2	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Saint John	11	0	0.0 %	0.0 %	0	0	Saint John
<b>Employment Equity Occupational Group</b>	Winnipeg	3	0	0.0 %	11.8 %	0	0	Winnipeg
<b>07 : Administrative and Senior Clerical Personnel</b>		22	0	0.0 %	3.3 %	1	-1	
<b>Employment Equity Occupational Group</b>	Greater Sudbury	3	0	0.0 %	8.6 %	0	0	Greater Sudbury
<b>Employment Equity Occupational Group</b>	N.S. less CMA	4	0	0.0 %	3.3 %	0	0	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Nfld.Lab. less CMA	2	0	0.0 %	9.7 %	0	0	Nfld.Lab. less CMA
<b>Employment Equity Occupational Group</b>	Saint John	13	0	0.0 %	1.1 %	0	0	Saint John
<b>08 : Skilled Sales and Service Personnel</b>		189	7	3.7 %	2.6 %	5	2	
6221 : Technical sales specialists - wholesale trade	Alberta	11	0	0.0 %	2.0 %	0	0	Alberta

Workplace Equity Information Management System - Source Atlantic Limited

Workforce Analysis - Detailed Report

Date: 2018-09-07

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	Manitoba	13	1	7.7 %	6.3 %	1	0	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	67	1	1.5 %	0.0 %	0	1	New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	8	1	12.5 %	14.9 %	1	0	Newfoundland and
6221 : Technical sales specialists - wholesale trade	Nova Scotia	53	1	1.9 %	2.3 %	1	0	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	18	2	11.1 %	1.0 %	0	2	Ontario
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	3	0	0.0 %	0.0 %	0	0	Prince Edward Island
6221 : Technical sales specialists - wholesale trade	Saskatchewan	16	1	6.3 %	8.2 %	1	0	Saskatchewan
<b>09 : Skilled Crafts and Trades Workers</b>		52	0	0.0 %	1.5 %	1	-1	
7311 : Construction millwrights and industrial mechanics	Alberta	2	0	0.0 %	4.9 %	0	0	Alberta
7311 : Construction millwrights and industrial mechanics	New Brunswick	13	0	0.0 %	0.5 %	0	0	New Brunswick
7311 : Construction millwrights and industrial mechanics	Nova Scotia	1	0	0.0 %	2.9 %	0	0	Nova Scotia
7311 : Construction millwrights and industrial mechanics	Ontario	4	0	0.0 %	2.7 %	0	0	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	New Brunswick	13	0	0.0 %	2.8 %	0	0	New Brunswick
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Nova Scotia	5	0	0.0 %	2.1 %	0	0	Nova Scotia
7371 : Crane operators	New Brunswick	12	0	0.0 %	0.0 %	0	0	New Brunswick
7371 : Crane operators	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
<b>10 : Clerical Personnel</b>		39	1	2.6 %	4.3 %	2	-1	
<b>Employment Equity Occupational Group</b>	Greater Sudbury	3	0	0.0 %	7.4 %	0	0	Greater Sudbury
<b>Employment Equity Occupational Group</b>	N.S. less CMA	6	1	16.7 %	3.5 %	0	1	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	1	0	0.0 %	4.7 %	0	0	Ont. less CMAs
<b>Employment Equity Occupational Group</b>	Regina	1	0	0.0 %	7.1 %	0	0	Regina
<b>Employment Equity Occupational Group</b>	Saint John	25	0	0.0 %	3.3 %	1	-1	Saint John
<b>Employment Equity Occupational Group</b>	Winnipeg	3	0	0.0 %	9.8 %	0	0	Winnipeg
<b>11 : Intermediate Sales and Service Personnel</b>		2	0	0.0 %	3.2 %	0	0	

Workplace Equity Information Management System - Source Atlantic Limited

Workforce Analysis - Detailed Report

Date: 2018-09-07

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Halifax	2	0	0.0 %	3.2 %	0	0	Halifax
<b>12 : Semi-Skilled Manual Workers</b>		80	1	1.3 %	2.5 %	2	-1	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.5 %	0	0	Calgary
Employment Equity Occupational Group	Halifax	3	0	0.0 %	2.9 %	0	0	Halifax
Employment Equity Occupational Group	Moncton	3	0	0.0 %	0.5 %	0	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	2	0	0.0 %	3.0 %	0	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	26	0	0.0 %	3.7 %	1	-1	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	2	0	0.0 %	8.3 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	4.4 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	1.1 %	0	0	P.E.I.
Employment Equity Occupational Group	Regina	1	0	0.0 %	8.3 %	0	0	Regina
Employment Equity Occupational Group	Saint John	39	0	0.0 %	1.2 %	0	0	Saint John
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	6.5 %	0	1	Saskatoon
<b>13 : Other Sales and Service Personnel</b>		1	0	0.0 %	2.8 %	0	0	
Employment Equity Occupational Group	Saint John	1	0	0.0 %	2.8 %	0	0	Saint John
<b>Total</b>		<b>467</b>	<b>11</b>	<b>2.4 %</b>	<b>2.6 %</b>	<b>13</b>	<b>-2</b>	

Total may not equal sum of components due to rounding.

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

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Workforce Analysis - Detailed Report

Date: 2018-09-07

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
<b>01 : Senior Managers</b>	National	14	0	0.0 %	10.1 %	1	-1	National
<b>02 : Middle and Other Managers</b>	National	29	0	0.0 %	15.0 %	4	-4	National
<b>03 : Professionals</b>		15	1	6.7 %	24.5 %	4	-3	
1111 : Financial auditors and accountants	National	4	0	0.0 %	27.5 %	1	-1	National
1121 : Human resources professionals	National	3	0	0.0 %	14.1 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	16.9 %	1	-1	National
2133 : Electrical and electronics engineers	National	2	0	0.0 %	34.9 %	1	-1	National
2171 : Information systems analysts and consultants	National	3	1	33.3 %	31.4 %	1	0	National
<b>04 : Semi-Professionals and Technicians</b>		2	0	0.0 %	0.0 %	0	0	
2243 : Industrial instrument technicians and mechanics	New Brunswick	1	0	0.0 %	0.0 %	0	0	New Brunswick
2243 : Industrial instrument technicians and mechanics	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
<b>05 : Supervisors</b>		22	0	0.0 %	6.2 %	1	-1	
Employment Equity Occupational Group	Greater Sudbury	1	0	0.0 %	0.0 %	0	0	Greater Sudbury
Employment Equity Occupational Group	Moncton	1	0	0.0 %	5.2 %	0	0	Moncton
Employment Equity Occupational Group	N.S. less CMA	6	0	0.0 %	2.2 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Saint John	11	0	0.0 %	6.4 %	1	-1	Saint John
Employment Equity Occupational Group	Winnipeg	3	0	0.0 %	15.9 %	0	0	Winnipeg
<b>07 : Administrative and Senior Clerical Personnel</b>		22	0	0.0 %	1.6 %	0	0	
Employment Equity Occupational Group	Greater Sudbury	3	0	0.0 %	1.5 %	0	0	Greater Sudbury
Employment Equity Occupational Group	N.S. less CMA	4	0	0.0 %	1.2 %	0	0	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	2	0	0.0 %	0.4 %	0	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Saint John	13	0	0.0 %	1.9 %	0	0	Saint John
<b>08 : Skilled Sales and Service Personnel</b>		189	5	2.6 %	4.1 %	8	-3	
6221 : Technical sales specialists - wholesale trade	Alberta	11	0	0.0 %	11.3 %	1	-1	Alberta



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Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Availability		Gap #	Recruitment Area
			#	%	%	#		
6221 : Technical sales specialists - wholesale trade	Manitoba	13	1	7.7 %	7.8 %	1	0	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	67	1	1.5 %	0.0 %	0	1	New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	8	0	0.0 %	0.0 %	0	0	Newfoundland and
6221 : Technical sales specialists - wholesale trade	Nova Scotia	53	2	3.8 %	2.7 %	1	1	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	18	1	5.6 %	20.8 %	4	-3	Ontario
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	3	0	0.0 %	0.0 %	0	0	Prince Edward Island
6221 : Technical sales specialists - wholesale trade	Saskatchewan	16	0	0.0 %	2.7 %	0	0	Saskatchewan
<b>09 : Skilled Crafts and Trades Workers</b>		52	0	0.0 %	1.8 %	1	-1	
7311 : Construction millwrights and industrial mechanics	Alberta	2	0	0.0 %	8.3 %	0	0	Alberta
7311 : Construction millwrights and industrial mechanics	New Brunswick	13	0	0.0 %	0.0 %	0	0	New Brunswick
7311 : Construction millwrights and industrial mechanics	Nova Scotia	1	0	0.0 %	0.0 %	0	0	Nova Scotia
7311 : Construction millwrights and industrial mechanics	Ontario	4	0	0.0 %	14.1 %	1	-1	Ontario
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	New Brunswick	13	0	0.0 %	1.4 %	0	0	New Brunswick
7321 : Automotive service technicians, truck and bus mechanics and mechanical repairers	Nova Scotia	5	0	0.0 %	0.9 %	0	0	Nova Scotia
7371 : Crane operators	New Brunswick	12	0	0.0 %	0.0 %	0	0	New Brunswick
7371 : Crane operators	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
<b>10 : Clerical Personnel</b>		39	1	2.6 %	3.1 %	1	0	
<b>Employment Equity Occupational Group</b>	Greater Sudbury	3	0	0.0 %	1.8 %	0	0	Greater Sudbury
<b>Employment Equity Occupational Group</b>	N.S. less CMA	6	0	0.0 %	1.9 %	0	0	N.S. less CMA
<b>Employment Equity Occupational Group</b>	Ont. less CMAs	1	0	0.0 %	1.7 %	0	0	Ont. less CMAs
<b>Employment Equity Occupational Group</b>	Regina	1	0	0.0 %	6.7 %	0	0	Regina
<b>Employment Equity Occupational Group</b>	Saint John	25	0	0.0 %	1.8 %	0	0	Saint John
<b>Employment Equity Occupational Group</b>	Winnipeg	3	1	33.3 %	17.0 %	1	0	Winnipeg
<b>11 : Intermediate Sales and Service Personnel</b>		2	0	0.0 %	8.5 %	0	0	

Workplace Equity Information Management System - Source Atlantic Limited

**Workforce Analysis - Detailed Report**

Date: 2018-09-07

**Members of Visible Minorities**

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	Availability %	Availability #		
Employment Equity Occupational Group	Halifax	2	0	0.0 %	8.5 %	0	Halifax
<b>12 : Semi-Skilled Manual Workers</b>		80	3	3.8 %	2.4 %	2	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	33.1 %	0	Calgary
Employment Equity Occupational Group	Halifax	3	0	0.0 %	6.1 %	0	Halifax
Employment Equity Occupational Group	Moncton	3	0	0.0 %	2.1 %	0	Moncton
Employment Equity Occupational Group	N.B. less CMA	2	0	0.0 %	0.7 %	0	N.B. less CMA
Employment Equity Occupational Group	N.S. less CMA	26	0	0.0 %	1.4 %	0	N.S. less CMA
Employment Equity Occupational Group	Nfld.Lab. less CMA	2	0	0.0 %	0.2 %	0	Nfld.Lab. less CMA
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	1.6 %	0	Ont. less CMAs
Employment Equity Occupational Group	P.E.I.	1	0	0.0 %	1.2 %	0	P.E.I.
Employment Equity Occupational Group	Regina	1	0	0.0 %	8.8 %	0	Regina
Employment Equity Occupational Group	Saint John	39	3	7.7 %	1.8 %	1	Saint John
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	10.8 %	0	Saskatoon
<b>13 : Other Sales and Service Personnel</b>		1	0	0.0 %	2.6 %	0	
Employment Equity Occupational Group	Saint John	1	0	0.0 %	2.6 %	0	Saint John
<b>Total</b>		467	10	2.1 %	5.0 %	22	-12

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 - Source Atlantic Limited

**Workforce Analysis - Detailed Report**

Date: 2018-09-07

**Persons with Disabilities**

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities			Gap #	Recruitment Area	
			Representation #	%	Availability %			
<b>01/02 : Managers</b>	National	43	0	0.0 %	4.3 %	2	-2	National
<b>03 : Professionals</b>	National	15	0	0.0 %	3.8 %	1	-1	National
<b>04 : Semi-Professionals and Technicians</b>	National	2	0	0.0 %	4.6 %	0	0	National
<b>05 : Supervisors</b>	National	22	0	0.0 %	13.9 %	3	-3	National
<b>07 : Administrative and Senior Clerical Personnel</b>	National	22	0	0.0 %	3.4 %	1	-1	National
<b>08 : Skilled Sales and Service Personnel</b>	National	189	4	2.1 %	3.5 %	7	-3	National
<b>09 : Skilled Crafts and Trades Workers</b>	National	52	0	0.0 %	3.8 %	2	-2	National
<b>10 : Clerical Personnel</b>	National	39	1	2.6 %	7.0 %	3	-2	National
<b>11 : Intermediate Sales and Service Personnel</b>	National	2	0	0.0 %	5.6 %	0	0	National
<b>12 : Semi-Skilled Manual Workers</b>	National	80	3	3.8 %	4.8 %	4	-1	National
<b>13 : Other Sales and Service Personnel</b>	National	1	0	0.0 %	6.3 %	0	0	National
<b>Total</b>		<b>467</b>	<b>8</b>	<b>1.7 %</b>	<b>4.6 %</b>	<b>23</b>	<b>-15</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: 2018-09-07

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

Our senior management and professional positions are located in Saint John, NB, and we receive quality candidates on a provincial and CMA level and are not required nor have the resources to recruit on a national scale for these positions. We do not have a relocation policy.

### 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
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
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



## Workforce Analysis - Detailed Report

Date: 2018-09-07

### 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
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
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National

Workplace Equity Information Management System - Source Atlantic Limited

**Workforce Analysis - Summary Report**

Date: 2018-09-07

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	14	5	35.7 %	27.4 %	4	1
02 : Middle and Other Managers	29	1	3.4 %	38.9 %	11	-10
03 : Professionals	15	9	60.0 %	49.3 %	7	2
04 : Semi-Professionals and Technicians	2	0	0.0 %	0.0 %	0	0
05 : Supervisors	22	4	18.2 %	63.1 %	14	-10
07 : Administrative and Senior Clerical Personnel	22	12	54.5 %	84.3 %	19	-7
08 : Skilled Sales and Service Personnel	189	47	24.9 %	25.7 %	49	-2
09 : Skilled Crafts and Trades Workers	52	2	3.8 %	0.5 %	0	2
10 : Clerical Personnel	39	26	66.7 %	70.5 %	27	-1
11 : Intermediate Sales and Service Personnel	2	2	100.0 %	65.5 %	1	1
12 : Semi-Skilled Manual Workers	80	5	6.3 %	12.0 %	10	-5
13 : Other Sales and Service Personnel	1	0	0.0 %	59.4 %	1	-1
<b>Total</b>	<b>467</b>	<b>113</b>	<b>24.2 %</b>	<b>30.6 %</b>	<b>143</b>	<b>-30</b>

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Source Atlantic Limited

**Workforce Analysis - Summary Report**

Date: 2018-09-07

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	14	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	29	0	0.0 %	2.2 %	1	-1
03 : Professionals	15	0	0.0 %	1.6 %	0	0
04 : Semi-Professionals and Technicians	2	0	0.0 %	0.0 %	0	0
05 : Supervisors	22	2	9.1 %	3.4 %	1	1
07 : Administrative and Senior Clerical Personnel	22	0	0.0 %	3.3 %	1	-1
08 : Skilled Sales and Service Personnel	189	7	3.7 %	2.6 %	5	2
09 : Skilled Crafts and Trades Workers	52	0	0.0 %	1.5 %	1	-1
10 : Clerical Personnel	39	1	2.6 %	4.3 %	2	-1
11 : Intermediate Sales and Service Personnel	2	0	0.0 %	3.2 %	0	0
12 : Semi-Skilled Manual Workers	80	1	1.3 %	2.5 %	2	-1
13 : Other Sales and Service Personnel	1	0	0.0 %	2.8 %	0	0
<b>Total</b>	<b>467</b>	<b>11</b>	<b>2.4 %</b>	<b>2.6 %</b>	<b>13</b>	<b>-2</b>

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Source Atlantic Limited

**Workforce Analysis - Summary Report**

Date: 2018-09-07

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	14	0	0.0 %	10.1 %	1	-1
02 : Middle and Other Managers	29	0	0.0 %	15.0 %	4	-4
03 : Professionals	15	1	6.7 %	24.5 %	4	-3
04 : Semi-Professionals and Technicians	2	0	0.0 %	0.0 %	0	0
05 : Supervisors	22	0	0.0 %	6.2 %	1	-1
07 : Administrative and Senior Clerical Personnel	22	0	0.0 %	1.6 %	0	0
08 : Skilled Sales and Service Personnel	189	5	2.6 %	4.1 %	8	-3
09 : Skilled Crafts and Trades Workers	52	0	0.0 %	1.8 %	1	-1
10 : Clerical Personnel	39	1	2.6 %	3.1 %	1	0
11 : Intermediate Sales and Service Personnel	2	0	0.0 %	8.5 %	0	0
12 : Semi-Skilled Manual Workers	80	3	3.8 %	2.4 %	2	1
13 : Other Sales and Service Personnel	1	0	0.0 %	2.6 %	0	0
<b>Total</b>	<b>467</b>	<b>10</b>	<b>2.1 %</b>	<b>5.0 %</b>	<b>22</b>	<b>-12</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Source Atlantic Limited

**Workforce Analysis - Summary Report**

Date: 2018-09-07

**Persons with Disabilities**

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01/02 : Managers	43	0	0.0 %	4.3 %	2	-2
03 : Professionals	15	0	0.0 %	3.8 %	1	-1
04 : Semi-Professionals and Technicians	2	0	0.0 %	4.6 %	0	0
05 : Supervisors	22	0	0.0 %	13.9 %	3	-3
07 : Administrative and Senior Clerical Personnel	22	0	0.0 %	3.4 %	1	-1
08 : Skilled Sales and Service Personnel	189	4	2.1 %	3.5 %	7	-3
09 : Skilled Crafts and Trades Workers	52	0	0.0 %	3.8 %	2	-2
10 : Clerical Personnel	39	1	2.6 %	7.0 %	3	-2
11 : Intermediate Sales and Service Personnel	2	0	0.0 %	5.6 %	0	0
12 : Semi-Skilled Manual Workers	80	3	3.8 %	4.8 %	4	-1
13 : Other Sales and Service Personnel	1	0	0.0 %	6.3 %	0	0
<b>Total</b>	<b>467</b>	<b>8</b>	<b>1.7 %</b>	<b>4.6 %</b>	<b>23</b>	<b>-15</b>

Total may not equal sum of components due to rounding.



**Workforce Analysis - Summary Report**

Date: 2018-09-07

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

Our senior management and professional positions are located in Saint John, NB, and we receive quality candidates on a provincial and CMA level and are not required nor have the resources to recruit on a national scale for these positions. We do not have a relocation policy.

**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
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
11 : Intermediate Sales and Service Personnel	EEOG	CMA
12 : Semi-Skilled Manual Workers	EEOG	CMA
13 : Other Sales and Service Personnel	EEOG	CMA



## Workforce Analysis - Summary Report

Date: 2018-09-07

### 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
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
11 : Intermediate Sales and Service Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National
13 : Other Sales and Service Personnel	EEOG	National









**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Source Atlantic Limited**

**43322**

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			
Full-time / National		Part-time / National	
All Employees Hired	Women Hired	All Employees Hired	Women Hired
#	#	#	#

Table 5: Women			
Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#

Table 9: Women			
Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#

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>

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
	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>

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
	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>



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Source Atlantic Limited**

**43322**

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

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





**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Source Atlantic Limited**  
**43322**

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EEOG)	All Employees																				First/Previous Short-term Goals										Women									
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years																					
		Actual		Projected	Actual		Projected			From - To																														
		XXXX-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	XXXX-MM-DD		XXXX-YYYY	2018						2021																				
2018-08-15	#	%	%	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%																					
01 Senior Managers	14	-100.0%	0.1%	0	0.0%	0.2%	0	0	5	0.2%	0	-1	0	27.4%	27.4%	1	1	35.7%	35.7%																					
02 Middle & Other Managers	29	-100.0%	0.4%	0	0.0%	0.3%	0	0	1	0.3%	0	10	0	38.9%	38.9%	-10	-10	3.4%	3.4%																					
03 Professionals	15	-100.0%	0.3%	0	0.0%	0.9%	0	0	9	0.9%	0	-2	0	49.3%	49.3%	2	2	60.0%	60.0%																					
04 Semi-Professionals & Tech	2	-100.0%	0.1%	0	0.0%	0.1%	0	0	0	0.1%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%																					
05 Supervisors	22	-100.0%	0.2%	0	0.0%	0.2%	0	0	4	0.2%	0	10	0	50.0%	63.1%	-10	-10	18.2%	18.2%																					
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																					
07 Administrative & Sr Clerical	22	-100.0%	0.2%	0	0.0%	1.6%	1	1	12	1.6%	1	8	0	84.3%	84.3%	-7	-8	54.5%	50.0%																					
08 Skilled Sales & Service	189	-100.0%	1.4%	8	0.0%	4.7%	27	35	47	4.7%	7	11	9	25.7%	25.7%	-2	-2	24.9%	24.9%																					
09 Skilled Crafts & Trades	52	-100.0%	0.3%	0	0.0%	0.8%	1	1	2	0.8%	0	-2	0	0.5%	0.5%	2	2	3.8%	3.8%																					
10 Clerical Personnel	39	-100.0%	0.0%	0	0.0%	1.1%	1	1	26	1.1%	1	2	0	70.5%	70.5%	-1	-2	66.7%	64.1%																					
11 Intermediate Sales & Service	2	-100.0%	0.1%	0	0.0%	0.3%	0	0	2	0.3%	0	-1	0	65.5%	65.5%	1	1	100.0%	100.0%																					
12 Semi-Skilled Manual	80	-100.0%	0.2%	0	0.0%	1.4%	3	3	5	1.4%	0	5	0	12.0%	12.0%	-5	-5	6.3%	6.3%																					
13 Other Sales & Service	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	50.0%	59.4%	-1	-1	0.0%	0.0%																					
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!																					
Total	467	-100.0%		0	0.0%		0	0	113	0.0%	0	-115	0	0.0%	0.0%	113	113	24.2%	24.2%																					

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.  
‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

**Table 2: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0		0		Offer, support and promote training and development opportunities, workshops, educational sessions, etc. for Women in Leadership (WIL)
02 Middle & Other Managers	10	38.9	10	38.9	Update and distribute policies on Employment Equity and Harassment.
03 Professionals	0		0		Implement an EE Committee with the purpose of discussing ongoing and new concerns.
04 Semi-Professionals & Tech	0		0		Include a statement in our job advertisements stating that we are an equal opportunity employer, etc.
05 Supervisors	10	50.0	10	50.0	Reach out to local groups supporting the designated group and post job adverts with their organizations.
06 Supervisors: Crafts & Trades	0		0		Continue to promote a fair and diverse work environment free of discrimination.
07 Administrative & Sr Clerical	8		8		Offer, support a training, workshop or educational session on recruiting and diversity sensitivity training for people managers and hiring managers.
08 Skilled Sales & Service	11	25.7	11	25.7	
09 Skilled Crafts & Trades	0		0		
10 Clerical Personnel	2		2		
11 Intermediate Sales & Service	0		0		
12 Semi-Skilled Manual	5	12.0	5	12.0	
13 Other Sales & Service	1	50.0	1	50.0	

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14	Other Manual Workers	0	0	0
Total		0	0.0	0

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**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	All Employees													Aboriginal Peoples									
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years				
		Actual	Projected		Actual	Projected				Annually	Over 3 Years		2018	2021									
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			2018-08-15	Annually		Over 3 Years	2018						2021			
#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%							
01 Senior Managers	14	-100.0%	0.1%	0	0.0%	0.2%	0	0	0	0.2%	0	0	0	2.9%	0	0	0.0%	0.0%					
02 Middle & Other Managers	29	-100.0%	0.4%	0	0.0%	0.3%	0	0	0.3%	0	1	0	2.2%	2.2%	-1	-1	0.0%	0.0%					
03 Professionals	15	-100.0%	0.3%	0	0.0%	0.9%	0	0	0.9%	0	0	0	1.6%	0	0	0.0%	0.0%						
04 Semi-Professionals & Tech	2	-100.0%	0.1%	0	0.0%	0.1%	0	0	0.1%	0	0	0	0.0%	0	0	0.0%	0.0%						
05 Supervisors	22	-100.0%	0.2%	0	0.0%	0.2%	0	0	0.2%	0	-1	0	3.4%	1	1	9.1%	9.1%						
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!						
07 Administrative & Sr Clerical	22	-100.0%	0.5%	0	0.0%	1.6%	1	1	1.6%	0	1	0	3.3%	3.3%	-1	-1	0.0%	0.0%					
08 Skilled Sales & Service	189	-100.0%	1.4%	8	0.0%	4.7%	27	35	4.7%	1	-1	0	2.6%	2	1	3.7%	3.0%						
09 Skilled Crafts & Trades	52	-100.0%	0.3%	0	0.0%	0.8%	1	1	0.8%	0	1	0	1.5%	1.5%	-1	-1	0.0%	0.0%					
10 Clerical Personnel	39	-100.0%	0.0%	0	0.0%	1.1%	1	1	1.1%	0	1	0	4.3%	4.3%	-1	-1	2.6%	2.6%					
11 Intermediate Sales & Service	2	-100.0%	0.1%	0	0.0%	0.3%	0	0	0.3%	0	0	0	3.2%	0	0	0.0%	0.0%						
12 Semi-Skilled Manual	80	-100.0%	0.2%	0	0.0%	1.4%	3	3	1.4%	0	1	0	2.5%	2.5%	-1	-1	1.3%	1.3%					
13 Other Sales & Service	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	2.8%	0	0	0.0%	0.0%						
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!						
Total	467	-100.0%		0	0.0%		0	0	0.0%	0	-11	0	0.0%	11	11	2.4%	2.4%						

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0		0		Update and distribute policies on Employment Equity and Harassment.
02 Middle & Other Managers	1	2.2	1	2.2	Implement an EE Committee with the purpose of discussing ongoing and new concerns.
03 Professionals	0		0		Include a statement in our job advertisements stating that we are an equal opportunity employer, etc.
04 Semi-Professionals & Tech	0		0		Reach out to local groups supporting the designated group and post job adverts with their organizations.
05 Supervisors	0		0		Continue to promote a fair and diverse work environment free of discrimination.
06 Supervisors: Crafts & Trades	0		0		Offer, support a training, workshop or educational session on recruiting and diversity sensitivity training for people managers and hiring managers.
07 Administrative & Sr Clerical	1	3.3	1	3.3	
08 Skilled Sales & Service	0		0		
09 Skilled Crafts & Trades	1	1.5	1	1.5	
10 Clerical Personnel	1	4.3	1	4.3	
11 Intermediate Sales & Service	0		0		
12 Semi-Skilled Manual	1	2.5	1	2.5	
13 Other Sales & Service	0		0		

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14	Other Manual Workers	0	0	0
Total		0	0.0	0

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**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees																			First/Previous Short-term Goals						Persons with Disabilities					
	Number YYYY-MM-DD	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number YYYY-MM-DD	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals From - To YYYY - YYYY		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years												
		Actual	Projected		Actual	Projected				Annually	Over 3 Years		2018	2021																	
		2018-08-15	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	2018-08-15		Annually	Over 3 Years						2018	2021										
#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%														
01/02 Managers	43	-100.0%	0.2%	0	0.0%	0.2%	0	0	0	0.2%	0	2	0	4.3%	4.3%	-2	-2	0.0%	0.0%												
03 Professionals	15	-100.0%	0.3%	0	0.0%	0.9%	0	0	0	0.9%	0	1	0	3.8%	3.8%	-1	-1	0.0%	0.0%												
04 Semi-Professionals & Tech	2	-100.0%	0.1%	0	0.0%	0.1%	0	0	0	0.1%	0	0	0	4.6%	4.6%	0	0	0.0%	0.0%												
05 Supervisors	22	-100.0%	0.2%	0	0.0%	0.2%	0	0	0	0.2%	0	3	0	13.9%	13.9%	-3	-3	0.0%	0.0%												
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!												
07 Administrative & Sr Clerical	22	-100.0%	0.5%	0	0.0%	1.6%	1	1	0	1.6%	0	1	0	3.4%	3.4%	-1	-1	0.0%	0.0%												
08 Skilled Sales & Service	189	-100.0%	1.4%	8	0.0%	4.7%	27	35	3	4.7%	0	4	1	3.5%	3.5%	-4	-3	1.6%	2.0%												
09 Skilled Crafts & Trades	52	-100.0%	0.3%	0	0.0%	0.8%	1	1	0	0.8%	0	2	0	3.8%	3.8%	-2	-2	0.0%	0.0%												
10 Clerical Personnel	39	-100.0%	0.0%	0	0.0%	1.1%	1	1	2	1.1%	0	1	0	7.0%	7.0%	-1	-1	5.1%	5.1%												
11 Intermediate Sales & Service	2	-100.0%	0.1%	0	0.0%	0.3%	0	0	0	0.3%	0	0	0	5.6%	5.6%	0	0	0.0%	0.0%												
12 Semi-Skilled Manual	80	-100.0%	0.2%	0	0.0%	1.4%	3	3	3	1.4%	0	1	0	4.8%	4.8%	-1	-1	3.8%	3.8%												
13 Other Sales & Service	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	6.3%	6.3%	0	0	0.0%	0.0%												
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!												
<b>Total</b>	<b>467</b>	<b>-100.0%</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>-8</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>8</b>	<b>8</b>	<b>1.7%</b>	<b>1.7%</b>												

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1.5</sup> - 1) x 100

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

Workforce Analysis) ÷ 2) x 100.

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	2	4.3	2	4.3	Update and distribute policies on Employment Equity and Harassment.
03 Professionals	1	3.8	1	3.8	Implement an EE Committee with the purpose of discussing ongoing and new concerns.
04 Semi-Professionals & Tech	0	0	0	0	Include a statement in our job advertisements stating that we are an equal opportunity employer, etc.
05 Supervisors	3	13.9	3	13.9	Reach out to local groups supporting the designated group and post job adverts with their organizations.
06 Supervisors: Crafts & Trades	0	0	0	0	Continue to promote a fair and diverse work environment free of discrimination.
07 Administrative & Sr Clerical	1	3.4	1	3.4	Offer, support a training, workshop or educational session on recruiting and diversity sensitivity training for people managers and hiring managers.
08 Skilled Sales & Service	4	3.5	4	3.5	
09 Skilled Crafts & Trades	2	3.8	2	3.8	
10 Clerical Personnel	1	7.0	1	7.0	
11 Intermediate Sales & Service	0	0	0	0	
12 Semi-Skilled Manual	1	4.8	1	4.8	
13 Other Sales & Service	0	0	0	0	
14 Other Manual Workers	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	



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**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	All Employees											First/Previous Short-term Goals											Members of Visible Minorities				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years								
		Actual		Projected	Actual		Projected			From - To																	
		YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years						2018	2021						
	2018-08-15	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%									
01 Senior Managers	14	-100.0%	0.1%	0	0.0%	0.2%	0	0	0	0.2%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%								
02 Middle & Other Managers	29	-100.0%	0.4%	0	0.0%	0.3%	0	0	0	0.3%	0	4	0	15.0%	15.0%	-4	-4	0.0%	0.0%								
03 Professionals	15	-100.0%	0.3%	0	0.0%	0.9%	0	0	0	0.9%	0	4	0	24.5%	24.5%	-4	-4	0.0%	0.0%								
04 Semi-Professionals & Tech	2	-100.0%	0.1%	0	0.0%	0.1%	0	0	0	0.1%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%								
05 Supervisors	22	-100.0%	0.2%	0	0.0%	0.2%	0	0	0	0.2%	0	1	0	6.2%	6.2%	-1	-1	0.0%	0.0%								
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!								
07 Administrative & Sr Clerical	22	-100.0%	0.5%	0	0.0%	1.6%	1	1	0	1.6%	0	0	0	1.6%	0	0	0	0.0%	0.0%								
08 Skilled Sales & Service	189	-100.0%	1.4%	8	0.0%	4.7%	27	35	5	4.7%	1	4	1	4.1%	4.1%	-3	-3	2.6%	2.5%								
09 Skilled Crafts & Trades	52	-100.0%	0.2%	0	0.0%	0.8%	1	1	0	0.8%	0	1	0	1.8%	1.8%	-1	-1	0.0%	0.0%								
10 Clerical Personnel	39	-100.0%	0.0%	0	0.0%	1.1%	1	1	2	1.1%	0	-1	0	3.1%	1	1	5.1%	5.1%									
11 Intermediate Sales & Service	2	-100.0%	0.1%	0	0.0%	0.3%	0	0	0	0.3%	0	0	0	8.5%	0	0	0.0%	0.0%									
12 Semi-Skilled Manual	80	-100.0%	0.2%	0	0.0%	1.4%	3	3	3	1.4%	0	-1	0	2.4%	1	1	3.8%	3.8%									
13 Other Sales & Service	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	2.6%	0	0	0.0%	0.0%									
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!									
Total	467	-100.0%		0	0.0%		0	0	10	0.0%	0	-10	0	0.0%	10	10	2.1%	2.1%									

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

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

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	1	10.1	1	10.1	Update and distribute policies on Employment Equity and Harassment.
02 Middle & Other Managers	4	15.0	4	15.0	Implement an EE Committee with the purpose of discussing ongoing and new concerns.
03 Professionals	4	24.5	4	24.5	Include a statement in our job advertisements stating that we are an equal opportunity employer, etc.
04 Semi-Professionals & Tech	0		0		Reach out to local groups supporting the designated group and post job adverts with their organizations.
05 Supervisors	1	6.2	1	6.2	Continue to promote a fair and diverse work environment free of discrimination.
06 Supervisors: Crafts & Trades	0		0		Offer, support a training, workshop or educational session on recruiting and diversity sensitivity training for people managers and hiring managers.
07 Administrative & Sr Clerical	0		0		
08 Skilled Sales & Service	4	4.1	4	4.1	
09 Skilled Crafts & Trades	1	1.8	1	1.8	
10 Clerical Personnel	0		0		
11 Intermediate Sales & Service	0		0		
12 Semi-Skilled Manual	0		0		
13 Other Sales & Service	0		0		

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14	Other Manual Workers	0	0	
Total		0	0	

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**Data for Subsequent/Current Goals**

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

**Table 9: Women**

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

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.  
‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

**Table 10: Women**

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

<b>Federal Contractors Program Achievement Report</b>				
<b>Part 3: Goals</b>				
<b>Source Atlantic Limited</b>				
<b>43322</b>				
Total		0.0		0.0

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Source Atlantic Limited**  
**43322**

**Data for Subsequent/Current Goals**

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

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

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

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.  
‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

**Table 12: Aboriginal Peoples**

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

<b>Federal Contractors Program Achievement Report</b>				
<b>Part 3: Goals</b>				
<b>Source Atlantic Limited</b>				
<b>43322</b>				
Total		0.0		0.0

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Source Atlantic Limited**  
**43322**

**Data for Subsequent/Current Goals**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>2</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>1</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)	
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 13: Persons with Disabilities**

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

<sup>1</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1.5</sup> - 1) x 100  
<sup>2</sup> Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100.

**Table 14: Persons with Disabilities**

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



**Federal Contractors Program Achievement Report**  
**Part 3: Goals**  
**Source Atlantic Limited**  
**43322**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**  
**Subsequent/Current Short-term Goals**

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

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.  
‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

**Table 16: Members of Visible Minorities**

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

<b>Federal Contractors Program Achievement Report</b>				
<b>Part 3: Goals</b>				
<b>Source Atlantic Limited</b>				
<b>43322</b>				
Total		0.0		0.0

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Source Atlantic Limited**

**43322**

<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%	#	#	#			
01 Senior Managers	2018	14	5	35.7	27.4	4	1	130.3																	
	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
02 Middle & Other Managers	2018	29	1	3.4	38.9	11	-10	8.9																	
	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
03 Professionals	2018	15	9	60.0	49.3	7	2	121.7																	
	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
04 Semi-Professionals & Technicians	2018	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
05 Supervisors	2018	22	4	18.2	63.1	14	-10	28.8																	
	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
06 Supervisors: Crafts & Trades	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			All Employees	Women			All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	0	0.0	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	
02 Middle & Other Managers	0	0	0	0.0	10	0.0	38.9	0.0	0.0	10	0.0	38.9	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
03 Professionals	0	0	0	0.0	0	0.0	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	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
05 Supervisors	0	0	0	0.0	10	0.0	50.0	0.0	0.0	10	0.0	50.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

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<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	22	12	54.5	84.3	19	-7	64.7																
		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
08	Skilled Sales & Service Personnel	2018	189	47	24.9	25.7	49	-2	96.8																
		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
09	Skilled Crafts & Trades Workers	2018	52	2	3.8	0.5	0	2	769.2																
		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
10	Clerical Personnel	2018	39	26	66.7	70.5	27	-1	94.6																
		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
11	Intermediate Sales & Service Personnel	2018	2	2	100.0	65.5	1	1	152.7																
		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
12	Semi-Skilled Manual Workers	2018	80	5	6.3	12.0	10	-5	52.1																
		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

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
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			All Employees	Women			All Employees	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	8	0.0	0.0	0.0	8	0.0	0.0	0.0	
		3	0	0	0.0		0.0	0.0			0.0	0.0		
08	Skilled Sales & Service Personnel	0	0	0	0.0	11	0.0	25.7	0.0	11	0.0	25.7	0.0	
		3	0	0	0.0		0.0	0.0			0.0	0.0		
09	Skilled Crafts & Trades Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0		0.0	0.0			0.0	0.0		
10	Clerical Personnel	0	0	0	0.0	2	0.0	0.0	0.0	2	0.0	0.0	0.0	
		3	0	0	0.0		0.0	0.0			0.0	0.0		
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	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	12.0	0.0	5	0.0	12.0	0.0	
		3	0	0	0.0		0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

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<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women				All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	1	0	0.0	59.4	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	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	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	467	113	24.2	0.0	0	113	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Women			All Employees	Women				All Employees	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	50.0	0.0	1	0.0	50.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			

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**Part 5: Results - Aboriginal Peoples**

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<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	14	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
02 Middle & Other Managers	2018	29	0	0.0	2.2	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	15	0	0.0	1.6	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	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
05 Supervisors	2018	22	2	9.1	3.4	1	1	267.4																	
	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
06 Supervisors: Crafts & Trades	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Goal	Aboriginal Peoples			Goal	Aboriginal Peoples			
			Actual	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	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0				0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	1	0.0	2.2	0.0	1	0.0	2.2	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

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**Part 5: Results - Aboriginal Peoples**

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<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	22	0	0.0	3.3	1	-1	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	189	7	3.7	2.6	5	2	142.5	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	52	0	0.0	1.5	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	39	1	2.6	4.3	2	-1	59.6	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	2	0	0.0	3.2	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	80	1	1.3	2.5	2	-1	50.0	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
		Flow Data					Short-term Goals					Long-term Goals										
		All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples				All Employees	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	1	0.0	3.3	0.0	1	0.0	3.3	0.0	0	0.0	0.0	0.0					
08	Skilled Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
09	Skilled Crafts & Trades Workers	0	0	0	0.0	1	0.0	1.5	0.0	1	0.0	1.5	0.0	0	0.0	0.0	0.0					
10	Clerical Personnel	0	0	0	0.0	1	0.0	4.3	0.0	1	0.0	4.3	0.0	0	0.0	0.0	0.0					
11	Intermediate Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0					
12	Semi-Skilled Manual Workers	0	0	0	0.0	1	0.0	2.5	0.0	1	0.0	2.5	0.0	0	0.0	0.0	0.0					

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Source Atlantic Limited**

**43322**

<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires					Promotions					Terminations				
		All Employees	Aboriginal Peoples									All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples				All Employees	Aboriginal Peoples			
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected		Difference	Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
13 Other Sales & Service Personnel	2018	1	0	0.0	2.8	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		
14 Other Manual Workers	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		
Total	2018	467	11	2.4	0.0	0	11	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		

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

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



**Federal Contractors Program Achievement Report**

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

**Source Atlantic Limited**

**43322**

<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#		
01&02 Managers	2018	43	0	0.0	4.3	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
03 Professionals	2018	15	0	0.0	3.8	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	2	0	0.0	4.6	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
05 Supervisors	2018	22	0	0.0	13.9	3	-3	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities										
				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	2	0.0	4.3	0.0	2	0.0	4.3	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	1	0.0	3.8	0.0	1	0.0	3.8	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	3	0.0	13.9	0.0	3	0.0	13.9	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**Source Atlantic Limited**

**43322**

<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference		
07	Administrative & Senior Clerical	2018	22	0.0	3.4	1	-1	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	189	3.0	1.6	3.5	7	-4	45.4	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0
09	Skilled Crafts & Trades Workers	2018	52	0.0	3.8	2	-2	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0.0	0	0	0
10	Clerical Personnel	2018	39	2.0	5.1	7.0	3	-1	73.3	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0	0
11	Intermediate Sales & Service Personnel	2018	2	0.0	5.6	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	80	3.0	3.8	4.8	4	-1	78.1	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
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
07	Administrative & Senior Clerical	0	0.0	0	1	0.0	3.4	0.0	1	0.0	3.4	0.0		
08	Skilled Sales & Service Personnel	0	0.0	0	4	0.0	3.5	0.0	4	0.0	3.5	0.0		
09	Skilled Crafts & Trades Workers	0	0.0	0	2	0.0	3.8	0.0	2	0.0	3.8	0.0		
10	Clerical Personnel	0	0.0	0	1	0.0	7.0	0.0	1	0.0	7.0	0.0		
11	Intermediate Sales & Service Personnel	0	0.0	0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
12	Semi-Skilled Manual Workers	0	0.0	0	1	0.0	4.8	0.0	1	0.0	4.8	0.0		

**Federal Contractors Program Achievement Report**

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

**Source Atlantic Limited**

**43322**

<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>
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	$V \div U \times 100$	$U \times F \div 100$	$V - X$	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires					Promotions					Terminations				
		All Employees	Persons with Disabilities									All Employees	Persons with Disabilities				All Employees	Persons with Disabilities				All Employees	Persons with Disabilities			
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected		Difference	Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
13 Other Sales & Service Personnel	2018	1	0	0.0	6.3	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		
14 Other Manual Workers	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		
Total	2018	467	8	1.7	0.0	0	8	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		

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
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	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										
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0										
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0										

**Federal Contractors Program Achievement Report**

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

**Source Atlantic Limited**

**43322**

<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01	Senior Managers	2018	14	0	0.0	10.1	1	-1	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
02	Middle & Other Managers	2018	29	0	0.0	15.0	4	-4	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
03	Professionals	2018	15	0	0.0	24.5	4	-4	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
04	Semi-Professionals & Technicians	2018	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
05	Supervisors	2018	22	0	0.0	6.2	1	-1	0.0																
		0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
06	Supervisors: Crafts & Trades	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

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			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	10.1	0.0	1	0.0	10.1	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
02	Middle & Other Managers	0	0	0	0.0	4	0.0	15.0	0.0	4	0.0	15.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
03	Professionals	0	0	0	0.0	4	0.0	24.5	0.0	4	0.0	24.5	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
04	Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
05	Supervisors	0	0	0	0.0	1	0.0	6.2	0.0	1	0.0	6.2	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	
06	Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		3	0	0	0.0			0.0	0.0			0.0	0.0	

**Federal Contractors Program Achievement Report**

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

**Source Atlantic Limited**

**43322**

<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	22	0	0.0	1.6	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08	Skilled Sales & Service Personnel	2018	189	5	2.6	4.1	8	-3	64.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	2018	52	0	0.0	1.8	1	-1	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2018	39	2	5.1	3.1	1	1	165.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2018	2	0	0.0	8.5	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	80	3	3.8	2.4	2	1	156.3	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				
		Flow Data		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					
#	#	%	#	%	#	%	#	%	#	%						
07	Administrative & Senior Clerical	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	0	0	0	0.0	4	0.0	4.1	0.0	4	0.0	4.1	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0.0	1	0.0	1.8	0.0	1	0.0	1.8	0.0	0	0.0	
10	Clerical Personnel	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	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	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**

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

**Source Atlantic Limited**

**43322**

<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>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2018	1	0	0.0	2.6	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	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	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2018	467	10	2.1	0	10	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			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		
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
Total	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Source Atlantic Limited</b>
<b>43322</b>

**Efforts**

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

**Required measures:**

- Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
- Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
- Adjusted survey results to reflect hires, promotions and terminations.
- Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
- Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
- Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
- Ensured that any new gaps identified are addressed accordingly.
- Maintained appropriate records in all required areas.

**Other measures:**

- Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
- Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- Communicated the goals to relevant managers as well as monitored and recorded the results.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
- Consulted employee/union representatives on communication and implementation of employment equity.

- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

### **Operational Context**

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

- Significant layoffs (include the number of employees affected and the occupational groups of those employees).



- Strikes (include dates, the number of employees affected and the occupational groups of those employees).

- Other.

**Additional Details**

Please provide any additional information (optional):

**Source Atlantic Limited**  
**Self-Identifying Questionnaire**  
**Q1 2018**

## Instructions

As one of Canada's Best Managed Companies, Source Atlantic Limited is committed to employment equity. We are asking our entire workforce to complete a questionnaire to demonstrate our commitment to promoting equity and diversity in the workplace in order to bid on large dollar contracts with the Government of Canada. As part of our commitment to employment equity, we are collecting information on our workforce through our Self-Identifying Questionnaire with the goal of ensuring that we are fully representing women, Aboriginal peoples, persons with disabilities, and, visible minorities across all levels in our organization. Identifying as a member of one, or more, of the following designated groups will assist us in generating an accurate picture of our current workforce in addition to identifying any areas in which we can improve.

It is our guarantee that our workplace is a safe environment for you in which to honestly self-identify and that your information will remain confidential and only HR will have access to your responses. The responses provided on this form will be retained for statistical and reporting purposes only. We assure you that your confidentiality is important to us and your responses will not be used for unauthorized purposes. This questionnaire is available in both paper and electronic (online survey) versions. A person may change the information provided at any time. To update your information, please contact the Employment Equity Officer.

Please note: It is required that you complete Section A. and Section I. The additional sections, Section B., Section C., Section D., Section E., Section F., Section G., Section H, are voluntary, however, your responses would be greatly appreciated as our intention is to create an accurate picture of our workforce.

Thank you in advance for your participation!

**Section A. – Employee Information (This Section is Required)**

Name: \_\_\_\_\_  
Location/Branch: \_\_\_\_\_  
Position: \_\_\_\_\_

Employment Status:

Full-time  Part-time  Temporary or Casual

**Section B. – Gender**

What is your gender?

Male  Female

**Section C. – Aboriginal Peoples**

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

Are you an Aboriginal Person?

Yes  No

**Section D. – Visible Minorities**

According to the Employment Equity Act, members of a visible minority are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship.

Examples of 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 in one of the visible minority groups listed above)

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 jobs or workplaces (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 in seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)
- Speech impairment (unable to speak clearly or difficulty speaking and being understood)
- Deafness or hearing impairment (unable to hear or difficulty hearing)
- Other disabilities (e.g., learning, developmental, and other types of disabilities)

Are you a person with a disability?

Yes  No

**Section F. – Additional Data for Accommodation Purposes**

Please specify how we can accommodate you to help you participate fully in the workplace. Please 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.

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**Section G. – Voluntary Employee Participation**

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

Yes  No

As part of our ongoing employment equity initiatives, we would like the opportunity to occasionally ask designated group members to participate in various activities relating to our employment equity initiatives (e.g., committees and focus groups) and 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 and or feedback on our employment equity program, please contact the Employment Equity Officer, Danielle Bourque, by phone at: (506) 635-3994 by email at [bourque.danielle@sourceatlantic.ca](mailto:bourque.danielle@sourceatlantic.ca).

All comments and questions will be considered confidential.

**Section I. – Employee Signature (This Section is Required)**

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

**Thank you for your participation! Your input is greatly appreciated.**

**Please return this form to:**

Danielle Bourque

Email Address:

[bourque.danielle@sourceatlantic.ca](mailto:bourque.danielle@sourceatlantic.ca)

Mailing Address:

Source Atlantic Limited

331 Chesley Drive

Saint John, NB, E2L 4E4

## Federal Contractors Program Report of the First Compliance Assessment

**Employer Name:** Source Atlantic Limited.

**Primary Location:** St. John, New Brunswick

**Number of Employees:** 467

- New Brunswick – 233
- Nova Scotia – 120
- Ontario – 36
- Manitoba – 21
- Saskatchewan – 21
- Alberta – 18
- Newfoundland & Labrador – 13
- Prince Edward Island – 5

**Organization Overview:**

NAICS : 3311 (Iron and Steel Mills and Ferroalloy Manufacturing)

Source Atlantic Limited is a wholesale distributor of products and provides supplemental services and solutions to the industrial, government, commercial and residential sectors. They partner with suppliers to offer specialized and technical services.

**Key Dates – First Year Assessment**

Initiated: 2018-09-15  
 Received: 2018-09-14  
 WFA: 2018-09-07

**COLLECTION OF WORKFORCE INFORMATION**

	#	%
Number of employees the questionnaire was sent to:	467	100
Number of questionnaires returned:	410	88
Number of completed questionnaires returned:	407	87

- 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 sentence advising their employees that they can change / update their information anytime was missing from the self-ID questionnaire. The employer was advised of this and they sent a copy of their revised questionnaire, which they will be using to survey any new employees.

**WORKFORCE ANALYSIS & GOAL SETTING**

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

Observations:

- All short and long term goals are set as per the market availability. Goals were set for each and every gap respectively.
- All goals are set in percentage format.



## SUMMARY OF GOALS

**Women**

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 %	%
04	Semi-Professionals & Technicians	-10	35.7	35.7	3.2	35.7
05	Supervisors	-1	50.0	50.0	33.3	53.0
06	Supervisors: Crafts & Trades	-1	9.3	9.3	4.3	9.3
10	Clerical Personnel	-54	50.0	50.0	25.2	65.2
11	Intermediate Sales & Service	-1	NR	NR	60.0	63.9
12	Semi-Skilled Manual Workers	-3	22.0	22.0	21.2	22.0

## Observations:

- The organization has set appropriate short-term and long-term goals in all EEOGs where a gap was uncovered.
- With regards to EEOGs 05 and 10, the goals were set at 50% even though availability is higher. This is in keeping with the Labour Program decision of not encouraging organizations to seek representation levels beyond 50% for women to prevent occupational segregation and to ensure those occupational groups are welcoming of all genders.
- For EEOG 11, the current representation of 60.0 % is higher than the 50.0% required, and although the Workforce – Summary report shows a gap, the organization does not need to set any goals.

**Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(+3 years) # or %	%
02	Middle & Other Managers	-1	2.2	0.0	0.0	2.2

## Observations:

- The organization set the short-term goal as per the market availability. Hiring or promoting one Aboriginal person in this EEOG will eliminate the gap; therefore the organization does not require setting a long-term goal.

**Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	# or %	# or %	%	%
01/02	Managers	-2	4.3	8.6	0.0	4.3
03	Professionals	-1	3.8	7.6	0.0	3.8
04	Semi-Professionals & Technicians	-1	4.6	0.0	0.0	3.1
06	Supervisors: Crafts & Trades	-2	7.8	0.0	0.0	7.8
10	Clerical Personnel	-8	7.0	7.0	0.7	7.0
11	Intermediate Sales & Service	-1	5.6	11.2	0.0	5.6
12	Semi-Skilled Manual	-15	4.8	4.8	0.6	4.8
14	Other Manual Workers	-1	5.3	10.6	2.7	5.3

## Observations:

- The organization set appropriate short-term and long-term goals in all EEOGs where a gap was uncovered.
- The long-term goals for EEOG's 01/02, 03, 11 and 14 were all set as double the short-term goal, which is at market availability.
- The short and long-term goals for EEOGs 10 and 12 goals were set at labour market availability.
- For EEOG's 04 and 06, the organization has set the short-term goal at market availability. Hiring or promoting one or two persons in the respected EEOGs will eliminate the gap; therefore the organization does not require setting a long-term goal.

**Members of Visible Minorities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (+3 years)		
#	Description	#	# or %	# or %	%	%
11	Intermediate Sales & Service	-5	45.7	45.7	13.3	45.7
12	Semi-Skilled Manual	-9	57.5	57.5	53.9	57.5
14	Other Manual Workers	-1	51.8	51.8	48.6	51.8

## Observations:

- For all the gaps identified as Visible Minorities persons, the organization has set appropriate goals that are equal to the respective labour market availability for each EEOG.

**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:

- Source Atlantic Limited. has a number of gaps in women, Indigenous peoples and members of visible minorities. As such, the organization may want to support its hiring and promotion goals with a plan containing measures to attract and retain designated group employees. Source Atlantic Limited. is encouraged to adopt measures best suited to the organization in order to ensure reasonable progress is made towards achieving its goals.
- Given the gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals from these designated groups.

**Name of Analyst: Neena Sharan**

**Date: September 18, 2018.**



## Nyirasafari, Ange AN [NC]

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**From:** Sharan, Neena N [NC] on behalf of EE-EME  
**Sent:** October 1, 2018 1:29 PM  
**To:** 'drummond.steve@sourceatlantic.ca'; 'marr.julie@sourceatlantic.ca';  
'bourque.danielle@sourceatlantic.ca'  
**Subject:** Government of Canada Agreement Number: 10000656 – Notification of Compliance with the Federal Contractors Program

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

Dear Steve Drummond:

I am writing to inform you that the compliance assessment initiated on September 15, 2018 has been completed. As a result of the assessment, Source Atlantic 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 the Source Atlantic Limited employment equity program.

- Source Atlantic Limited has a number of gaps in women, Indigenous peoples and members of visible minorities. As such, the organization may want to support its hiring and promotion goals with a plan containing measures to attract and retain designated group employees. Source Atlantic Limited is encouraged to adopt measures best suited to the organization in order to ensure reasonable progress is made towards achieving its goals.
- Given the gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals from these designated groups.

### Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on September 15, 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 Source Atlantic Limited 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, Source Atlantic 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.

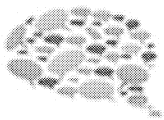
You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the Workplace Equity Information Management System (WEIMS). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement 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@travail-travail.gc.ca](mailto:neena.sharan@travail-travail.gc.ca).

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

Workplace Equity Team

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



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

## Nyirasafari, Ange AN [NC]

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**From:** Bourque, Danielle <bourque.danielle@sourceatlantic.ca>  
**Sent:** September 17, 2018 1:39 PM  
**To:** Sharan, Neena N [NC]  
**Subject:** RE: First Compliance Assessment Submission 09/15  
**Attachments:** To Complete - Self-Identifying Questionnaire 2018.pdf

Here is the updated questionnaire including the below requested statement. I have notified the team of their ability to update/change their answers at their convenience.

Thank you,

**Dani Bourque**  
**Human Resources Generalist**  
Source Atlantic Limited  
331 Chesley Drive, Saint John, NB  
506.635.3994  
[bourque.danielle@sourceatlantic.ca](mailto:bourque.danielle@sourceatlantic.ca)  
[www.sourceatlantic.ca](http://www.sourceatlantic.ca)



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**From:** [neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca) [mailto:[neena.sharan@labour-travail.gc.ca](mailto:neena.sharan@labour-travail.gc.ca)]  
**Sent:** September 17, 2018 10:39 AM  
**To:** Bourque, Danielle <[bourque.danielle@sourceatlantic.ca](mailto:bourque.danielle@sourceatlantic.ca)>  
**Subject:** RE: First Compliance Assessment Submission 09/15

**Caution:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and are expecting content from them.

Hi Dani,

Upon review of the self-identifying questionnaire, I noticed that the sentence "A person may change the information provided at any time" is missing. Please add this sentence in the questionnaire and inform the employees surveyed about this change. Also moving forward please use the updated version of the questionnaire in order to survey all your new employees. Also please send me an updated version of this questionnaire.

I have also corrected the Goals page in the Achievement table since in Women - EEOG 07 (Administrative & Sr. Clerical personnel), EEOG 10 (Clerical Personnel) & EEOG 11 (Intermediate Sales & Service) no goals were required since the presentation is over 50.0%. Similarly in EEOG 05 (Supervisors) and EEOG 13 (Other Sales & Service) goals should not be set over 50.0 % in order to avoid segregation.

Also in all the 4 designated group I have removed the goals that were set wherever there is no gap.

Please review all these documents and validate the numbers entered.

Thank you and have a nice day.

---

**From:** Bourque, Danielle [mailto:[bourque.danielle@sourceatlantic.ca](mailto:bourque.danielle@sourceatlantic.ca)]

**Sent:** September-14-18 3:41 PM

**To:** Sharan, Neena N [NC]

**Subject:** First Compliance Assessment Submission 09/15

467	# That were surveyed
410	# Total returned
407	# Total completed/returned

Thanks for your assistance Neena!

**Dani Bourque**

**Human Resources Generalist**

Source Atlantic Limited

331 Chesley Drive, Saint John, NB

506.635.3994

[bourque.danielle@sourceatlantic.ca](mailto:bourque.danielle@sourceatlantic.ca)

[www.sourceatlantic.ca](http://www.sourceatlantic.ca)



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