Labour Program Federal Contractors Program

| OFFICIA   | USE ONLY     |  |
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| rigi ceii | restricted . |  |

# **Agreement to Implement Employment Equity**

| ✓ New Agreement  | (All sections n  | nust be complet                               | ted)   |                     |               |  |
|--|--|---|--|---------------------|---------------|--|
| Revised Agreement  |  |   |  |                     |               |  |
|  | ORGA   | NIZATION                                      | ***************************************      |                     |               | ······································ |
| Legal Name of Organization   |  |   | Parent company                               | is located outsid   | e Canada      |  |
| Source Atlantic Limited  |  |   |  | П.,                 | C21.          |  |
|  |  |   |  | ∐ Yes               | ✓ No          |  |
| Operating Name (if different from Legal Name   | of Organization)   |   | Business Num                                 | oer                 |               |  |
| -  | •  |   |  |                     |               |  |
|  |  |   | Total number of                              |                     |               |  |
| Organization's North American Industry Classil   | ication System (NAICS) Code  | Number  | (Permanent Full                              | -Time and/or Part   | t-Time)       |  |
| To find your organization's four-digit NAICS co<br>http://www.statcan.gc.ca/subjects-sujets/stand  | de please visit:   |   | ✓ Federally                                  | Regulated           |               |  |
| 332910   | art 101116 (arc3-50a) 2001/3                                       | acast <del>e e</del> ng nun                   | Provincial                                   | y Regulated         |               |  |
|  |  |   |  |                     |               |  |
|  | HEA  | D OFFICE                                      | ***************************************      |                     |               |  |
| Address (building number, street, suite, etc.) 331 Chesley Drive   |  | City<br>Saint John                            |  | Province<br>NB      | Posta<br>E2K5 | Code                                   |
|  |  | Telephone Number                              |  | IND                 | Ean           | 7 E &                                  |
|  |  | (506) 632-10                                  | 000  |                     |               |  |
|  | EMPI OYMENT  | EQUITY CONTA                                  | 8CT  |                     |               |  |
| Name (print)   | 2001 W 7 100 EV  | Title   | 701  |                     |               |  |
| Julie Marr   |  | Human Resour                                  | ces Manage                                   | r                   |               |  |
| Telephone Number   | E-mail Address   |   |  | Preferred Langua    | age of Cor    | respondence                            |
| (506) 6342397  | marr.julie@source  | atlantic.ca                                   |  | ✓ English           |               | French                                 |
|  | CERT   | IFICATION                                     |  |                     |               |  |
| The above-named organization:  |  |   |  |                     |               |  |
| <ul> <li>having a combined workforce of 100 c</li> </ul>   | or more permanent full-time  | e and permanent p                             | art-time employ                              | ees in Canada       | , AND         |  |
| <ul> <li>intending to bid on, or being in receipt</li> </ul>   | of a federal government  | annds or services o                           | ontract standin                              | a offer or contr    | art icena     | d under a                              |
| Supply Arrangement, valued at \$1,000  | 0,000 or more (including a   | oplicable taxes)                              | Jonata, Jonan                                | ig oner or cong     | act issue     | a unuci a                              |
| hereby certifies its commitment to impleme   | ent or maintain employme   | nt equity on an on-                           | going basis, bey                             | ond the period      | of the pr     | ocurement                              |
| instrument, in keeping with the Federal Coplease refer to: http://www.esdc.gc.ca/eng   | ontractors Program require<br>//iabour/equality/fco/index:         | ements. For more II<br>shtml :                | ntormation on n                              | ow to implemen      | it employ     | ment equity                            |
| Important note: If an audit of the Agreem  | ent to implement Employs   | nent Easiby uncove                            | re microprocont                              | ation on the na     | rd of the e   |  |
| the procurement instrument(s) with the Go  | vernment of Canada may   | be terminated.                                | ra marcpicaciii                              | audii dii nic pa    | n or are c    | пувінгвион,                            |
|  | SIGI   | NATORY  |  |                     |               |  |
| NOTE: The signatory must be the Chief E  |  |   | an executive po                              | osition with lega   | l authorit    | v to sion a                            |
| contract on behalf of the organiza   | ition.   |   |  |                     |               | , wo sign a                            |
| Name (print)   |  | Title   |  |                     |               |  |
| Steve Drummond Telephone Number  | E-mail Address   | President                                     |  | Preferred Lang      | uana ni C     | ~~~~~~~~~~~                            |
| (506) 6505840  | drummond.steve@sc  | wrosetientie                                  |  | [7] Engli           | _             | French                                 |
| Signature (  | drama.ond.acevegs.   | Date (YYYY-MM-DD                              |  | A Cuda              |               |  |
|  |  | •   | •  |                     |               |  |
|  |  | 201   | <u>)                                    </u> | 08                  |               |  |
| Privacy Notice:  |  |   |  |                     |               |  |
| The information you provide on this form is colle<br>Contractors Program (FCP).  | ected under the authority of se                                    | ection 42 of the Empl                         | oyment Equity Ac                             | to determine you    | u eligibility | for the Federal                        |
| Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal gov   | o provide personal information                                     | n will result in the organizates of any value | anization's name l                           | being placed on t   | he FCP Li     | mited Eligibility                      |
| The information you provide may be used and/o disclosures of your personal information will never the control of the control o | or disclosed for policy analysis                                   | s research and/or eva                         | stration numbers                             |                     |               |  |
| Your personal information is administered in ac-   | rondance with the Drivery Art                                      | and other analicable                          | Image Variables &                            | he right to the so- | doction of    | and access to                          |
| your personal information, which is described in<br>government publication entitled <i>Info Source</i> , wh<br>accessed online at any Service Canada Centre  | i Personal Information Bank E<br>iich is available at the followin | XIIC DOLL 771 Inch                            | setiment the midmini                         | na this information | a nea cadilla | nord in the                            |
|  | RETURN II  | NSTRUCTIONS                                   |  |                     |               |  |
| IMPORTANT  |  | ***************************************       |  |                     |               | •                                      |
| The signed Agreement to implement<br>e-mail at: ee-eme@hrsdc-rhdcc.gc.   | t Employment Equity for<br>ca.                                     | m must be sent to                             | the Labour P                                 | rogram by           |               |  |

# **Workforce Analysis - Detailed Report**

Date: 2018-09-07

### Women

|  |                    | Women         |        |           |        |         |     |                    |  |
|--|--------------------|---------------|--------|-----------|--------|---------|-----|--------------------|--|
| Employment Equity Occupational Group   | Internal Location  | All Employees | Repres | sentation | Avail  | ability | Gap | Recruitment Area   |  |
|  |                    | #             | #      | %         | %      | #       | #   |                    |  |
| 01 : Senior Managers   | National           | 14            | 5      | 35.7 %    | 27.4 % | 4       | 1   | National           |  |
| 02 : Middle and Other Managers   | National           | 29            | 1      | 3.4 %     | 38.9 % | 11      | -10 | National           |  |
| 03 : Professionals   |                    | 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           |  |
| 04 : Semi-Professionals and Technicians  |                    | 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        |  |
| 05 : Supervisors   |                    | 22            | 4      | 18.2 %    | 63.1 % | 14      | -10 |                    |  |
| Employment Equity Occupational Group   | Greater Sudbury    | 1             | 0      | 0.0 %     | 64.4 % | 1       |     | Greater Sudbury    |  |
| Employment Equity Occupational Group   | Moncton            | 1             | 0      | 0.0 %     | 58.4 % | 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       |     | Winnipeg           |  |
| 07 : Administrative and Senior Clerical Personnel                              |                    | 22            | 12     | 54.5 %    | 84.3 % | 19      | -7  |                    |  |
| Employment Equity Occupational Group   | Greater Sudbury    | 3             | 2      | 66.7 %    | 83.9 % | 3       |     | Greater Sudbury    |  |
| Employment Equity Occupational Group   | N.S. less CMA      | 4             | 2      | 50.0 %    | 87.0 % | 3       |     | 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         |  |
| 08 : Skilled Sales and Service Personnel                                       |                    | 189           | 47     | 24.9 %    | 25.7 % | 49      | -2  |                    |  |
| 6221 : Technical sales specialists - wholesale trade                           | Alberta            | 11            | 3      | 27.3 %    | 20.5 % | 2       | 1   | Alberta            |  |

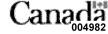


# **Workforce Analysis - Detailed Report**

Date: 2018-09-07

### Women

|   |                              | Women         |    |           |        |           |     |                      |
|---|------------------------------|---------------|----|-----------|--------|-----------|-----|----------------------|
| Employment Equity Occupational Group  | Internal Location            | All Employees | •  | sentation |        | ilability | 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<br>Labrador | 8             | 2  | 25.0 %    | 30.7 % | 2         | 0   | Newfoundland and     |
| 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         |
| 09 : Skilled Crafts and Trades Workers  |                              | 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          |
| 10 : Clerical Personnel   |                              | 39            | 26 | 66.7 %    | 70.5 % | 27        | -1  |                      |
| Employment Equity Occupational Group  | Greater Sudbury              | 3             | 2  | 66.7 %    | 70.9 % | 2         | 0   | Greater Sudbury      |
| Employment Equity Occupational Group  | N.S. less CMA                | 6             | 5  | 83.3 %    | 71.4 % | 4         | 1   | N.S. less CMA        |
| Employment Equity Occupational Group  | Ont, less CMAs               | 1             | 0  | 0.0 %     | 72.4 % | 1         | -1  | Ont. less CMAs       |
| Employment Equity Occupational Group  | Regina                       | 1             | 0  | 0.0 %     | 70.2 % | 1         | -1  | Regina               |
| Employment Equity Occupational Group  | Saint John                   | 25            | 18 | 72.0 %    | 70.5 % | 18        | 0   | Saint John           |
| Employment Equity Occupational Group  | Winnipeg                     | 3             | 1  | 33.3 %    | 67.9 % | 2         | -1  | Winnipeg             |
| 11 : Intermediate Sales and Service Personnel   |                              | 2             | 2  | 100.0 %   | 65.5 % | 1         | 1   |                      |



# **Workforce Analysis - Detailed Report**

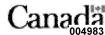
Date: 2018-09-07

### Women

|  |                    |               |        |           | Women  |           |     |                    |
|--|--------------------|---------------|--------|-----------|--------|-----------|-----|--------------------|
| Employment Equity Occupational Group   | Internal Location  | All Employees | Repres | sentation |        | ilability | Gap | Recruitment Area   |
|  |                    | #             | #      | %         | %      | #         | #   |                    |
| Employment Equity Occupational Group   | Halifax            | 2             | 2      | 100.0 %   | 65.5 % | 4         | 1   | Halifax            |
| 12 : Semi-Skilled Manual Workers       |                    | 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          |
| 13 : Other Sales and Service Personnel |                    | 1             | 0      | 0.0 %     | 59.4 % | 1         |     |                    |
| Employment Equity Occupational Group   | Saint John         | 1             | 0      | 0.0 %     | 59.4 % | 1         | •   | Saint John         |
| Total                                  |                    | 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



# **Workforce Analysis - Detailed Report**

Date: 2018-09-07

### **Aboriginal Peoples**

|  |                    | Aboriginal Peoples |   |          |        |         |     |                    |
|--|--------------------|--------------------|---|----------|--------|---------|-----|--------------------|
| Employment Equity Occupational Group   | Internal Location  | All Employees      | - | entation |        | ability | Gap | Recruitment Area   |
|  |                    | #                  | # | %        | %      | #       | #   |                    |
| 01 : Senior Managers   | National           | 14                 | 0 | 0.0 %    | 2.9 %  | 0       | 0   | National           |
| 02 : Middle and Other Managers   | National           | 29                 | 0 | 0.0 %    | 2.2 %  | 1       |     | National           |
| 03 : Professionals   |                    | 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           |
| 04 : Semi-Professionals and Technicians  |                    | 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        |
| D5 : Supervisors   |                    | 22                 | 2 | 9.1 %    | 3.4 %  | 1       | 1   |                    |
| Employment Equity Occupational Group   | Greater Sudbury    | 1                  | 0 | 0.0 %    | 8.8 %  | 0       | 0   | Greater Sudbury    |
| Employment Equity Occupational Group   | Moncton            | 1                  | 0 | 0.0 %    | 4.1 %  | 0       | 0   | Moncton            |
| Employment Equity Occupational Group   | N.S. less CMA      | 6                  | 2 | 33.3 %   | 4.6 %  | 0       | 2   | N.S. less CMA      |
| Employment Equity Occupational Group   | Saint John         | 11                 | 0 | 0.0 %    | 0.0 %  | 0       | 0   | Saint John         |
| Employment Equity Occupational Group   | Winnipeg           | 3                  | 0 | 0.0 %    | 11.8 % | 0       | 0   | Winnipeg           |
| 07 : Administrative and Senior Clerical Personnel                              |                    | 22                 | 0 | 0.0 %    | 3.3 %  | 1       |     |                    |
| Employment Equity Occupational Group   | Greater Sudbury    | 3                  | 0 | 0.0 %    | 8.6 %  | 0       | 0   | Greater Sudbury    |
| Employment Equity Occupational Group   | N.S. less CMA      | 4                  | 0 | 0.0 %    | 3.3 %  | 0       | 0   | N.S. less CMA      |
| Employment Equity Occupational Group   | Nfld.Lab. less CMA | 2                  | 0 | 0.0 %    | 9.7 %  | 0       | 0   | Nfld.Lab. less CMA |
| Employment Equity Occupational Group   | Saint John         | 13                 | 0 | 0.0 %    | 1.1 %  | 0       | 0   | Saint John         |
| 08 : Skilled Sales and Service Personnel                                       |                    | 189                | 7 | 3.7 %    | 2.6 %  | 5       | 2   |                    |
| 6221 : Technical sales specialists - wholesale trade                           | Alberta            | 11                 | 0 | 0.0 %    | 2.0 %  | 0       | 0   | Alberta            |

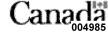


# **Workforce Analysis - Detailed Report**

Date: 2018-09-07

### **Aboriginal Peoples**

|   |                              | Aboriginal Peoples |   |          |        |   |     |                      |
|---|------------------------------|--------------------|---|----------|--------|---|-----|----------------------|
| Employment Equity Occupational Group  | Internal Location            | All Employees      | • | entation | Availa | • | 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<br>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         |
| 09 : Skilled Crafts and Trades Workers  |                              | 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          |
| 10 : Clerical Personnel   |                              | 39                 | 1 | 2.6 %    | 4.3 %  | 2 |     |                      |
| Employment Equity Occupational Group  | Greater Sudbury              | 3                  | 0 | 0.0 %    | 7.4 %  | 0 | 0   | Greater Sudbury      |
| Employment Equity Occupational Group  | N.S. less CMA                | 6                  | 1 | 16.7 %   | 3.5 %  | 0 | 1   | N.S. less CMA        |
| Employment Equity Occupational Group  | Ont, less CMAs               | 1                  | 0 | 0.0 %    | 4.7 %  | 0 | 0   | Ont. less CMAs       |
| Employment Equity Occupational Group  | Regina                       | 1                  | 0 | 0.0 %    | 7.1 %  | 0 | 0   | Regina               |
| Employment Equity Occupational Group  | Saint John                   | 25                 | 0 | 0.0 %    | 3.3 %  | 1 |     | Saint John           |
| Employment Equity Occupational Group  | Winnipeg                     | 3                  | 0 | 0.0 %    | 9.8 %  | 0 | 0   | Winnipeg             |
| 11 : Intermediate Sales and Service Personnel   |                              | 2                  | 0 | 0.0 %    | 3.2 %  | 0 | 0   |                      |



# **Workforce Analysis - Detailed Report**

Date: 2018-09-07

### **Aboriginal Peoples**

|  |                    |               |        | Aborig    | jinal Peoples | 5        |     |                    |
|--|--------------------|---------------|--------|-----------|---------------|----------|-----|--------------------|
| Employment Equity Occupational Group   | Internal Location  | All Employees | Repres | sentation |               | lability | Gap | Recruitment Area   |
|  |                    | #             | #      | %         | %             | #        | #   |                    |
| Employment Equity Occupational Group   | Halifax            | 2             | 0      | 0.0 %     | 3.2 %         | 0        | 0   | Halifax            |
| 12 : Semi-Skilled Manual Workers       |                    | 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          |
| 13 : Other Sales and Service Personnel |                    | 1             | 0      | 0.0 %     | 2.8 %         | 0        | 0   |                    |
| Employment Equity Occupational Group   | Saint John         | 1             | 0      | 0.0 %     | 2.8 %         | 0        | 0   | Saint John         |
| Total                                  |                    | 467           | 11     | 2.4 %     | 2.6 %         | 13       | -2  |                    |

Total may not equal sum of components due to rounding.

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



# **Workforce Analysis - Detailed Report**

Date: 2018-09-07

### **Members of Visible Minorities**

|  |                    | Members of Visible Minorities |        |           |        |         |     |                    |  |
|--|--------------------|-------------------------------|--------|-----------|--------|---------|-----|--------------------|--|
| Employment Equity Occupational Group   | Internal Location  | All Employees                 | Repres | sentation | Avail  | ability | Gap | Recruitment Area   |  |
|  |                    | #                             | #      | %         | %      | #       | #   |                    |  |
| 01 : Senior Managers   | National           | 14                            | 0      | 0.0 %     | 10.1 % | 1       | -1  | National           |  |
| 02 : Middle and Other Managers   | National           | 29                            | 0      | 0.0 %     | 15.0 % | 4       | -4  | National           |  |
| 03 : Professionals   |                    | 15                            | 1      | 6.7 %     | 24.5 % | 4       | -3  |                    |  |
| 1111 : Financial auditors and accountants                                      | National           | 4                             | 0      | 0.0 %     | 27.5 % | 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       |     | 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           |  |
| 04 : Semi-Professionals and Technicians  |                    | 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        |  |
| 05 : Supervisors   |                    | 22                            | 0      | 0.0 %     | 6.2 %  | 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           |  |
| 07 : Administrative and Senior Clerical Personnel                              |                    | 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         |  |
| 08 : Skilled Sales and Service Personnel                                       |                    | 189                           | 5      | 2.6 %     | 4.1 %  | 8       | -3  |                    |  |
| 6221 : Technical sales specialists - wholesale trade                           | Alberta            | 11                            | 0      | 0.0 %     | 11.3 % | 1       | -1  | Alberta            |  |
|  |                    |                               |        |           |        |         |     |                    |  |

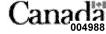


# **Workforce Analysis - Detailed Report**

Date: 2018-09-07

### **Members of Visible Minorities**

| Employment Equity Occupational Group  | Internal Location            | All Employees | • | entation |        | ability | 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<br>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         |
| 09 : Skilled Crafts and Trades Workers  |                              | 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          |
| 10 : Clerical Personnel   |                              | 39            | 1 | 2.6 %    | 3.1 %  | 1       | 0   |                      |
| Employment Equity Occupational Group  | Greater Sudbury              | 3             | 0 | 0.0 %    | 1.8 %  | 0       | 0   | Greater Sudbury      |
| Employment Equity Occupational Group  | N.S. less CMA                | 6             | 0 | 0.0 %    | 1.9 %  | 0       | 0   | N.S. less CMA        |
| Employment Equity Occupational Group  | Ont, less CMAs               | 1             | 0 | 0.0 %    | 1.7 %  | 0       | 0   | Ont. less CMAs       |
| Employment Equity Occupational Group  | Regina                       | 1             | 0 | 0.0 %    | 6.7 %  | 0       | 0   | Regina               |
| Employment Equity Occupational Group  | Saint John                   | 25            | 0 | 0.0 %    | 1.8 %  | 0       | 0   | Saint John           |
| Employment Equity Occupational Group  | Winnipeg                     | 3             | 1 | 33.3 %   | 17.0 % | 1       | 0   | Winnipeg             |
| 11 : Intermediate Sales and Service Personnel   |                              | 2             | 0 | 0.0 %    | 8.5 %  | 0       | 0   |                      |



# **Workforce Analysis - Detailed Report**

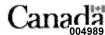
Date: 2018-09-07

### **Members of Visible Minorities**

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



# **Workforce Analysis - Detailed Report**

Date: 2018-09-07

### Persons with Disabilities

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

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**

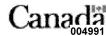
Date: 2018-09-07

### 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              |

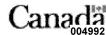


# **Workforce Analysis - Detailed Report**

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         |



# **Workforce Analysis - Summary Report**

Date: 2018-09-07

### Women

|   |               |        |           | Women  |           |     |  |
|---|---------------|--------|-----------|--------|-----------|-----|--|
| Employment Equity Occupational Group              | All Employees | Repres | sentation | Ava    | ilability | 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         |     |  |
| Total   | 467           | 113    | 24.2 %    | 30.6 % | 143       | -30 |  |



# **Workforce Analysis - Summary Report**

Date: 2018-09-07

### **Aboriginal Peoples**

|   |               |        | Aborig   | jinal Peoples | ;       |     |  |
|---|---------------|--------|----------|---------------|---------|-----|--|
| Employment Equity Occupational Group              | All Employees | Repres | entation | Avail         | ability | 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 : Semí-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   |  |
| Total   | 467           | 11     | 2.4 %    | 2.6 %         | 13      | -2  |  |



# **Workforce Analysis - Summary Report**

Date: 2018-09-07

### **Members of Visible Minorities**

|   |               |        | Members o | f Visible Mind | orities  |     |  |
|---|---------------|--------|-----------|----------------|----------|-----|--|
| Employment Equity Occupational Group              | All Employees | Repres | entation  | Avail          | lability | Gap |  |
|   | #             | #      | %         | %              | #        | #   |  |
| 01 : Senior Managers                              | 14            | 0      | 0.0 %     | 10.1 %         | 7        | -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 : Semì-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   |  |
| Total   | 467           | 10     | 2.1 %     | 5.0 %          | 22       | -12 |  |



# **Workforce Analysis - Summary Report**

Date: 2018-09-07

### Persons with Disabilities

|   |               | Persons with Disabilities |          |        |          |     |  |
|---|---------------|---------------------------|----------|--------|----------|-----|--|
| Employment Equity Occupational Group              | All Employees | Repres                    | entation | Avail  | lability | Gap |  |
|   | #             | #                         | %        | %      | #        | #   |  |
| 01/02 : Managers                                  | 43            | 0                         | 0.0 %    | 4.3 %  | 2        | -2  |  |
| 03 : Professionals                                | 15            | 0                         | 0.0 %    | 3.8 %  | 4        | -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        | •   |  |
| 13 : Other Sales and Service Personnel            | 1             | 0                         | 0.0 %    | 6.3 %  | 0        | 0   |  |
|   |               |                           |          |        |          |     |  |
| Total   | 467           | 8                         | 1.7 %    | 4.6 %  | 23       | -15 |  |



### **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              |

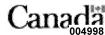


# **Workforce Analysis - Summary Report**

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         |



| Data from Fir | st/Previous Work | cforce Analysis |
|---------------|------------------|-----------------|
| Ţ             | L                | L               |

| Data from Fi | rst/Previous Workf | orce Analysis |
|--------------|--------------------|---------------|
| YYYY         | ММ                 | DD            |
| 2018         | 08                 | 15            |

| Data from S | ubsequent/Curre<br>Analysis | nt Workforce |
|-------------|-----------------------------|--------------|
| 1           | Ų .                         | 1            |

| Data from Subse | quent/Current Wo | rkforce Analysis |
|-----------------|------------------|------------------|
| YYYY            | MM               | DD               |
|                 |                  |                  |

|        |  | J             | Гable 1: Women     | ı             |
|--------|--|---------------|--------------------|---------------|
|        |  | First/Pro     | evious Workforce / | Analysis      |
| Emple  | yment Equity Occupational Group (EEOG)     | All Employees | Wor                | nen           |
| Linkio | yment Equity Occupational Group (EEOG)     |               | Representation     | Availability* |
|        |  | #             | #                  | %             |
| 01     | Senior Managers                            | 14            | 5                  | 27.4          |
| 02     | Middle & Other Managers                    | 29            | 1                  | 38.9          |
| 03     | Professionals                              | 15            | 9                  | 49.3          |
| 04     | Semi-Professionals & Technicians           | 2             | 0                  | 0.0           |
| 05     | Supervisors                                | 22            | 4                  | 63.1          |
| 06     | Supervisors: Crafts & Trades               | 0             | 0                  | 0.0           |
| 07     | Administrative & Senior Clerical Personnel | 22            | 12                 | 84.3          |
| 08     | Skilled Sales & Service Personnel          | 189           | 47                 | 25.7          |
| 09     | Skilled Crafts & Trades Workers            | 52            | 2                  | 0.5           |
| 10     | Clerical Personnel                         | 39            | 26                 | 70.5          |
| 11     | Intermediate Sales & Service Personnel     | 2             | 2                  | 65.5          |
| 12     | Semi-Skilled Manual Workers                | 80            | 5                  | 12.0          |
| 13     | Other Sales & Service Personnel            | 1             | 0                  | 59.4          |
| 14     | Other Manual Workers                       | 0             | 0                  | 0.0           |
| Total  |  | 467           | 113                | 0.0           |

| -             | Гable 5: Women    |               |
|---------------|-------------------|---------------|
| Subsequent    | /Current Workford | e Analysis    |
| All Employees | Won               | ien           |
|               | Representation    | Availability* |
| #             | #                 | %             |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | o                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | o                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |

| * Source: |             |             |      |  |
|-----------|-------------|-------------|------|--|
| 2011 Nati | ional House | ehold Surve | ey . |  |

| * | • | > | 0 | 1 | ı | ľ | c | E |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|---|---|---|---|---|---|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
|   |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |   |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

| Data from Fir | st/Previous Wor | kforce Analysis |
|---------------|-----------------|-----------------|
| Ţ             | J               | Ţ               |

| 2018         | 08                 | 15            |
|--------------|--------------------|---------------|
| YYYY         | MM                 | DD            |
| Data from Fi | rst/Previous Workf | orce Analysis |

All Employees

#

467

**Employment Equity Occupational Group (EEOG)** 

Senior Managers

Professionals

Supervisors

Clerical Personnel

02

03

05

07

09

10

13

14

Total

Middle & Other Managers

Semi-Professionals & Technicians

Skilled Sales & Service Personnel

Skilled Crafts & Trades Workers

Semi-Skilled Manual Workers Other Sales & Service Personnel

Other Manual Workers

Intermediate Sales & Service Personnel

Administrative & Senior Clerical Personnel

Supervisors: Crafts & Trades

| Data from Fi | rst/Previous Work | orce Analysis |
|--------------|-------------------|---------------|
| YYYY         | MM                | DD            |
| 2018         | 08                | 15            |

| First/Pro | evious Workforce A |               |
|-----------|--------------------|---------------|
| oloyees   | Aboriginal         | l Peoples     |
|           | Representation     | Availability* |
|           | #                  | %             |
| 14        | 0                  | 2.9           |
| 29        | 0                  | 2.2           |
| 15        | 0                  | 1.6           |
| 2         | 이                  | 0.0           |
| 22        | 2                  | 3.4           |
| 0         | 0                  | 0.0           |
| 22        | 0                  | 3.3           |
| 189       | 7                  | 2.6           |
| 52        | 0                  | 1.5           |
| 39        | 1                  | 4.3           |
| 2         | 0                  | 3.2           |
| 80        | 1                  | 2.5           |
| 1         | 0                  | 2.8           |
| 0         | ol                 | 0.0           |

0.0

| * Source:               |        |
|-------------------------|--------|
| 2011 National Household | Survey |

11

| Data from | Subsequent/Curr<br>Analysis | ent Workforce |
|-----------|-----------------------------|---------------|
| J         | J                           | J             |

| Data from Subse | quent/Current Wo | rkforce Analysis |
|-----------------|------------------|------------------|
| YYYY            | MM               | DD               |
| 0               | 0                | 0                |

| Table         | 6: Aboriginal Pe   | eoples        |
|---------------|--------------------|---------------|
| Subsequen     | t/Current Workford | e Analysis    |
| All Employees | Aborigina          | l Peoples     |
|               | Representation     | Availability* |
| #             | #                  | %             |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |
| 0             | 0                  | 0.0           |

| * Sou | irce: |  |  |
|-------|-------|--|--|
| 0     |       |  |  |

| Data from Firs | t/Previous Wor | kforce Analysis |
|----------------|----------------|-----------------|
| J.             | .1.            | .1.             |

| YYYY | rst/Previous Workt | DD 15 |
|------|--------------------|-------|
| 2019 | 06                 | 15    |

| Data from Su | bsequent/Curre<br>Analysis | ent Workforce |
|--------------|----------------------------|---------------|
| 1            | 1                          | <b>\</b>      |

| Data from Subse | quent/Current Wo | rkforce Analysis |
|-----------------|------------------|------------------|
| YYYY            | MM               | DD               |
| 0               | 0                | 0                |

|       |  |               | mbers of Visible              |               |  |  |
|-------|--|---------------|-------------------------------|---------------|--|--|
| F     |  | All Employees | Members of Visible Minorities |               |  |  |
| Empio | yment Equity Occupational Group (EEOG)     |               | Representation                | Availability* |  |  |
|       |  | #             | #                             | 9/6           |  |  |
| 01    | Senior Managers                            | 14            | 0                             | 10.1          |  |  |
| 02    | Middle & Other Managers                    | 29            | 0                             | 15.0          |  |  |
| 03    | Professionals                              | 15            | 0                             | 24.5          |  |  |
| 04    | Semi-Professionals & Technicians           | 2             | 0                             | 0.0           |  |  |
| 05    | Supervisors                                | 22            | 0                             | 6.2           |  |  |
| 06    | Supervisors: Crafts & Trades               | 0             | 0                             | 0.0           |  |  |
| 07    | Administrative & Senior Clerical Personnel | 22            | 0                             | 1.6           |  |  |
| 08    | Skilled Sales & Service Personnel          | 189           | 5                             | 4.1           |  |  |
| 09    | Skilled Crafts & Trades Workers            | 52            | 0                             | 1.8           |  |  |
| 10    | Clerical Personnel                         | 39            | 2                             | 3.1           |  |  |
| 11    | Intermediate Sales & Service Personnel     | 2             | 0                             | 8.5           |  |  |
| 12    | Semi-Skilled Manual Workers                | 80            | 3                             | 2.4           |  |  |
| 13    | Other Sales & Service Personnel            | 1             | 0                             | 2.6           |  |  |
| 14    | Other Manual Workers                       | 0             | 0                             | 0.0           |  |  |
| Total | •  | 467           | 10                            | 0.0           |  |  |

|       |       |  |  | <br> |
|-------|-------|--|--|------|
| * Sor | irce: |  |  |      |

| Table 7: Me   | Table 7: Members of Visible Minorities |               |  |  |  |
|---------------|--|---------------|--|--|--|
| Subsequen     | /Current Workford                      | e Analysis    |  |  |  |
| All Employees | Members of Visible Minorities          |               |  |  |  |
|               | Representation                         | Availability* |  |  |  |
| #             | #                                      | %             |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |
| 0             | 0                                      | 0.0           |  |  |  |

| * Sou |  |  |  |  |  |  |
|-------|--|--|--|--|--|--|
| 0     |  |  |  |  |  |  |

| Data from First | /Previous Wor | kforce Analysis |
|-----------------|---------------|-----------------|
| 1               | 1             | 1               |

| YYYY | rst/Previous Workt | DD 15 |
|------|--------------------|-------|
| 2019 | 06                 | 15    |

| Data from St | ıbsequent/Curre<br>Analysis | nt Workforce |
|--------------|-----------------------------|--------------|
| Ţ            | 1                           | 1            |

| Data from Subse | quent/Current Wo | rktorce Analysis |
|-----------------|------------------|------------------|
| YYYY            | MM               | DD               |
| 0               | 0                | 0                |

|       |  | Table 4: Persons with Disabilities First/Previous Workforce Analysis |                |                |  |  |  |  |  |  |  |
|-------|--|--|----------------|----------------|--|--|--|--|--|--|--|
|       |  | All Employees  |                | n Disabilities |  |  |  |  |  |  |  |
| Emplo | yment Equity Occupational Group (EEOG)     | 1  | Representation | Availability*  |  |  |  |  |  |  |  |
|       |  | #  | #              | %              |  |  |  |  |  |  |  |
| 01/02 | Managers                                   | 43   | 0              | 4.3            |  |  |  |  |  |  |  |
| 03    | Professionals                              | 15   | 0              | 3.8            |  |  |  |  |  |  |  |
| 04    | Semi-Professionals & Technicians           | 2  | 0              | 4.6            |  |  |  |  |  |  |  |
| 05    | Supervisors                                | 22   | 0              | 13.9           |  |  |  |  |  |  |  |
| 06    | Supervisors: Crafts & Trades               | 0  | 0              | 0.0            |  |  |  |  |  |  |  |
| 07    | Administrative & Senior Clerical Personnel | 22   | 0              | 3.4            |  |  |  |  |  |  |  |
| 08    | Skilled Sales & Service Personnel          | 189  | 3              | 3.5            |  |  |  |  |  |  |  |
| 09    | Skilled Crafts & Trades Workers            | 52   | 0              | 3.8            |  |  |  |  |  |  |  |
| 10    | Clerical Personnel                         | 39   | 2              | 7.0            |  |  |  |  |  |  |  |
| 11    | Intermediate Sales & Service Personnel     | 2  | 0              | 5.6            |  |  |  |  |  |  |  |
| 12    | Semi-Skilled Manual Workers                | 80   | 3              | 4.8            |  |  |  |  |  |  |  |
| 13    | Other Sales & Service Personnel            | 1  | 0              | 6.3            |  |  |  |  |  |  |  |
| 14    | Other Manual Workers                       | 0  | 0              | 0.0            |  |  |  |  |  |  |  |
| Total |  | 467  | 8              | 0.0            |  |  |  |  |  |  |  |

| Table 8:      | Persons with Dis  | abilities     |
|---------------|-------------------|---------------|
| Subsequent    | /Current Workforc | e Analysis    |
| All Employees | Persons with      | Disabilities  |
|               | Representation    | Availability* |
| #             | #                 | %             |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |
| 0             | 0                 | 0.0           |

| * Source |               |         |         |  |  |
|----------|---------------|---------|---------|--|--|
| 2012 Car | nadian Survey | on Disa | ibility |  |  |

| k | S   | i   | )   | u | 1 | •   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---|-----|-----|-----|---|---|-----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
|   |     |     |     |   |   |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |     |     |     |   |   |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   | 333 | 333 | 333 |   |   |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |     |     |     |   |   | *** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |     |     |     |   |   |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |     |     |     |   |   |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|   |     |     |     |   |   |     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

## Part 2: Flow Data Analysis

## **Source Atlantic Limited**

43322

| Start | Date of Flow | Data |
|-------|--------------|------|
| YYYY  | MM           | DD   |
|       |              |      |

| End I | 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  |
| Employment Equity Occupational Group (EEOG)   | All<br>Employees<br>Hired | Women Hired | All<br>Employees<br>Hired | Women Hired |
|   | #                         | #           | #                         | #           |
| 01 Senior Managers                            | 0                         | 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           |
| Total   | 0                         | 0           | 0                         | 0           |

|   |                              | Table 5:          | Women                        |                   |  |  |  |  |
|---|------------------------------|-------------------|------------------------------|-------------------|--|--|--|--|
|   | Full-time /                  | National          | Part-time /                  | <b>National</b>   |  |  |  |  |
| ķ | All<br>Employees<br>Promoted | Women<br>Promoted | All<br>Employees<br>Promoted | Women<br>Promoted |  |  |  |  |
|   | #                            | #                 | #                            | #                 |  |  |  |  |
| 0 | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
|   | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
| ) | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
| ) | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
| ) | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
| ) | o                            | 0                 | 0                            | 0                 |  |  |  |  |
|   | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
| ) | o                            | 0                 | 0                            | 0                 |  |  |  |  |
|   | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
| ) | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
| ) | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
|   | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
| ) | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
|   | 0                            | 0                 | 0                            | 0                 |  |  |  |  |
| ) | 0                            | 0                 | 0                            | 0                 |  |  |  |  |

|                                | Table 9:            | Women                          |                     |
|--------------------------------|---------------------|--------------------------------|---------------------|
| Full-time                      | / National          | Part-time                      | / National          |
| All<br>Employees<br>Terminated | Women<br>Terminated | All<br>Employees<br>Terminated | Women<br>Terminated |
| #                              | #                   | #                              | #                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |
| 0                              | 0                   | 0                              | 0                   |

### Part 2: Flow Data Analysis

### **Source Atlantic Limited**

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| 0     | 0            | 0    |
|-------|--------------|------|
| YYYY  | MM           | DD   |
| Start | Date of Flow | Data |

| YYYY  | MM           | DD   |
|-------|--------------|------|
| End l | Date of Flow | Data |

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

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

Total

| All<br>Employees<br>Promoted | Aboriginal<br>Peoples | All                   | Aboriginal          |
|------------------------------|-----------------------|-----------------------|---------------------|
|                              | Promoted              | Employees<br>Promoted | Peoples<br>Promoted |
| #                            | #                     | #                     | #                   |
| 0                            | 0                     | 0                     | 0                   |
| o                            | 0                     | 0                     | 0                   |
| 0                            | 0                     | 0                     | 0                   |
| 0                            | 0                     | 0                     | 0                   |
| 0                            | 0                     | 0                     | 0                   |
| 0                            | 0                     | 0                     | 0                   |
| 0                            | 0                     | 0                     | 0                   |
| 0                            | 0                     | 0                     | 0                   |
| 0                            | 0                     | 0                     | 0                   |
| 0                            | 0                     | 0                     | 0                   |
| 0                            | 0                     | o                     | 0                   |
| 0                            | 0                     | 0                     | 0                   |
| 0                            | 0                     | 0                     | 0                   |
| 0                            | 0                     | 0                     | 0                   |

| Tabl                           | e 10: Abo                           | riginal Ped                    | ples                                |
|--------------------------------|-------------------------------------|--------------------------------|-------------------------------------|
| Full-time                      | / National                          | Part-time                      | / National                          |
| All<br>Employees<br>Terminated | Aboriginal<br>Peoples<br>Terminated | All<br>Employees<br>Terminated | Aboriginal<br>Peoples<br>Terminated |
| #                              | #                                   | #                              | #                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |
| 0                              | 0                                   | 0                              | 0                                   |

### Part 2: Flow Data Analysis

### **Source Atlantic Limited**

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| 0     | 0            | 0    |
|-------|--------------|------|
| YYYY  | MM           | DD   |
| Start | Date of Flow | Data |

| End l | 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                     | 3: Persons                             | with Disa   | bilities -   |
|---------------------------|--|---|--|
| Full-time / National      |  | Part-time / National  |  |
| All<br>Employees<br>Hired | Persons with<br>Disabilities<br>Hired  | All<br>Employees<br>Hired   | Persons with<br>Disabilities<br>Hired  |
| #                         | #                                      | #   | #  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
| 0                         | 0                                      | 0   | 0  |
|                           | Full-time<br>All<br>Employees<br>Hired | Full-time / National  All Employees Hired  # #  0 | All Employees   Hired   Disabilities   Hired   Hired |

14 Other Manual Workers

Total

| Full-time / National         |  | Part-time / National         |  |  |
|------------------------------|--|------------------------------|--|--|
| All<br>Employees<br>Promoted | Persons with<br>Disabilities<br>Promoted | All<br>Employees<br>Promoted | Persons with<br>Disabilities<br>Promoted |  |
| #                            | #  | #                            | #  |  |
| 0                            | 0  | 0                            | (  |  |
| 0                            | 0  | 0                            | C  |  |
| 0                            | 0  | 0                            | 0  |  |
| 0                            | 0  | 0                            | C  |  |
| 0                            | 0  | 0                            | C  |  |
| 0                            | 0  | 0                            | C  |  |
| 0                            | 0  | 0                            | 0  |  |
| 0                            | 0  | 0                            | C  |  |
| 0                            | 0  | 0                            | 0  |  |
| 0                            | 0  | 0                            | C  |  |
| 0                            | 0  | 0                            | C  |  |
| 0                            | 0  | 0                            | C  |  |
| 0                            | 0  | 0                            | 0  |  |
| 0                            | 0  | 0                            | C  |  |
| 0                            | 0  | 0                            | 0  |  |

| Table 11: Persons with Disabilities |                         |                                |  |  |  |
|-------------------------------------|-------------------------|--------------------------------|--|--|--|
| Full-time                           | / National              | Part-time                      | / National                                 |  |  |
| All<br>Employees<br>Terminated      | ployees Disabilities Em | All<br>Employees<br>Terminated | Persons with<br>Disabilities<br>Terminated |  |  |
| #                                   | #                       | #                              | #  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |
| 0                                   | 0                       | 0                              | (  |  |  |

### Part 2: Flow Data Analysis

### **Source Atlantic Limited**

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| 0     | 0            | 0    |
|-------|--------------|------|
| YYYY  | MM           | DD   |
| Start | Date of Flow | Data |

| 0     | 0            | 0    |
|-------|--------------|------|
| YYYY  | MM           | DD   |
| End l | Date of Flow | Data |

Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

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|   |                       | Table 4:                  | Members o                                    | of Visible N              | <b>Iinorities</b>                            |
|---|-----------------------|---------------------------|--|---------------------------|--|
|   |                       | Full-time                 | / National                                   | Part-time                 | / National                                   |
| Employment Equity Occupational Group (EEOG) |                       | All<br>Employees<br>Hired | Members of<br>Visible<br>Minorities<br>Hired | All<br>Employees<br>Hired | Members of<br>Visible<br>Minorities<br>Hired |
|   |                       | #                         | #  | #                         | #  |
| 01 Senior Managers                          |                       | 0                         | 0  | 0                         | 0  |
| 02 Middle & Other Mana                      | gers                  | 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 & Seni                    | or Clerical Personnel | 0                         | 0  | 0                         | 0  |
| 08 Skilled Sales & Servic                   | e Personnel           | 0                         | 0  | 0                         | 0  |
| 09 Skilled Crafts & Trade                   | s Workers             | 0                         | 0  | 0                         | 0  |
| 10 Clerical Personnel                       |                       | 0                         | 0  | 0                         | 0  |
| 11 Intermediate Sales & S                   | 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 Worker                      | S                     | 0                         | 0  | 0                         | 0  |

Total

| Full-time / National         |   | Part-time / National         |   |  |
|------------------------------|---|------------------------------|---|--|
| All<br>Employees<br>Promoted | Members of<br>Visible<br>Minorities<br>Promoted | All<br>Employees<br>Promoted | Members of<br>Visible<br>Minorities<br>Promoted |  |
| #                            | #   | #                            | #   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | o                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |
| 0                            | 0   | 0                            | 0   |  |

| Full-time                      | / National  | Part-time                      | / National  |
|--------------------------------|---|--------------------------------|---|
| All<br>Employees<br>Terminated | Members of<br>Visible<br>Minorities<br>Terminated | All<br>Employees<br>Terminated | Members of<br>Visible<br>Minorities<br>Terminated |
| #                              | #   | #                              | #   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | 0   | 0                              | 0   |
| 0                              | n   | n                              | 0   |

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

| L                               |                               |  |            |                 |   |               |                 |  | 43322                         |                    |  |                    |                           |            |                               |                               |                  |                           |                          |
|---------------------------------|-------------------------------|--|------------|-----------------|---|---------------|-----------------|--|-------------------------------|--------------------|--|--------------------|---------------------------|------------|-------------------------------|-------------------------------|------------------|---------------------------|--------------------------|
|                                 |                               |  |            |                 |   |               |                 |  | Data                          | for First/I        | revious (                                      | Goals              |                           |            |                               |                               |                  |                           |                          |
| A B                             | С                             | D  | E          | F               | G   | H             |                 | I J                                    | K                             | L                  | M  | N                  | 0                         | P          | Q                             | į R                           | i s              | T.                        | I U                      |
| Data sources:                   | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis <sup>®</sup> | Data Entry | CxEx3           | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>†</sup> | Data<br>Entry | CxHx3           | ************************************** | From<br>Workforce<br>Analysis | Equivalent<br>to H | KxLx3  | (F x Q) -<br>R + M | JхР                       | Data Entry | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis |                  | K÷C                       | (K - M + O) + (C<br>+ F) |
| b                               | 1                             | <b>J</b>                                   |            | <b></b>         | t   | <b>.</b>      | <b>.</b>        | J                                      | J                             |                    | <u> </u>                                       | J                  | <u></u>                   | <b></b>    | i                             | J                             | ·                | i I                       | į.                       |
|                                 |                               |  |            |                 |   |               |                 |  |                               | Table 1:           | Women  |                    |                           |            |                               |                               |                  |                           |                          |
|                                 |                               |  |            |                 |   |               |                 |  | First/                        | Previous Sl        | iort-term (                                    | Joals              |                           |            |                               |                               |                  |                           |                          |
|                                 |                               |  |            | All En          | uployees  |               |                 |  |                               |                    |  |                    |                           | W          | omen                          |                               |                  |                           |                          |
| Employment Equity               | Number                        | r Growth (New Positions)                   |            |                 | Turnover (Replacement of Terminated<br>Employees)                     |               |                 | Asticipated                            | Number                        |                    | rmover (Replacement of<br>erminated Employees) |                    | 3 Year Goals<br>From - In |            |                               |                               |                  |                           | Projected                |
| Occupational Group (EEOG)       | VVVV-MM-00                    | 1-DD Actual Projected                      |            |                 | Actual Projected  |               |                 | Hires Over 3                           | YYYY-MM-00                    |                    |  | Required<br>Over 3 | 1333                      | - 4444     | Present<br>Availability       | Present Gap                   | Projected<br>Gan | Present<br>Representation | Representation in 3      |
| occupational circup (Errors)    | 2018-08-15                    | Annually                                   | Annually   | Over 3<br>Years | Annually  | Annually      | Over 3<br>Years | Years                                  | 2018-08-15                    | Annally            | Over 3<br>Years                                | Vears              | 2018                      | 2021       |                               |                               |                  |                           | Years                    |
|                                 | #                             | %  | %          | #               | 9/6   | %             | #               | #                                      | #                             | %                  | #  | #                  | #                         | %          | %                             | #                             | #                | %                         | %                        |
| 01 Senior Managers              | 14                            | -100.0%                                    | 0.1%       | (               | 0.0%  | 0.2%          | . 0             | 0                                      | 5                             | 0.2%               | . 0  | -1                 | 0                         |            | 27.4%                         | . 1                           | 1                | 35.7%                     | 35.7%                    |
| 02 Middle & Other Managers      | 29                            | -100.0%                                    | 0.4%       | (               | 0.0%  | 0.3%          | 0               | 0                                      | 1                             | 0.3%               | . (1   | 10                 | 0                         | 38,9%      | 38.9%                         | -10                           | -10              | 3,4%                      | 3,4%                     |
| 03 Professionals                | 15                            | -100.0%                                    | 0.3%       | (               | 0.0%  | 0.9%          | 0               | 0                                      | 9                             | 0.9%               | . 0  | -2                 | 0                         |            | 49.3%                         | 2                             | 2                | 60.0%                     | 60.0%                    |
| 04 Semi-Professionals & Tech    | 2                             | ~100.0%                                    | 0.1%       | (               | 0.0%  | 0.1%          | 0               | 0                                      | 0                             | 0.1%               | . 0  | ()                 | 0                         |            | 0.0%                          | 0                             | 0                | 0.0%                      | 0.0%                     |
| 05 Supervisors                  | 22                            | ~100.0%                                    | 0.2%       | -               | 0.0%  | 0.2%          | 0               | ) 0                                    | 4                             | 0.2%               | 0  | 10                 | 0                         | 50.0%      | 63.1%                         | -10                           | 1                | 18.2%                     |                          |
| 06 Supervisors: Crafts & Trades | 9                             | 0.0%                                       | 0.0%       | (               | 0.0%  | 0.0%          | 0               | 0                                      | 0                             | 0.0%               | . 0  | 0                  | 0                         |            | 0.0%                          | . 0                           | 0                | #DIV/0!                   |                          |
| 07 Administrative & Sr Clerical | 22                            | ~100.0%                                    | 0.2%       | (               | 0.0%  | 1.6%          | 1               | Ĭ.                                     | 12                            |                    | . 1  | 8                  | 0                         |            | 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                            | 1                  | 7  | - 11               | 9                         | 25.7%      | 25.7%                         | -2                            | -2               | 24,9%                     | 24.9%                    |
| 09 Skilled Crafts & Trades      | 52                            | -100.0%                                    | 0.3%       |                 | 0.0%  | 0.8%          | 1               |  | 2                             | 0.8%               | 0  | -2                 | 0                         |            | 0.5%                          | . 2                           | 2                | 3.8%                      | 3.8%                     |
| 10 Clerical Personnel           | 39                            | -100.0%                                    | 0.0%       | •               | 0.0%  | 1.1%          |                 | ,                                      | 26                            | 1                  |  | 2                  | 0                         |            | 70.5%                         | -1                            | -2               | 66.7%                     | 64.1%                    |
| 11 Intermediate Sales & Service | 2                             | -100.0%                                    | 0.1%       | (               | 0.0%  | 0.3%          |                 | 0                                      | 2                             | 0.3%               | 1 0  | -1                 | 0                         |            | 65.5%                         |                               | 1                | 100.0%                    |                          |
| 12 Semi-Skilled Manual          | 80                            | -100.0%                                    | 0.2%       | (               | 0.0%  | 1,4%          | 3               | 3                                      | 5                             | 1.4%               | 1  | 5                  | 0                         | 12.0%      | 12.0%                         | -5                            | -5               | 6.3%                      |                          |
| 13 Other Sales & Service        | 1                             | ~100.0%                                    | 0.0%       |                 | 0.0%  | 0.0%          | 0               | 0                                      |                               | 0.0%               | 1 0  |                    | 0                         | 50.0%      | 59.4%                         | -1                            | -1               | 0.0%                      | 0.0%                     |
| 14 Other Manual Workers         | 0                             | 0.0%                                       | 0.0%       |                 | 0.0%  | 0.0%          | <u> </u>        |  | ļ                             | 0.0%               |  |                    | ļ0                        |            | 0.0%                          | ļ()                           | 1                | #DIV/0!                   |                          |
| Total                           | 467                           | -100.0%                                    |            |                 | 0.0%  |               | 1 0             | 1 <b>j</b> 0                           | 113                           | 0.0%               | 1 0  | -113               | 1 0                       | 1          | 0.0%                          | 113                           | 113              | 24.2%                     | 24.2%                    |

- Total | 467 | -100.0% | 0 | 0.0% | 0 | 0 | 113 | 0.0% | 0 | -115 | 0 | 0.0% | 113 | 115 | 24.2% | 24.2% |

  † Calculated by using the following formula: (Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + () 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   |
|--|-----------|----------|---------|-----------|--|
| Landan and London                              |           | Won      | ien     |           |  |
| Employment Equity<br>Occupational Group (EEOG) | Short-ter | rm Goals | Long-to | erm Goals | Comments   |
| Occupational Group (Editor)                    | #         | %        | #       | %         |  |
| 01 Senior Managers                             | - 0       |          |         | )         | Offer, support and promote training and development opportunities, workshops, educational sessions, etc. for Women in Leaderhsip (WIL)               |
| 02 Middle & Other Managers                     | 10        | 38.9     | - 11    | 38.9      | Update and distribute policies on Employment Equity and Harrassment.   |
| 03 Professionals                               | 0         |          | ,       | )         | Implement an EE Committee with the purpose of discussing ongoing and new concerns.   |
| 04 Semi-Professionals & Tech                   | 0         |          |         | )         | Include a statement in our job advertisements stating that we are an equal opportunity employer, etc.  |
| 05 Supervisors                                 | 10        | 50.0     | - 11    | 50.0      | Reach out to local groups supporting the designated group and post job adverts with their organizations.   |
| 06 Supervisors: Crafts & Trades                | 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     | 1       | 25.7      |  |
| 09 Skilled Crafts & Trades                     | 0         |          |         | )         |  |
| 10 Clerical Personnel                          | 2         |          |         | 2         |  |
| 11 Intermediate Sales & Service                | 0         |          |         | 3         |  |
| 12 Semi-Skilled Manual                         | 5         | 12.0     |         | 5 12.0    |  |
| 13 Other Sales & Service                       | 1         | 50.0     |         | 50.0      |  |

|                         | Federal Contractors Program Achievement Report |
|-------------------------|--|
|                         | Part 3: Goals                                  |
|                         | Source Atlantic Limited                        |
|                         | 43322  |
| 14 Other Manual Workers | 0 0  |
| Total                   | 0 0.0 0 0.0                                    |

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

| L   |                               |  |            |                 |   |               |                 |              | 43322                         |   |              |                    |                           |            |                               |                               |                  |                           |                          |
|---|-------------------------------|--|------------|-----------------|---|---------------|-----------------|--------------|-------------------------------|---|--------------|--------------------|---------------------------|------------|-------------------------------|-------------------------------|------------------|---------------------------|--------------------------|
|   |                               |  |            |                 |   |               |                 |              | Data I                        | for First/l   | revious (    | Goals              |                           |            |                               |                               |                  |                           |                          |
| A B   | <u>C</u>                      | D  | E          | F               | G   | H             |                 | I J          | K                             | L   | М            | I N                | 0                         | P          | Q                             | R                             | <u> </u>         | T                         | I v                      |
| Data sources:                               | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis <sup>®</sup> | Data Entry | CxEx3           | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>†</sup> | Data<br>Entry | CxHx3           | * + +        | From<br>Workforce<br>Analysis | Equivalent<br>to H                                    | KxLx3        | (F x Q) -<br>R + M | JxP                       | Data Entry | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis |                  | K÷C                       | (K - M + O) + (C<br>+ F) |
| d   | 1                             | <b>J</b>                                   |            | <b></b>         | ·   | <b>.</b>      | <b>.</b>        | J            | J                             |   | <u> </u>     | J                  | <u> </u>                  | <b></b>    | į                             | <u> </u>                      | 1                | i J                       | ·                        |
|   |                               |  |            |                 |   |               |                 |              | Tabl                          | e 3: Abor   | iginal Pec   | ples               |                           |            |                               |                               |                  |                           |                          |
|   |                               |  |            |                 |   |               |                 |              | First/                        | Previous Sl   | iort-term (  | Joals              |                           |            |                               |                               |                  |                           |                          |
|   |                               |  |            | All En          | aployees  |               |                 |              |                               |   |              |                    |                           | Aborigi    | nal Peoples                   |                               |                  |                           |                          |
|   | Number                        | ter Grawth (New Positions)                 |            |                 | Turnover (Replacement of Terminated<br>Employees)                     |               |                 | Asticipated  | Number                        | Number Turmover (Replacement of Terminated Employees) |              | Hires              | 3 Year Goals<br>From - To |            |                               |                               |                  |                           | Projected                |
| Employment Equity Occupational Group (EEOG) | 1111 MM-00                    | t to Actual Projected                      |            |                 | Actual Projected  |               |                 | Hires Over 3 | YYYY-MM-00                    |   | . e.mpoorees | Required<br>Over 3 | YYYY                      | - ٧٧٧١     | Present<br>Availability       | Present Gap                   | Projected<br>Gan | Present<br>Representation | Representation in 3      |
| excupanional circup (c.e.co.)               | 2018-08-15                    | Annually                                   | Annually   | Over 3<br>Years | Annually  | Annually      | Over 3<br>Years | Years        | 2018-08-15                    | Annally   | Years        |                    | 2018                      | 2021       |                               |                               |                  |                           | Years                    |
|   | #                             | %  | *.         | #               | 9/6   | %             | #               | ŧi.          | - #                           | %   | #            | #                  | #                         | *.         | %                             | #                             | #                | %                         | *6                       |
| 01 Senior Managers                          | 14                            | -100.0%                                    | 0.1%       | (               | 0.0%  | 0.2%          | . 0             | 0            | 0                             | 0.2%  | . 0          | - 0                | 0                         |            | 2.9%                          | . 0                           | 0                | 0.0%                      | 9,00%                    |
| 02 Middle & Other Managers                  | 29                            | -100.0%                                    | 0.4%       | (               | 0.0%  | 0.3%          | 0               | 0            | 0                             | 0.3%  |              | 1                  | 0                         | 2.2%       | 2.2%                          | - 1                           | -1               | 0.0%                      | 0.0%                     |
| 03 Professionals                            | 15                            | -100.0%                                    | 0.3%       | (               | 0.0%  | 0.9%          | - 0             | 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%  | 0.1%          | 0               | 0            | 0                             | 0.1%  | . 0          | 0                  | 0                         |            | 0.0%                          | . 0                           | 0                | 0.0%                      | 0.0%                     |
| 05 Supervisors                              | 22                            | ~100.0%                                    | 0.2%       | €               | 0.0%  | 0.2%          | 0               | 0            | 2                             | 0.2%  | . 0          | -1                 | 0                         |            | 3.4%                          | 1                             | 1                | 9.1%                      | 9.1%                     |
| 06 Supervisors: Crafts & Trades             | 0                             | 0.0%                                       | 0.0%       | (               | 9.0%  | 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%  | 1.6%          | 1               | 1            | 0                             | 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           | 7                             | 4,7%  | - 1          | -1                 | 0                         |            | 2.6%                          | . 2                           | 1                | 3.7%                      | 3.0%                     |
| 09 Skilled Crafts & Trades                  | 52                            | -100.0%                                    | 0.3%       | •               | 0.0%  | 0.8%          | 1               | 1            | 0                             | 0.8%  | 0            | 1                  | 0                         | 1.5%       | 1.5%                          | -1                            | -)               | 0.0%                      | 0.0%                     |
| 10 Clerical Personnel                       | 39                            | 100000                                     | 0.0%       | €.              | 0.0%  | 1.1%          | 1               | 1            | 1                             | 1.1%  | 0            |                    | 0                         | 4.3%       | 4.3%                          | -1                            | -1               | 2.6%                      | 2.6%                     |
| 11 Intermediate Sales & Service             | 2                             | ~100,0%                                    | 0.1%       | (               | 0.0%  | 0.3%          | 0               | 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%  | 1,4%          | 3               | 3            | 1                             | 1.4%  | 0            |                    | 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%  |              | 4                  | 1 0                       |            | 0.0%                          | 0                             | 0                | #DIV/0!                   | #DIV/0!                  |
| Total                                       | 467                           | -100.0%                                    |            | (               | 0.0%  |               | 1 0             | )[ 0         | 11                            | 0.0%  | . 0          | -11                | 0                         | ı          | 0.0%                          | . 11                          | 11               | 2.4%                      | 2.4%                     |

|  |           |           |                 |     | Table 4: Aboriginal Peoples  |
|--|-----------|-----------|-----------------|-----|--|
|  |           | Aborigina | l Peoples       |     |  |
| Employment Equity<br>Occupational Group (EEOG) | Short-ter | rm Goals  | Long-term Goals |     | Comments   |
| Occupational Group (13 Oct)                    | #         | %         | #               | %   |  |
| 01 Senior Managers                             | - 0       |           |                 | )   | Update and distribute policies on Employment Equity and Harrassment.   |
| 02 Middle & Other Managers                     | 1         | 2.2       |                 | 2.2 | Implement an EE Committee with the purpose of discussing ongoing and new concerns.   |
| 03 Professionals                               | Ú         |           |                 | )   | Include a statement in our job advertisements stating that we are an equal opportunity employer, etc.  |
| 04 Semi-Professionals & Tech                   | 0         |           |                 | )   | Reach out to local groups supporting the designated group and post job adverts with their organizations.   |
| 05 Supervisors                                 | 0         |           |                 | )   | Continue to promote a fair and diverse work environment free of discrimination.  |
| 06 Supervisors: Crafts & Trades                | 6         |           |                 | )   | 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       |                 | 3.3 |  |
| 08 Skilled Sales & Service                     | 0         |           |                 | 1   |  |
| 09 Skilled Crafts & Trades                     | 1         | 1.5       |                 | 1.5 |  |
| 10 Clerical Personnel                          | 1         | 4.3       |                 | 4.3 |  |
| 11 Intermediate Sales & Service                | - 0       |           |                 | )   |  |
| 12 Semi-Skilled Manual                         | 1         | 2.5       |                 | 2.5 |  |
| 13 Other Sales & Service                       | 0         |           |                 | )   |  |

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| 14 Other Manual Workers | 0 0  |
| Total                   | 0 0.0 0 0.0                                    |

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| Source Atlantic Limited                        |
| 43322  |

| L                               |                               |  |               |                 |   |               |                 |                       |                                 |                    |                 |                    |         |            |                               |                               |           |                |                              |
|---------------------------------|-------------------------------|--|---------------|-----------------|---|---------------|-----------------|-----------------------|---------------------------------|--------------------|-----------------|--------------------|---------|------------|-------------------------------|-------------------------------|-----------|----------------|------------------------------|
|                                 |                               |  |               |                 |   |               |                 |                       | Data                            | or First/l         | revious (       | Joals              |         |            |                               |                               |           |                |                              |
| <u>B</u>                        | С                             | D  | £             | F               | G   | Н             | I               | J                     | <u>K</u>                        | L                  | М               | N                  | 0       | P          | Q                             | į R                           | S         | T              | L                            |
| Data sources:                   | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis <sup>®</sup> | Data Entry    | CxEx3           | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>†</sup> | Data<br>Entry | CxHx3           | # + ***               | From<br>Workforce<br>Analysis   | Equivalent<br>to H | KxLx3           | (F x Q) -<br>R + M | JxP     | Data Entry | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis |           | K ÷ C          | (K - M + O) + (C<br>+ F)     |
| <u> </u>                        | J                             | 1  | Ţ             | Į               | ı   | Į.            | Ţ               | Ţ                     | <u> </u>                        | Į.                 | <u> </u>        | Ţ                  | Ļ       | <u> </u>   | Ţ                             | <b>↓</b>                      | 1         | 1              | į.                           |
|                                 |                               |  |               |                 |   |               |                 |                       |                                 |                    | with Disa       |                    |         |            |                               |                               |           |                |                              |
|                                 |                               |  |               |                 |   |               |                 |                       | First/                          | Previous SI        | iort-term C     | ioals              |         |            |                               |                               |           |                |                              |
|                                 |                               |  |               | All En          | iployees  |               |                 | ,                     |                                 |                    |                 |                    |         |            | th Disabilitie                | 5                             |           | ,              |                              |
|                                 | Number                        | Grav                                       | th (New Posit | ions)           | Turnover (Replacement of Terminated Employees)                        |               |                 | Number                | Number Turnover (Replacement of |                    |                 |                    | r Goals |            |                               |                               |           |                |                              |
| Employment Equity               |                               |  |               |                 | <del> </del>  |               |                 | Anticipated           |                                 |                    | Employees)      | Hires<br>Required  |         | n - Io     | Present                       |                               | Projected | Present        | Projected                    |
| Occupational Group (EEOG)       | 1111 MM-00                    | Actual                                     | Proj          | eted            | Actual Projected  |               |                 | Hires Over 3<br>Years | YYYYAMADD                       | <b></b>            |                 | Over 3             | 1313    | - ****     | Availability                  | Present Gap                   | Gap       | Representation | Representation in 3<br>Years |
|                                 | 2018-08-15                    | Annually                                   | Annually      | Over 3<br>Years | Annually  | Annually      | Over 3<br>Years |                       | 2018-08-15                      | Annually           | Over 3<br>Years | Vears              | 2018    | 2021       |                               |                               |           |                |                              |
|                                 | #                             | %  | *.            | #               | %   | 9/4           | #               | #                     | #                               | %                  | #               | *                  | #       | *,         | %                             | #                             | #         | %              | %                            |
| 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                     |                                 | 0.9%               | 0               | 1                  | 0       | 3.8%       | 3.8%                          | -1                            | -1        | 0.0%           | 0.0%                         |
| 04 Semi-Professionals & Tech    | 2                             | -100.0%                                    | 0.1%          | 0               | 9.0%  | 0.1%          | 0               | 0                     | 0                               | 0.1%               | 0               | 0                  | 0       |            | 4.6%                          | 0                             | 0         | 0.0%           | 0.0%                         |
| 05 Supervisors                  | 22                            |  | 0.2%          | 0               | 0.0%  | 0.2%          | 0               | 0                     | 0                               | 0.2%               | 0               | 3                  | 0       | 13.9%      | 13.9%                         | -3                            | -3        |                | 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         | mar 170:       | #DIV/0!                      |
| 07 Administrative & Sr Clerical | 22                            |  | 0.5%          | 0               | 9.0%  | 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                     |                                 | 0.8%               | 0               | 2                  | 0       | 3.8%       | 3.8%                          | -2                            | -2        | 0.0%           | 0.0%                         |
| 10 Clerical Personnel           | 39                            | -100.6%                                    | 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                     |                                 | 0.3%               | 0               | 0                  | 0       |            | 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        | 3.8%           | 3.8%                         |
| 13 Other Sales & Service        | 1                             | -100.0%                                    | 0.0%          | 0               | 0.0%  | 0.0%          | 0               | 0                     | 9                               | 0.0%               | 0               | 0                  | 1 0     |            | 6.3%                          | 0                             | 0         | 0.0%           | 0.0%                         |
| 14 Other Manual Workers         | 0                             | 0.0%                                       | 0.0%          | 0               | 0.0%  | 0.0%          | 0               | 0                     | 1 (                             | 0.0%               | 0               | 0                  | 0       | 1          | 0.0%                          | 1 0                           | 0         | #DIV/0!        | #DIV/0!                      |
| Total                           | 467                           | -100.0%                                    |               | 0               | 0.0%  |               | 0               | . 0                   | 1 8                             | 0.0%               | 1 0             | -8                 | 0       | 1          | 0.0%                          | 4 8                           | 8         | 1.7%           | 1.7%                         |

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 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) + 2) x 100.

| Workforce rularysis) - 2) x 10  |           |             |                 |      | Table 6: Persons with Disabilities   |  |  |  |  |  |  |  |  |
|---------------------------------|-----------|-------------|-----------------|------|--|--|--|--|--|--|--|--|--|
| Employment Equity               | þ         | ersons with | Disabilitie     | ,    |  |  |  |  |  |  |  |  |  |
| Occupational Group (EEOG)       | Short-ter |             | Long-term Goals |      | Comments   |  |  |  |  |  |  |  |  |
|                                 |           | %           |                 | %    |  |  |  |  |  |  |  |  |  |
| 01/02 Managers                  | 2         | 4.3         | 2               |      | Update and distribute policies on Employment Equity and Harrassment.   |  |  |  |  |  |  |  |  |
| 03 Professionals                | 1         | 3.8         |                 | 3.8  | 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                  | 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         |             | - 6             |      | Continue to promote a fair and diverse work environment free of discrimination.  |  |  |  |  |  |  |  |  |
| 07 Administrative & Sr Clerical | 1         | 3.4         |                 | 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         |                 | 7.0  |  |  |  |  |  |  |  |  |  |
| 11 Intermediate Sales & Service | 0         |             | - (             |      |  |  |  |  |  |  |  |  |  |
| 12 Semi-Skilled Manual          | 1         | 4.8         |                 | 4.8  |  |  |  |  |  |  |  |  |  |
| 13 Other Sales & Service        | 0         |             | - (             |      |  |  |  |  |  |  |  |  |  |
| 14 Other Manual Workers         | 0         |             | (               |      |  |  |  |  |  |  |  |  |  |
| Total                           | 0         | 0.0         | - (             | 0.0  |  |  |  |  |  |  |  |  |  |

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|   |                               |                                |              |                 |  |               |                 |              | 43322                         |                          |                   |                    |              |             |                               |                               |                                   |                |                              |  |  |
|---|-------------------------------|--------------------------------|--------------|-----------------|--|---------------|-----------------|--------------|-------------------------------|--------------------------|-------------------|--------------------|--------------|-------------|-------------------------------|-------------------------------|-----------------------------------|----------------|------------------------------|--|--|
|   |                               |                                |              |                 |  |               |                 |              | Data for First/Previous Goals |                          |                   |                    |              |             |                               |                               |                                   |                |                              |  |  |
| A B   | C                             | D                              | E            | F               | G  | H             | I I             | I J          | <u>K</u>                      | L                        |                   | I N                | 0            | P           | Q                             | I R                           | S                                 | T              | L                            |  |  |
| Data sources:   | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis° | Data Entry   | CxEx3           | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis | Data<br>Entry | CxHx3           | + +          | From<br>Workforce<br>Analysis | Equivalent<br>to H       | KxLx3             | (F x Q) -<br>R + M | JхР          | Data Entry  | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C +<br>F) x Q) | K÷C            | (K - M + O) + (C<br>+ F)     |  |  |
|   | ļ                             | <b></b>                        | Ţ            | ţ               | 1  | <b></b>       | , T             | 1            | J                             | ţ                        | 1                 | Ţ                  | ţ            | <b></b>     | 1                             | Ţ                             | 1                                 | 1              | ļ                            |  |  |
|   |                               |                                |              |                 |  |               |                 |              | Table 7: M                    |                          |                   |                    | S            |             |                               |                               |                                   |                |                              |  |  |
|   |                               |                                |              |                 |  |               |                 |              | First/                        | Previous Sh              | iort-term (       | Joals              |              |             |                               |                               |                                   |                |                              |  |  |
|   |                               |                                |              | All En          | aployees   |               |                 |              |                               |                          |                   |                    | Mi           | embers of V | isible Minor                  | ities                         |                                   |                |                              |  |  |
| Employment Equity<br>Occupational Group (EEOG)        | Number Growth (New Positions) |                                |              |                 | Turnover (Replacement of Terminated                      |               |                 |              | Number                        | Formover (Replacement of |                   |                    | 3 Year Goals |             |                               |                               |                                   |                |                              |  |  |
|   |                               |                                |              |                 | Employeest   |               | Anticipated     |              | Terminated Employees)         |                          | Hires<br>Required | From - Io          |              | Present     |                               | Projected                     | Present                           | Projected      |                              |  |  |
|   | YYYY-MM-00                    | Actual                         | Proj         | ected           | Actual Projected   |               |                 | Hires Over 3 | YYYY-MM-DD                    |                          |                   | Over t             | 1333-1333    |             | Availability                  | Present Gap                   | Gap                               | Representation | Representation in 3<br>Venes |  |  |
|   | 2018-08-15                    | Annually                       | Annually     | Over 3<br>Years | Annually   | Annually      | Over 3<br>Years | Lar          | 2018-08-15                    | Annually                 | Over 3<br>Years   | Years              | 2018         | 8 2021      |                               |                               |                                   |                |                              |  |  |
|   | #                             | %                              | %            | #               | 9/6  | 9/4           | #               | #            | #                             | %                        | #                 | #                  | #            | ٠.          | %                             | #                             | #                                 | %              | */0                          |  |  |
| 01 Senior Managers                                    | 14                            |                                | 0.1%         | (               | 1 0,000  | 0.2%          | 0               | 0            | 0                             | 0.2%                     | 0                 | 1                  | 0            | 10.1%       | 10.1%                         | -1                            | -1                                | 1              | 9.0%                         |  |  |
| 02 Middle & Other Managers                            | 29                            |                                | 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%   | 0.9%          | 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%                         |  |  |
| 05 Supervisors  | 22                            |                                | 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                       | 9                             | 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                            | l .                            | 0.5%         |                 | 0.0%   | 1.6%          | .               |              | 0                             | 1.6%                     | 0                 | 0                  | 0            |             | L6%                           | 0                             | 0                                 | 0.0%           | 0.0%                         |  |  |
| 08 Skilled Sales & Service                            | 189                           |                                | 1.4%<br>0.2% | 8               | 0.0%   | 4.7%          | 27              | 35           | 3                             | 4.7%<br>0.8%             | 1                 | 4                  | 1            | 4.1%        | 4.1%                          | -3                            | -3                                | 2.6%           | 2.5%                         |  |  |
| 09 Skilled Crafts & Trades                            | 52                            |                                |              |                 | 0.0%   | 0.8%          | 1               |              | 0                             |                          | 0                 |                    | 0            | 1.8%        | 1.8%                          | *1                            | -!                                | 0.0%           | 0.0%                         |  |  |
| 10 Clerical Personnel 11 Intermediate Sales & Service | 39                            | -100.0%<br>-100.0%             | 0.0%<br>0.1% | 1               | 0.0%   | 1.1%<br>0.3%  | 1 .             |              | 2                             | 1.1%<br>0.3%             | 1 %               | ] -1               | ] "          |             | 3.1%<br>8.5%                  | 1 1                           | 1                                 | 5.1%<br>0.0%   | 5.1%<br>0.0%                 |  |  |
| 12 Semi-Skilled Manual                                | 80                            | -100.0%                        | 0.176        |                 | 0.0%   | 1,4%          | ,               | 1 "          | "                             | 1.4%                     | 0                 | 1 7                | 1 %          |             | 8.5%<br>2.4%                  | 1 '                           | V                                 | 3.8%           | 3.8%                         |  |  |
| 13 Other Sales & Service                              | "                             | -100.0%                        | 0.0%         |                 | 0.0%   | 0.0%          | 1 ,             | , ,          | ] 3                           | 0.0%                     | 0                 | -L                 | ه ا          |             | 2.6%                          |                               |                                   | 0.0%           | 0.0%                         |  |  |
| 14 Other Manual Workers                               | ا ا                           | 0.0%                           | 0.0%         |                 | 0.0%   | 0.0%          | 0               | 1 0          | 1 0                           | 0.0%                     |                   | 1 "                | ] "          |             | 0.0%                          | 1 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) + 1) x 100.

  Calculated by using the following formula: (Terminated full-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   |  |  |  |  |  |  |
|--|----------------------------------|---------------|----------------|--|--|--|--|--|--|--|
|  | Mer                              | nbers of Visi | ble Minorities |  |  |  |  |  |  |  |
| Employment Equity<br>Occupational Group (EFOG) | Short-term Goals Long-term Goals |               |                | Comments   |  |  |  |  |  |  |
| Occupational Group (18 CC)                     | #                                | %             | # %            |  |  |  |  |  |  |  |
| 01 Senior Managers                             |                                  | 10.1          | 1              | ).] Update and distribute policies on Employment Equity and Harrassment.   |  |  |  |  |  |  |
| 02 Middle & Other Managers                     |                                  | 15.0          | 4 1            | 8.0 Implement an EE Committee with the purpose of discussing ongoing and new concerns.   |  |  |  |  |  |  |
| 03 Professionals                               |                                  | 24.5          | 4 2            | 1.5 Include a statement in our job advertisements stating that we are an equal opportunity employer, etc.  |  |  |  |  |  |  |
| 04 Semi-Professionals & Tech                   | (                                | 1             | 0              | Reach out to local groups supporting the designated group and post job adverts with their organizations.   |  |  |  |  |  |  |
| 05 Supervisors                                 |                                  | 6.2           | 1              | 5.2 Continue to promote a fair and diverse work environment free of discrimination.  |  |  |  |  |  |  |
| 06 Supervisors: Crafts & Trades                |                                  | ī             | 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              |  |  |  |  |  |  |  |
| 08 Skilled Sales & Service                     |                                  | i] 4.1        | 4              | ki l   |  |  |  |  |  |  |
| 09 Skilled Crafts & Trades                     |                                  | 1.8           |                | 1.8  |  |  |  |  |  |  |
| 10 Clerical Personnel                          |                                  | )             | 0              |  |  |  |  |  |  |  |
| 11 Intermediate Sales & Service                |                                  | )             | 0              |  |  |  |  |  |  |  |
| 12 Semi-Skilled Manual                         |                                  | ŧ             | 0              |  |  |  |  |  |  |  |
| 13 Other Sales & Service                       | (                                | )             | 0              |  |  |  |  |  |  |  |

|                         | Federal Contractors Program Achievement Report |
|-------------------------|--|
|                         | Part 3: Goals                                  |
|                         | Source Atlantic Limited                        |
|                         | 43322  |
| 14 Other Manual Workers | 0 0  |
| Total                   | 0 0  |

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

| L                               |                               |                               |            |                 |   |               |                             |        | 43322                         |                     |                   |                      |              |            |                               |                               |                                   |                                  |                              |
|---------------------------------|-------------------------------|-------------------------------|------------|-----------------|---|---------------|-----------------------------|--------|-------------------------------|---------------------|-------------------|----------------------|--------------|------------|-------------------------------|-------------------------------|-----------------------------------|----------------------------------|------------------------------|
|                                 |                               |                               |            |                 |   |               |                             |        | Data for                      | Subseque            | nt/Curre          | nt Goals             |              |            |                               |                               |                                   |                                  |                              |
| A B                             | C                             | D                             | E          | L.F.            | G   | H             |                             | I J    | ] K                           | L                   |                   | l N                  | 0            | P          | Q                             | ] R                           | S                                 | T                                | L L                          |
| Data sources:                   | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | Data Entry | CxEx3           | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>2</sup> | Data<br>Entry | CxHx3                       | * + +  | From<br>Workforce<br>Analysis | Equivalent<br>to H  | KxLx3             | (F x Q) -<br>R + M   | JхР          | Data Entry | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C +<br>F) x Q) | K ÷ C                            | (K - M + O) + (C<br>+ F)     |
| d                               | Ţ                             | <u></u>                       | <u>.</u>   | ·······         |   | <b></b>       | ·                           | J      | J                             | ·                   | <b>J</b>          | <u>†</u>             | <u> </u>     | ·          | 1                             | <u> </u>                      | <b></b>                           | į.                               | i                            |
|                                 |                               |                               |            |                 |   |               |                             |        |                               | Table 9:            | Women             |                      |              |            |                               |                               |                                   |                                  |                              |
|                                 |                               |                               |            |                 |   |               |                             |        | Subsequ                       | ent/Current         | Short-teri        | n Goals              |              |            |                               |                               |                                   |                                  |                              |
|                                 |                               |                               |            | All En          | iployees  |               |                             |        | Women                         |                     |                   |                      |              |            |                               |                               |                                   |                                  |                              |
|                                 | Number                        | Number Grawth (New Positions) |            |                 | Turnover (Replacement of Terminated<br>Employees)                     |               |                             |        | Number                        | umber Turmover (Rep |                   |                      | 3 Year Goals |            |                               |                               |                                   |                                  |                              |
| Employment Equity               | VVVV MALIOD Actual Projected  |                               |            | Asturp          |   |               | Anticipated<br>Hires Over 3 |        | Terminated Employees)         |                     | Hires<br>Required | Trom-To<br>VVVV-VVVV |              | Present    |                               | Projected                     | Present                           | Projected<br>Representation in 3 |                              |
| Occupational Group (EEOG)       | 1111 MM DD                    | Actual                        | Prej       |                 | Actual Projected  |               |                             | Years  | 3333 MM-DB                    | -                   |                   | Over3                | 111111111    |            | Availability                  | rresent Gap                   | Gap                               | Representation                   | Representation in 3<br>Years |
|                                 | ***                           | Annually                      | Annually   | Over 3<br>Years | Annually  | Annually      | Over 3<br>Years             |        |                               | Annually            | Over 3<br>Years   | Years                | θ            | 3          |                               |                               |                                   |                                  |                              |
|                                 | #                             | %                             | %          | #               | %   | %             | #                           | #      | "                             | %                   | #                 | #                    | #            | *.         | %                             | #                             | #                                 | %                                | %                            |
| 01 Senior Managers              | 0                             | -100.0%                       |            | 0               | 0.0%  |               | ()                          | 0      | 0                             | 0.0%                | 0                 | - ()                 | (            |            | 0.0%                          | . 0                           | 0                                 | #DIV/0!                          | #DIV/0!                      |
| 62 Middle & Other Managers      | θ                             | -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             | 9.0%  |               | 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                                 | #DIV/0!                          | #DIV/0!                      |
| 05 Supervisors                  | θ                             | -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               | 9.0%  |               | 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                                 | #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      | o a                           | 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                                 | #DIV/0!                          | #DIV/0!                      |
| 13 Other Sales & Service        | θ                             | ~100.0%                       |            | 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                 | 1 0                  | 1            | 1          | 0.0%                          | 0                             | 0                                 | #DIV/0!                          | #DIV/0!                      |
| Total                           | 0                             | -100.0%                       |            | 1 0             | 0.0%  |               | 1 0                         | 0      | 1 0                           | 0.0%                | 1 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) + 1) x 100.

Calculated by using the following formula: (Terminated full-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 Fourth                              |           | Women          |            |                 |
| Employment Equity<br>Occupational Group (EEOG) | Short-ter | rm Goals Long- | term Goals | Comments        |
| recupational troup (co)                        |           | %              | %          |                 |
| 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        |                 |

|       | Federal Contractors Program Achievement Report |
|-------|--|
|       | Part 3: Goals                                  |
|       | Source Atlantic Limited                        |
|       | 43322  |
| Total | 0.0 0.0  |

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

|   |                               |                               |            |                  |   |               |                       |  | 43322                         |                          |                         |                    |              |              |                               |                               |                                   |   |                          |  |  |
|---|-------------------------------|-------------------------------|------------|------------------|---|---------------|-----------------------|--|-------------------------------|--------------------------|-------------------------|--------------------|--------------|--------------|-------------------------------|-------------------------------|-----------------------------------|---|--------------------------|--|--|
|   |                               |                               |            |                  |   |               |                       |  | Data for                      | Subseque                 | ubsequent/Current Goals |                    |              |              |                               |                               |                                   |   |                          |  |  |
| A B   |                               | D                             | E          | F                | G   | H             |                       | I J                                    | <u>K</u>                      | L                        | M                       | N                  | 0            | P            | Q                             | I R                           | S                                 | r   | L U                      |  |  |
| Data sources:                                       | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | Data Entry | CxEx3            | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>†</sup> | Data<br>Entry | CxHx3                 | ************************************** | From<br>Workforce<br>Analysis | Equivalent<br>to H       | KxLx3                   | (F x Q) -<br>R + M | JхР          | Data Entry   | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C +<br>F) x Q) | K ÷ C   | (K - M + O) + (C<br>+ F) |  |  |
|   | Ţ                             | J                             | 1          | <u> </u>         | į.  | <b></b>       | 1                     | J                                      | <b></b>                       | Į.                       | <b>J</b>                | 1                  | <b>.</b>     | 1            | Ţ                             | <b>J</b>                      | 1                                 | <u>,                                     </u> | į į                      |  |  |
|   |                               |                               |            |                  |   |               |                       |  | Table                         | 11: Abor                 | iginal Pe               | oples              |              |              |                               |                               |                                   |   |                          |  |  |
|   |                               |                               |            |                  |   |               |                       |  | Subsequ                       | ent/Current              | Short-teri              | n Goals            |              |              |                               |                               |                                   |   |                          |  |  |
|   |                               |                               |            | All En           | iployees  |               |                       |  | Aboriginal Peoples            |                          |                         |                    |              |              |                               |                               |                                   |   |                          |  |  |
|   | Number                        | Number Growth (New Positions) |            |                  | Turnover (Replacement of Terminated                                   |               |                       |  | Number                        | Furnover (Replacement of |                         |                    | 3 Year Goals |              |                               |                               |                                   |   |                          |  |  |
| Employment Equity                                   |                               |                               |            |                  |   | Employees)    |                       | Anticipated                            |                               | Terminated               |                         | Hires<br>Required  |              | n - 1o       | Present                       |                               | Projected                         | Present                                       | Projected                |  |  |
| Occupational Group (EEOG)                           | 1111.00                       | D Actual Projected            |            | Actual Projected |   |               | Hires Over 3<br>Years | YYYY-MM-DD                             |                               |                          | Over 3                  | YYYY               | - YYYY       | Availability |                               | Gap                           | Representation                    | Representation in 3<br>Years                  |                          |  |  |
|   | -                             | Annually                      | Annually   | Over 3<br>Years  | Annually  | Annually      | Over 3<br>Years       | tears                                  |                               | Annually                 | Over 3<br>Years         | Vears              | 0            | 3            |                               |                               |                                   |   | tears                    |  |  |
|   | #                             | %                             | *%         | #                | %   | %             | #                     | #                                      | #                             | %                        | #                       | #                  | #            | *.           | %                             | #                             | #                                 | %   | ***                      |  |  |
| 01 Senior Managers                                  | 0                             | -100.0%                       |            | (                | 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                                 | #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                                 | #DIV/0!                                       | #DIV/0!                  |  |  |
| 05 Supervisors                                      | 0                             | ~100.0%                       |            | €                | 0.0%  |               | 0                     | 0                                      | 0                             | 0.0%                     | 0                       | 0                  | 0            |              | 0.0%                          | 0                             | 0                                 | #DIV/0!                                       | #DIV/0!                  |  |  |
| 06 Supervisors: Crafts & Trade                      |                               | 0.0%                          |            | 0                | 0.0%  |               | 0                     | 0                                      | 0                             | 0.0%                     | 0                       | 0                  |              |              | 0.0%                          | 0                             | 0                                 | #DIV/0!                                       | #DIV/0!                  |  |  |
| 07 Administrative & Sr Clerica                      | 1 0                           | -100.0%                       |            | 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%<br>-100.6%            |            |                  | 0.0%  |               | 0                     | 0                                      | 0                             | 0.0%                     | 0                       | 0                  |              |              | 0.0%                          | 0                             | 0                                 | #DIV/0!<br>#DIV/0!                            | #DIV/0!<br>#DIV/0!       |  |  |
| 09 Skilled Crafts & Trades<br>10 Clerical Personnel |                               | -100.0%                       |            |                  | 9.0%<br>9.0%  |               | 1 0                   |  | "                             | 0.0%                     | 9                       | U                  |              |              | 0.0%                          | 0                             | 9                                 | #DIV/0:                                       | #DIV:0:                  |  |  |
| Clerical Personnel     Intermediate Sales & Service |                               | -100.0%                       |            |                  | 0.0%  |               | "                     |  |                               | 0.0%                     | 0                       | 1 0                |              |              | 0.0%                          | 0                             | 0                                 | #DIV/0!                                       | #DIV/0!                  |  |  |
| 12 Semi-Skilled Manual                              |                               | -100.0%                       |            |                  | 0.0%  |               | 1 0                   |  | 1 0                           | 0.0%                     | 0                       | 1 "                | ] }          |              | 0.0%                          | 1 0                           | 0                                 | #DIV/0!                                       | #DIV/0!                  |  |  |
| 13 Other Sales & Service                            | 1 "                           | -100.0%                       |            | '                | 0.0%  |               | 1 0                   | 1 0                                    | "                             | 0.0%                     | 0                       | 6                  |              |              | 0.0%                          | 1 6                           | 0                                 | #DIV/0!                                       | #DIV/0!                  |  |  |
| 14 Other Manual Workers                             | 1 .                           | 0.0%                          |            | 1 .              | 1   |               | 1 0                   | 3                                      | 1 "                           | 3                        | l °                     | 1 "                | 1            |              |                               | 1                             |                                   |   | #DIV/0!                  |  |  |
|   |                               |                               |            | 1 1              | 0.0%  | §             | 3 G                   | 13 13                                  | 1 ()                          | 0.0%                     | 1 ()                    | : 0                | 11 3         | 1            | 0.0%                          |                               |                                   | #DIV/0!                                       |                          |  |  |

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) + 1) x 100.

Calculated by using the following formula: (Terminated full-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.

| The second secon |           |           |           |          | Table 12: Aboriginal Peoples |
|--|-----------|-----------|-----------|----------|------------------------------|
| P  |           | Aborigina | l Peoples |          | = .                          |
| Employment Equity<br>Occupational Group (EEOG)   | Short-ter |           | Long-te   | rm Goals | Comments                     |
|  |           | %         |           | %        |                              |
| 01 Senior Managers   |           | 0.0       |           | 0.0      |                              |
| 02 Middle & Other Managers   |           | 0.0       | 1         | 0.0      |                              |
| 03 Professionals   |           | 0.0       |           | 0.0      |                              |
| 64 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      |                              |
| 69 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      |                              |

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|       | Federal Contractors Program Achievement Report |
|-------|--|
|       | Part 3: Goals                                  |
|       | Source Atlantic Limited                        |
|       | 43322  |
| Total | 0.0 0.0  |

| Federal Contractors Program Achievement Report |
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| Part 3: Goals                                  |
| Source Atlantic Limited                        |
| 43322  |
| 45322  |

|                                 |                                |  |               |                 |   |   |                       |             | Data for                      | Subseque                 | nt/Curre        | nt Goals           |              |              |                               |                               |                                   |                              |                          |
|---------------------------------|--------------------------------|--|---------------|-----------------|---|---|-----------------------|-------------|-------------------------------|--------------------------|-----------------|--------------------|--------------|--------------|-------------------------------|-------------------------------|-----------------------------------|------------------------------|--------------------------|
| A B                             | C                              | D  | E             | F               | G   | Н   |                       | I J         | I K                           | 1.                       | M               | I N                | 0            | P            | Q                             | į R                           | S                                 | r                            | I U                      |
| Data sources:                   | Front<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis                    | Data Entry    | CxEx3           | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis <sup>†</sup> | Data<br>Entry                                     | CxHx3                 | 9000<br>4-4 | From<br>Workforce<br>Analysis | Equivalent<br>to H       | KxLx3           | (F x Q) -<br>R + M | J x P        | Data Entry   | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis | (K - M +<br>O) - ((C ÷<br>F) x Q) | K ÷ C                        | (K - M + O) + (C<br>+ F) |
|                                 | J.                             | 1  | Ţ             | 1               | ı   | 4   | Ţ                     | J           | J                             | Į.                       | <b>1</b>        | J                  | Į.           | 1            | Ţ                             | Ţ                             | 1                                 | J                            | Į.                       |
|                                 |                                |  |               |                 |   |   |                       |             |                               | : Persons                |                 |                    |              |              |                               |                               |                                   |                              |                          |
|                                 |                                |  |               |                 | uplovees  |   |                       |             | Subsequ                       | ent/Current              | Short-teri      | m Goals            |              |              |                               |                               |                                   |                              |                          |
|                                 |                                |  | ,             | ļ               | Persons with Disabilities   |   |                       |             |                               |                          |                 |                    |              |              |                               |                               |                                   |                              |                          |
|                                 | Number                         | Grav   | oth (New Posi | tions)          | Turnover (R   | Turnover (Replacement of Terminated<br>Employees) |                       |             | Number                        | Turmover (Replacement of |                 |                    | 3 Year Goals |              |                               |                               |                                   |                              |                          |
| Employment Equity               |                                |  | ,             |                 |   |   |                       | Anticipated |                               | Terminated               |                 | Hires<br>Required  | ļ            | n - 1a       | Present                       |                               | Projected                         | Present                      | Projected                |
| Occupational Group (EEOG)       | 1111 MM 00                     | <del>                                     </del> |               | <del></del>     |   |   | Hires Over 3<br>Years | 1111 MM-00  | 4                             |                          | Over 3          | 11111 11111        |              | Availability | Present Gap                   | Gap                           | Representation                    | Representation in 3<br>Years |                          |
|                                 | ***                            | Annually   | Annually      | Over 3<br>Years | Annually  | Annually  | Over 3<br>Years       |             |                               | Annually                 | Over 3<br>Years | Vears              | θ            | 3            |                               |                               |                                   |                              |                          |
|                                 | #                              | %  | %             | #               | %   | %   | #                     | #           | #                             | %                        | #               | #                  | #            | *.           | %                             | #                             | #                                 | %                            | %                        |
| 01/02 Managers                  | - (                            | -100.0%  |               | (               | 0.0%  |   | - 0                   | 0           | 0                             | 0.0%                     | 0               | 0                  |              | 1            | 0.0%                          | , 0                           | 0                                 | #DIV/0!                      | #DIV/0!                  |
| 03 Professionals                | 0                              | -100.0%  |               | 0               | 0.0%  |   | 0                     | g           | 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                                 | #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               | 9,0%  |   | 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                                 | #DIV/0!                      | #DIV/0!                  |
| 69 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                              | -100.6%  |               | 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                                 | #DIV/0!                      | #DIV/0!                  |
| 12 Semi-Skilled Manual          | 6                              | ~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                                 | #DIV/0!                      | #DIV/0!                  |
| 14 Other Manual Workers         | - (                            | 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                  | 1            | 1            | 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) 13 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.

| worksoree mary       |   | · / |              |                 | Table 14: Persons with Disabilities |
|----------------------|---|-----|--------------|-----------------|-------------------------------------|
|                      |   | Pe  | rsons with l | Disabilities    |                                     |
| Occupational Group ( | oyment Equity pational Group (EEOG) She |     | n Goals      | Long-term Goals | Comments                            |
| 01/02 Managers       |   |     | 0,0          | 0               |                                     |
| 03 Professionals     |   |     | 0.0          | 0               |                                     |
| 04 Semi-Professiona  | ıls & Tech                              |     | 0.0          | 0               |                                     |
| 05 Supervisors       |   |     | 0.0          | - 0             |                                     |
| 06 Supervisors: Crai | fts & Trades                            |     | 0.0          | 0               |                                     |
| 07 Administrative &  | : Sr Clerical                           |     | 0.0          | 0               | 5                                   |
| 08 Skilled Sales & S | iervice                                 |     | 0.0          | 0               |                                     |
| 09 Skilled Crafts &  | Trades                                  |     | 0.0          | 0               | o[                                  |
| 10 Clerical Personno | el                                      |     | 0.0          | 0               |                                     |
| 11 Intermediate Sale | es & Service                            |     | 0.0          | 0               | )                                   |
| 12 Semi-Skilled Mar  | nual                                    |     | 0.0          | 0               | of                                  |
| 13 Other Sales & Se  | rvice                                   |     | 0.0          | 0               |                                     |
| 14 Other Manual W    | orkers                                  |     | 0.0          | 0               |                                     |
| Total                |   |     | 0.0          | 0               | )                                   |

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

|  |                               |                                |            |   |  |               |                 |             | 43322   |                    |                    |                           |        |                         |                               |                               |                           |                     |                          |  |
|--|-------------------------------|--------------------------------|------------|---|--|---------------|-----------------|-------------|---|--------------------|--------------------|---------------------------|--------|-------------------------|-------------------------------|-------------------------------|---------------------------|---------------------|--------------------------|--|
|  |                               |                                |            |   |  |               |                 |             | Data for Subsequent/Current Goals                 |                    |                    |                           |        |                         |                               |                               |                           |                     |                          |  |
| A L B  | С                             | D                              | E          | F   | G  | Н             |                 | I J         | ] K   | L.                 | M                  | I N                       | 0      | P                       | Q                             | Į R                           | S                         | T                   | U U                      |  |
| Data sources:                                  | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis° | Data Entry | CxEx3   | From Flow<br>Data<br>Analysis &<br>Workforce<br>Analysis | Data<br>Entry | CxHx3           | 9000<br>+ + | From<br>Workforce<br>Analysis                     | Equivalent<br>to H | KxLx3              | (F x Q) -<br>R + M        | JхР    | Data Entry              | From<br>Workforce<br>Analysis | From<br>Workforce<br>Analysis |                           | K÷C                 | (K - M + O) + (C<br>+ F) |  |
|  | Ţ                             | <u></u>                        | <u>.</u>   | <u></u>   | ·  | <b>.</b>      | <b>.</b>        | J           | J   | i                  | <u> </u>           | 1                         | .i     | .i                      | i                             | <u> </u>                      | ·                         | i J                 | i                        |  |
|  |                               |                                |            |   |  |               |                 | •           | Fable 15: N                                       | lembers (          | of Visible         | Minoriti                  | es     |                         |                               |                               |                           |                     |                          |  |
|  |                               |                                |            |   |  |               |                 |             | Subsequ   | ent/Curren         | t Short-ten        | m Goals                   |        |                         |                               |                               |                           |                     |                          |  |
|  |                               |                                |            | All En  | aployees   |               |                 |             | Members of Visible Minorities                     |                    |                    |                           |        |                         |                               |                               |                           |                     |                          |  |
|  | Number                        | Growth (New Positions)         |            | Turnever (Replacement of Terminated<br>Employees) |  |               | Asticipated     | Number      | Turnover (Replacement of<br>Terminated Employees) |                    | Hires              | 3 Year Goals<br>From - In |        |                         |                               |                               |                           | Projected           |                          |  |
| Employment Equity<br>Occupational Group (EEOG) | VVVV MM-00                    | MM-00 Actual Projected         |            | Actual Projected His                              |  |               | Hires Over 3    |             | 1 rermanarea                                      | i i ingmoscesi     | Required<br>Over 3 | 1777                      | - YYYY | Present<br>Availability | Present Gap                   | Projected<br>Gan              | Present<br>Representation | Representation in 3 |                          |  |
| excupanional Group (Caxoo)                     |                               | Amoually                       | Annually   | Over 3<br>Years                                   | Annually   | Amoustly      | Over 3<br>Years | Years       |   | Annually           | Over 3<br>Years    | Vears                     | 0      | 3                       |                               |                               |                           |                     | Years                    |  |
|  | #                             | %                              | **         | #   | 2/6  | %             | #               | #           | #   | %                  | #                  | - "                       | #      | *.                      | %                             | #                             | *                         | %                   | %                        |  |
| 01 Senior Managers                             | 0                             | -100.0%                        |            | (   | 0.0%   |               | 0               | 0           | 0   | 0.0%               | . 0                | (                         |        | )                       | 0.0%                          | 0                             | 0                         | #DIV/0!             | #DIV/0!                  |  |
| 02 Middle & Other Managers                     | θ                             | -100.0%                        |            | (   | 0.0%   |               | 0               | 0           | 0   | 0.0%               | . (1               | (                         | 1      | )                       | 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                         | #DIV/0!             | #DIV/0!                  |  |
| 04 Semi-Professionals & Tech                   | 0                             | ~100.0%                        |            | (   | 0.0%   |               | 0               | 0           | 0   | 0.0%               | . 0                | (                         | 1      | )                       | 0.0%                          | 0                             | 0                         | #DIV/0!             | #DIV/0!                  |  |
| 05 Supervisors                                 | θ                             | -100.0%                        |            | (   | 0.0%   |               | 0               | ) 0         | 0   | 0.0%               | 0                  | (                         | 1      | )                       | 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                         | #DIV/0!             | #DIV/0!                  |  |
| 07 Administrative & Sr Clerical                | 0                             | -100.0%                        |            | (   | 0.0%   |               | 0               | 0           | 0   | 0.0%               | 0                  | (                         | 1      | )                       | 0.0%                          | 0                             | 0                         | #DIV/0!             | #DIV/0!                  |  |
| 08 Skilled Sales & Service                     | 0                             | -100.0%                        |            | (   | 0.0%   |               | 0               | 0           | 0   | 0.0%               | . 0                | (                         | 1      | )                       | 0.0%                          | 0                             | 0                         | #DIV/0!             | #DIV/0!                  |  |
| 09 Skilled Crafts & Trades                     | 0                             | -100.0%                        |            | (   | 0.0%   |               | 0               | 0           | 9   | 0.0%               | 0                  |                           | 1      | )                       | 0.0%                          | 0                             | 0                         | #DIV/0!             | #DIV/0!                  |  |
| 10 Clerical Personnel                          | 0                             | -100.0%                        |            | (   | 0.0%   |               | 0               | 0           | 0   | 0.0%               | 0                  | (                         | 1      |                         | 0.0%                          | 0                             | 0                         | #DIV/0!             | #DIV/0!                  |  |
| 11 Intermediate Sales & Service                | 0                             | -100.0%                        |            | (   | 0.0%   |               | 0               | )[ ()       | 1 0   | 0.0%               | 0                  | 1 0                       |        | )                       | 0.0%                          | 1 0                           | 0                         | #DIV/0!             | #DIV/0!                  |  |
| 12 Semi-Skilled Manual                         | 0                             | -100.0%                        |            | (   | 0.0%   |               | 0               | 0           | 1 0   | 0.0%               | 1                  | ) (                       |        |                         | 0.0%                          | 0                             | 0                         | #DIV/0!             | #DIV/0!                  |  |
| 13 Other Sales & Service                       | 0                             | ~100.0%                        |            |   | 0.0%   |               | 0               | 0           | 1 0   | 0.0%               | 0                  | (                         |        |                         | 0.0%                          | 1 0                           | 0                         | #DIV/0!             | #DIV/0!                  |  |
| 14 Other Manual Workers                        | 0                             | 0.0%                           |            |   | 0.0%   |               |                 | 0           | 4   | 0.0%               | 0                  | <b>!</b>                  | 1      | 1                       | 0.0%                          | 1 0                           | 1 0                       | #DIV/0!             | #DIV/0!                  |  |
| Total  | - 0                           | -100.0%                        |            | (   | 0.0%   |               | ()              | 0           | 0   | 0.0%               | 1 0                | )[ (                      | 1 (    | )                       | 0.0%                          | 4 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) + 1) x 100.

  Calculated by using the following formula: (Terminated full-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.

| Treatment remarkable with a c                  |                  |                        |                     | Table 16: Members of Visible Minorities |
|--|------------------|------------------------|---------------------|---|
| Employment Equity<br>Occupational Group (EEOG) | Men<br>Short-ter | nbers of Visible Minor | rities<br>erm Goals | Comments                                |
| Occupational Group (EEOG)                      | Mari te te t     | 9,                     | 1 %                 | Connection                              |
| 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                 |   |

|       | Federal Contractors Program Achievement Report |
|-------|--|
|       | Part 3: Goals                                  |
|       | Source Atlantic Limited                        |
|       | 43322  |
| Total | 0.0 0.0  |

### Federal Contractors Program Achievement Report Part 4: Results - Women Source Atlantic Limited 43322 T В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 0 - S U x F ÷ 100 V - X Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 Flow Data $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % # % % % % 2018 35.7 27.4 130.3 5 01 Senior Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 29 1 3.4 38.9 11 -10 8.9 02 Managers 0 0 0.0 0.0 -0 0.0 0 0.0 0 0.0 0 0.0 2018 15 9 60.0 49.3 121.7 03 Professionals 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 0.0 0 0 0.0 Semi-Professionals & 04 Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 4 18.2 63.1 14 -10 28.8 05 Supervisors 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 E ∞ D x Part 2: Flow E = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Goal Met Goal Met Goal Met Goal Met % % ٠, % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 38.9 0.0 38.9 0.0 Middle & Other 0 10 0.0 10 0.0 Managers 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 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 3 0.0 0.0 0.0 0 0.0 0.0 0 0 0.0 10 50.0 0.0 0.0 50.0 0.0 0.0 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 0.0 0.0 0.0 0.0 0.0 0

### Federal Contractors Program Achievement Report Part 4: Results - Women Source Atlantic Limited 43322 В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Employees Availability Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % # % % % % 2018 12 54.5 84.3 64.7 Administrative & 22 19 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 189 47 24.9 25.7 49 -2 96.8 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 769.2 Skilled Crafts & 2018 -23 3.8 0.5 0 Trades Workers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 26 66.7 70.5 27 -1 94.6 10 Clerical Personnel 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2018 2 100.0 65.5 152.7 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 80 5 6.3 12.0 10 52.1 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Women Women Women Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % ٠, % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0 0.0 0.0 0 25.7 0.0 0.0 Skilled Sales & 0 0.0 11 0.0 0.0 25.7 Service Personnel 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 Skilled Crafts & Trades Workers 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 Clerical Personnel 3 0.0 0.0 0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 12.0 0.0 0.0 12.0 0.0 Semi-Skilled Manual 0.0 Workers 3 0.0 0.0 0.0 0.0 0 0.0

|            |  |   |                                  |                                  |                |                                  |                              |                  | Feder                  | al Contr                      | actors                                 | Progra           | m Achie                                 | vement     | Report                                |                                  |                |                  |               |                               |                                  |                |                                       |            |
|------------|--|---|----------------------------------|----------------------------------|----------------|----------------------------------|------------------------------|------------------|------------------------|-------------------------------|--|------------------|---|------------|---------------------------------------|----------------------------------|----------------|------------------|---------------|-------------------------------|----------------------------------|----------------|---------------------------------------|------------|
|            |  |   |                                  |                                  |                |                                  |                              |                  |                        |                               |  |                  | - Wome                                  |            | •                                     |                                  |                |                  |               |                               |                                  |                |                                       |            |
|            |  |   |                                  |                                  |                |                                  |                              |                  |                        | 5                             | Source A                               | Atlantic         | Limite                                  | d          |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |
|            |  |   |                                  |                                  |                |                                  |                              |                  |                        |                               |  | 43322            | ;                                       |            |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |
| P          | ***************************************  |   |                                  | <u></u>                          |                |                                  |                              |                  |                        | processes                     | ······································ | ·                | *************************************** |            | · · · · · · · · · · · · · · · · · · · | ş                                |                |                  | ************* | ş <u>.</u>                    |                                  |                | · · · · · · · · · · · · · · · · · · · |            |
| LAI        | B  | С                                       | D                                | E                                | <u></u>        | G                                | H                            | <u> </u>         |                        | K                             | <u> </u>                               | M                | <u> </u>                                | <u>O</u>   | P                                     | Q                                | R              | S                | <u>T</u>      | U                             | V                                | W              | <u>X</u>                              | Y          |
| Data s     | ources:  |   | Part 1:<br>Workforce<br>Analysis |                                  | E ∻ D<br>x 100 | Part 1;<br>Workforce<br>Analysis | D x G<br>÷ 100               | E-H              | E + H<br>x 100         | Part 2; Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis       | L∻K<br>x 100     | K x G ÷ 100                             | L-N        | Part 2: Flow<br>Data Analysis         | Part 2:<br>Flow Data<br>Analysis | Q + P x<br>100 | P x F ÷ 100      | Q - S         | Part 2: Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 10                            | V-X        |
| i          | verenteren erretteren erretteren erretteren erretteren erretteren erretteren erretteren erretteren erretteren er |   | <b>T</b>                         | i                                | 1              | Ţ                                | ļ                            | <b></b>          | ļ                      | ↓                             | .i                                     | i                | <del>\</del>                            | <b>1</b>   | J                                     | i                                |                | ¥                | 1             | ļ                             | <del>.</del>                     | ······         | J                                     | ·i         |
|            |  |   |                                  | N                                | /orkfo         | orce An                          | alysis                       |                  |                        |                               |  |                  |   |            |                                       | Flow I                           | )ata Ai        | nalysis          |               |                               |                                  |                |                                       |            |
|            | ployment Equity  | Year                                    |                                  |                                  | W              | orkforce                         |                              |                  |                        |                               |  | Hires            |   |            |                                       | P                                | romotior       |                  |               |                               | Te                               | rminat         |                                       |            |
| (EE        | upational Group<br>OG)   |   | All<br>Employees                 | Represent                        | ation          | Wo<br>Avail:                     |                              | Gap              | EF Result              | All<br>Employees              | 30                                     | tual             | Expected                                | Difference | All<br>Employees                      | Act                              |                | omen<br>Expected | Difference    | All<br>Employees              | Act                              |                | Expected                              | Difference |
|            |  | #                                       | #                                | #                                | %              | %                                | #                            | 4                | %                      | #                             | #                                      | - %              | ##                                      | #          | it.                                   | #                                | %              | #                | #             | #                             | #                                | %              | ##                                    | #          |
| 1 [ 5 1    | Other Sales & Service<br>Personnel   | 2018<br>0                               | 1<br>0                           | 0                                | 0.0<br>0.0     | 59.4<br>0.0                      |                              | -1<br>0          | 0.0<br>0.0             | (                             | 0                                      | 0,0              | 0                                       | 0          | 0                                     | 0                                | 0.0            | 0                | 0             | 0                             | 0                                | 0.0            |                                       | ) (        |
|            | Other Manual   | 2018                                    | 0                                | 0                                | 0.0            | 0.0                              |                              | 0                |                        |                               |  |                  |   |            |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |
|            | Workers  | 0<br>2018                               | 0<br>467                         | 0 <u>:</u><br>113                | 0.0<br>24.2    | 0.0                              |                              | 0<br>113         |                        | (                             | 0                                      | 0.0              | 0                                       | 0          | 0                                     | 0                                | 0.0            | 0                | 0             | 0                             | 0                                | 0.0            | )                                     | 0 0        |
| Tota       | 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          |
| Data s     | ources:  |   | Part 2: Flow<br>Data Analysis    | Part 2:<br>Flow Data<br>Analysis | E ÷ D x<br>100 | Part 3:<br>Goals                 | E÷Gx<br>100                  | Part 3:<br>Goals | F÷1x 100               | Part 3: Goals                 | E ÷ K x<br>100                         | Part 3:<br>Goals | F ÷ M x 100                             |            |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |
| š          | >++>++>+>+>+>+>+>+>+>+>+>+>+>+>+>+>+>+   | *************************************** | Ţ                                |                                  | Ţ              | <b></b>                          | J.                           | <b>J</b>         | J                      | Ψ                             | <b>.</b>                               | <b></b>          | , †                                     |            |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |
|            |  |   | New                              | Entrant                          | S              |                                  |                              |                  | G                      | oals                          |  |                  |   |            |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |
|            | ployment Equity  | Year                                    | F                                | ow Data                          |                |                                  | Short-te                     |                  | i .                    |                               | Long-ter                               |                  |   |            |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |
| Occ<br>(EE | upational Group<br>OG)   | 1041                                    | All<br>Employees                 | Wome                             |                | Goal                             | Wo<br>Percent of<br>Goal Met | Goal             | Percent of<br>Goal Met | Goal                          | Percent of<br>Goal Met                 | Goal             | Percent of<br>Goal Met                  |            |                                       |                                  |                | C                | ommen         | ts                            |                                  |                |                                       |            |
|            |  | #                                       | #                                | #                                | %              | #                                | %                            | %                | %                      | #                             | %                                      | %                | %                                       |            |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |
| 1 1 1 1    | Other Sales & Service<br>Personnel   | 0 3                                     | 0                                | 0                                | 0.0            | 1                                | 0.0                          | 50.0<br>0.0      | 0.0                    | 1                             | 0.0                                    | 50.0<br>0.0      | 0,0                                     |            |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |
| -          | Other Manual   | 0                                       | 0                                | 0                                | 0.0            | 0                                | 0.0                          | 0.0              | <u> </u>               | (                             | 0.0                                    | 0.0              | 0.0                                     |            |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |
| 14         | Workers  | 3                                       | 0                                | 0                                | 0.0            |                                  |                              | 0.0              | <b></b>                |                               |  | 0.0              | 0.0                                     |            |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |
| Tota       | 1  | 0                                       | 0                                | 0                                | 0.0            | 0                                | 0.0                          | 0.0<br>0.0       | 0.0                    | (                             | 0.0                                    | 0.0              | 0.0                                     |            |                                       |                                  |                |                  |               |                               |                                  |                |                                       |            |

### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Source Atlantic Limited 43322 P T В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 0 - S U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data PxF + 100 Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % # % % ۰. % 2018 0.0 2.9 0 0.0 01 Senior Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 29 0 0.0 2.2 -1 0.0 02 Managers 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 2018 15 0 0.0 1.6 0 0 0.0 03 Professionals 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 0.0 0 0 0.0 Semi-Professionals & 04 Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 2 9.1 3.4 267.4 05 Supervisors 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 E ∞ D x Part 2: Flow E = G xF ± 1 x 100 E Part 3: Goals ÷ M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Long-term Goals Flow Data **Short-term Goals Employment Equity** Year Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 2.2 0.0 2.2 0.0 Middle & Other 0 0.0 0.0 Managers 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 03 Professionals 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 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 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 0.0 0.0 0.0 0.0 0.0 0

### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Source Atlantic Limited 43322 В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % # % % ۰. % 2018 0.0 3.3 Administrative & 22 0 0.0 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 189 3.7 2.6 142.5 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 3 0.0 1.5 -1 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 1 2.6 4.3 -1 59.6 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 3.2 0 0.0 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 n 0.0 0 0.0 Semi-Skilled Manual 2018 80 1.3 2.5 50.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow E = D xE = G xF ± Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % Administrative & 0 0.0 0.0 3.3 0.0 0.0 3.3 0.0 Senior Clerical 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 3 0.0 0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 1.5 0.0 0.0 0.0 Skilled Crafts & Trades Workers 3 0.0 0.0 0.0 0 0.0 0.0 0 4.3 0.0 0.0 0 0.0 0.0 0.0 4.3 Clerical Personnel 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 Intermediate Sales & 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 2.5 0.0 0.0 2.5 0.0 0.0 0.0 Workers 3 0.0 0.0 0.0 0.0 0 0.0

|               |  |               |                                  |                                  |                |                          |                                   |                  | Feder                  | al Contr                      | actors                              | Prograi          | m Achie                | vement     | Report                        |                                  |                |             |            |                               |                                  |             |                   |            |
|---------------|--|---------------|----------------------------------|----------------------------------|----------------|--------------------------|-----------------------------------|------------------|------------------------|-------------------------------|-------------------------------------|------------------|------------------------|------------|-------------------------------|----------------------------------|----------------|-------------|------------|-------------------------------|----------------------------------|-------------|-------------------|------------|
|               |  |               |                                  |                                  |                |                          |                                   |                  |                        | Part 5                        | Result                              | s - Abo          | riginal                | Peoples    |                               |                                  |                |             |            |                               |                                  |             |                   |            |
|               |  |               |                                  |                                  |                |                          |                                   |                  |                        | S                             | ource A                             | Atlantic         | Limite                 | i I        |                               |                                  |                |             |            |                               |                                  |             |                   |            |
|               |  |               |                                  |                                  |                |                          |                                   |                  |                        |                               |                                     | 43322            |                        |            |                               |                                  |                |             |            |                               |                                  |             |                   |            |
|               | В  | С             | D                                | E                                | F              | G                        | Н                                 | I                | J                      | K                             | L                                   | М                | N                      | 0          | P                             | Q                                | R              | S           | T          | U                             | V                                | W           | X                 | Y          |
| Data sour     | ces;                                     | ***********   | Part 1:<br>Workforce<br>Analysis |                                  | E+D<br>x 100   |                          | D x G<br>~ 100                    | Е-Н              | E+H<br>x100            | Part 2: Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis    | L ÷ K<br>x 100   | K x G ÷ 100            | L-N        | Part 2: Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis | Q + P x<br>100 | P x F ÷ 100 | Q - S      | Part 2: Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis | V÷Ux<br>100 | U x F ÷ 100       | V - X      |
| \$            | ***************************************  |               | Ţ                                |                                  | Ţ              | Ţ                        | Ţ                                 | Ų                | Ţ                      | 1                             | <u> </u>                            | Ţ                | <u>\</u>               | <u> </u>   | <u> </u>                      | <u> </u>                         | Ţ.             | · · · · · · | 1          | <u> </u>                      | ↓                                |             | Ţ                 | Ų          |
|               |  |               |                                  | N                                |                | rce Anal                 | lysis                             |                  |                        |                               |                                     |                  |                        |            | ,                             |                                  |                | nalysis     |            | ,                             |                                  |             |                   |            |
|               | oyment Equity<br>oational Group          | Year          |                                  |                                  | W              | orkforce<br>Aboriginal P |                                   |                  |                        |                               |                                     | Hires            | nal Peoples            |            |                               | P                                | romotio        | nal Peoples |            |                               | Tei                              | minatio     | HS<br>ral Peoples |            |
| (EEO          |  |               | All<br>Employees                 | Represent                        | ation          | Availabil                |                                   | Gap 1            | EF Result              | All<br>Employees              | Ac                                  | tual             | Expected               | Difference | All<br>Employees              | Ac                               | tual           | Expected    | Difference | All<br>Employees              | Acti                             |             | Expected          | Difference |
|               |  | #             | ø                                | #                                | ٧,             | %                        | #                                 | #                | %                      | #                             | #                                   | %                | и                      | #          | H                             | ц                                | ٠,             | #           | #          | #                             | #                                | %           | #                 | 4          |
| 1 1 1 1       | her Sales & Service<br>rsonnel           | 2018<br>0     | 1                                | 0                                | 0.0            | 2.8<br>0.0               | 0                                 | 0                | 0.0                    |                               | 0                                   | 0.0              |                        |            |                               | 0                                | 0.0            |             |            |                               | 0                                | 0.0         | 0                 |            |
| <b> </b>      | her Manual                               | 2018          | 0                                | 0                                | 0.0            | 0.0                      | 0                                 | 0                | 0.0                    |                               | 0                                   | 0.0              | 0                      | 0          | 0                             | 0                                | <i>v.</i> 0    | 0           | U          | U                             | U I                              | 0.0         | V                 | 0          |
| 1 1 1 1 1     | orkers                                   | 0             | 0                                | 0                                | 0.0            | 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<br>0     | 467                              | 11                               | 2.4<br>0.0     | 0.0                      | 0                                 | 11               | 0.0<br>0.0             | 0                             | Α                                   | 0.0              | 0                      | 0          | 0                             | 0                                | 0.0            | 0           | ^          |                               | 0                                | 0.0         | Λ                 | 0          |
| L             |  |               |                                  |                                  |                |                          | <u></u>                           |                  | 0.0                    |                               | L                                   |                  | 1                      |            |                               | <u></u>                          | 0.0            | 1           |            | <b>1</b>                      | L vi                             | 9.01        |                   | L          |
| Data sour     | ces:                                     |               | Part 2: Flow<br>Data Analysis    | Part 2:<br>Flow Data<br>Analysis | E ÷ D x<br>100 |                          | E ÷ G x<br>100                    | Part 3:<br>Goals | ÷1 x 100               | Part 3: Goals                 | E ÷ K x<br>100                      | Part 3:<br>Goals | F + M x 100            |            |                               |                                  |                |             |            |                               |                                  |             |                   |            |
| ************* | 4545454545454545454644646464646460606060 | ************* | Ţ                                |                                  | Ţ              | Į                        | <u> </u>                          | <b></b>          | 1                      | <b>T</b>                      | <b>.</b>                            | 1                | <u> </u>               |            |                               |                                  |                |             |            |                               |                                  |             |                   |            |
|               |  |               | New                              | Entrant                          | s              |                          |                                   |                  | G                      | oals                          |                                     |                  |                        |            |                               |                                  |                |             |            |                               |                                  |             |                   |            |
|               | yment Equity                             | Year          | FI                               | ow Data                          |                |                          |                                   | m Goals          |                        |                               | Long-ter                            |                  |                        |            |                               |                                  |                | -           |            |                               |                                  |             |                   |            |
| Occup<br>(EEO | ational Group<br>G)                      |               | All<br>Employees                 | Aboriginal I<br>Actua            |                | Cont. Po                 | Aborigina<br>ercent of<br>oat Met | , I              | Percent of<br>Goal Met | Goal                          | Aborigina<br>Percent of<br>Goal Met | Goal             | Percent of<br>Goal Met |            |                               |                                  |                | Ć           | ommen      | ts                            |                                  |             |                   |            |
|               |  | #             | #                                | Ħ                                | %              | #                        | %                                 | 9/9              | %                      | #                             | %                                   | %                | %                      |            |                               |                                  |                |             |            |                               |                                  |             |                   |            |
|               | her Sales & Service<br>rsonnel           | 0<br>3        | 0                                | 0                                | 0.0<br>0.0     | 0                        | 0.0                               | 0.0              | 0.0<br>0.0             | 0                             | 0.0                                 | 0.0<br>0.0       | 0.0                    |            |                               |                                  |                |             |            |                               |                                  |             |                   |            |
| -             | her Manual                               | 0             | 0                                | 0                                | 0.0            | 0                        | 0.0                               | 0.0              | 0.0                    | 0                             | 0.0                                 | 0.0              | ļ                      |            |                               |                                  |                |             |            |                               |                                  |             |                   |            |
| 1 [4.1        | orkers                                   | 3             | 0                                | 0                                | 0.0            |                          |                                   | 0.0              | 0.0                    |                               |                                     | 0.0              | 0.0                    |            |                               |                                  |                |             |            |                               |                                  |             |                   |            |
| Total         |  | 0<br>3        | 0<br>0                           | 0<br>0                           | 0.0<br>0.0     | 0                        | 0.0                               | 0.0              | 0.0<br>0.0             | 0                             | 0.0                                 | 0.0<br>0.0       | 0.0                    |            |                               |                                  |                |             |            |                               |                                  |             |                   |            |

|   |           |                                  |                         |                |                                  |  |             | Feder          | al Contr                      | actors                                 | Prograi                               | m Achie                                | vement     | Report                                |                                  |                |                            |                     |                               |                                  |  |                            |            |
|---|-----------|----------------------------------|-------------------------|----------------|----------------------------------|--|-------------|----------------|-------------------------------|--|---------------------------------------|--|------------|---------------------------------------|----------------------------------|----------------|----------------------------|---------------------|-------------------------------|----------------------------------|--|----------------------------|------------|
|   |           |                                  |                         |                |                                  |  |             | I              | art 6: R                      | esults -                               | Person                                | s with I                               | Disabiliti | ies                                   |                                  |                |                            |                     |                               |                                  |  |                            |            |
|   |           |                                  |                         |                |                                  |  |             |                | S                             | ource 2                                | Atlantic                              | Limite                                 | d          |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
|   |           |                                  |                         |                |                                  |  |             |                |                               |  | 43322                                 |  |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| A B                                     | С         | D                                | E                       | F              | G                                | H  |             | J              | K                             | L                                      | M                                     | N                                      | 0          | P                                     | 0                                | R              | S                          | T                   | i U                           | V                                | w                                      | X                          | Y          |
| A B                                     |           |                                  |                         | <u>F</u>       | #<br>yezezezezezezezeze          |  |             | J              |                               | ************************************** | 171                                   |  | <u></u>    | · · · · · · · · · · · · · · · · · · · |                                  | <b>R</b>       |                            | ******************* | . <u>i</u>                    | ·                                | ************************************** | <u>A</u>                   | 1 <b>1</b> |
| Data sources:                           |           | Part 1:<br>Workforce<br>Analysis |                         | E ÷ D<br>x 100 | Part 1:<br>Workforce<br>Analysis | D x G<br>÷ 100                                   | E-H         | E ÷ H<br>x 100 | Part 2: Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis       | L+K<br>x 100                          | K x G ÷ 100                            | L-N        | Part 2: Flow<br>Data Analysis         | Part 2:<br>Flow Data<br>Analysis | Q ÷ P x<br>100 | P x F ÷ 100                | Q-S                 | Part 2: Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis | V ⊕ U x<br>100                         | U x F ÷ 100                | V - X      |
|   |           | Janaiysis                        | L Analysis L            |                | L                                | L  | <br>J       |                | L                             | Į Analysis<br>Į                        | <u> </u>                              | <u> </u>                               | LŢ         | <u>↓</u>                              | _iii                             | J              | l                          | <u> </u>            | .i                            | Į /xssatysis į                   |  |                            | l          |
|   |           |                                  | W                       | orkf           | orce An                          |  |             |                |                               |  |                                       |  |            | -                                     |                                  |                | nalysis                    |                     |                               |                                  |  |                            |            |
| Employment Equity                       | Year      |                                  |                         | W              | orkforce                         | 3  |             |                |                               |  | Hires                                 |  |            |                                       | P                                | romotio        |                            |                     |                               | Te                               | rminatio                               |                            |            |
| Occupational Group<br>(EEOG)            |           | All<br>Employees                 | Representa              |                | Persons with<br>Avail            |  | Gap         | EF Result      | Ali<br>Employees              | Ac                                     | Persons w<br>tual                     | th Disabilitie<br>Expected             | Difference | All<br>Employees                      | Act                              |                | th Disabilitie<br>Expected |                     | All<br>Employees              | Act                              |  | th Disabilitie<br>Expected | Difference |
|   | #         | #                                | ¥                       | %              | %                                | #  | # #         | */4            | #                             | н                                      | %                                     | #                                      | #          | ii                                    | #                                | %              | #                          | # #                 | #                             | #                                | %                                      | #                          | #          |
| 01& Managers                            | 2018<br>0 | 43<br>0                          | 0                       | 0.0<br>0.0     | 4.3<br>0.0                       | \$   | I           | 0.0<br>0.0     | 0                             | 0                                      | 0.0                                   |  | 0          |                                       | ) 0                              | 0.0            | 0                          |                     | ) (                           | 0                                | 0.0                                    | Λ                          | а          |
| 03 Professionals                        | 2018      | 15                               | <u> </u>                | 0.0            | 3.8                              |  | -1          | 0.0            | 0                             | - 0                                    | 0.0                                   | V                                      | V          | ,                                     | /                                | 0.0            | <u> </u>                   | 1                   | , ,                           | 0                                | 9.0                                    |                            |            |
|   | 0         | 0                                | 0                       | 0.0            | 0.0                              | <del>*************************************</del> | 0           | 0.0            | 0                             | 0                                      | 0.0                                   | 0                                      | 0          | (                                     | 0                                | 0.0            | 0                          | 0                   | ) (                           | 0                                | 0.0                                    | 0                          | 0          |
| 04 Semi-Professionals &<br>Technicians  | 2018<br>0 | 2<br>0                           | 0                       | 0.0            | 4.6<br>0.0                       | ₹  | 0           | 0.0<br>0.0     | 0                             | 0                                      | 0.0                                   | 0                                      | 0          | ) (                                   | ) 0                              | 0.0            | 0                          | ) (                 | ) (                           | 0                                | 0.0                                    | 0                          | 0          |
| 05 Supervisors                          | 2018      | 22                               |                         | 0.0            | 13.9                             | <b>t</b>   | -3          | 0.0            |                               |  |                                       |  |            |                                       |                                  |                |                            |                     |                               | _                                |  |                            |            |
| Suparajeore Crafte &                    | 0<br>2018 | 0                                | 0                       | 0.0            | 0.0                              | <del></del>                                      | 0           | 0.0<br>0.0     | 0                             | 0                                      | 0.0                                   | 0                                      | U          | 1                                     | 0                                | 0.0            | 0                          | 0                   |                               | 0                                | 0.0                                    | 0                          | 0          |
| 06 Trades                               | 0         | 0                                | 0                       | 0.0            | 0.0                              | 7  | 0           | 0.0            | 0                             | 0                                      | 0.0                                   | 0                                      | 0          | (                                     | 0                                | 0.0            | 0                          | 0                   | ) (                           | 0                                | 0.0                                    | 0                          | 0          |
| *************************************** |           |                                  | Part 2:                 | **********     | ;                                | ğ  | ğ           | ·····          |                               |  | · · · · · · · · · · · · · · · · · · · | ······································ |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| Data sources:                           |           | Part 2: Flow<br>Data Analysis    | Flow Data E<br>Analysis | 8 ± D x<br>100 | Part 3:<br>Goals                 | E+Gx<br>100                                      | Part 3:     | F ÷ I x 100    | Part 3: Goals                 | E+Kx<br>100                            | Part 3:<br>Goals                      | F = M x 100                            |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| <u> </u>                                |           | Ţ                                | Į į                     | Ţ              | Ţ                                | i  | i J         | 1              | Ţ                             | 1                                      | 1                                     | <u> </u>                               |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
|   |           | New                              | Entrant                 | S              |                                  |  |             | G              | oals                          |  |                                       |  |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| Employment Equity                       | Year      | F                                | low Data                | vith           | -                                |  | rm Goal     | i              |                               | Long-ter                               |                                       |  |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| Occupational Group (EEOG)               |           | All<br>Employees                 | Disabilit               |                |                                  | Persons wit                                      |             | Percent of     | 1                             | Persons with                           | Disabilities                          | Percent of                             |            |                                       |                                  |                | (                          | Commen              | its                           |                                  |  |                            |            |
| (ezoo,                                  |           |                                  | Actual                  |                | Goal                             | Goal Met   | Coal        | Goal Met       | Goal                          | Goal Met                               | Goal                                  | Goal Met                               |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| 01&                                     | #<br>0    | # ()                             | 0                       | 0.0            | # 2                              | 0.0  | 4.3         | %<br>0.0       | # 2                           | % 0.0                                  | 4.3                                   | 0.0                                    |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| 02 Managers                             | 3         | 0                                | 0                       | 0.0            |                                  |  | 0.0         | 0.0            | -                             |  | 0.0                                   | 0.0                                    |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| 03 Professionals                        | 3         | 0<br>0                           | 0                       | 0.0            | 1                                | 0.0  | 3.8<br>0.0  | 0.0<br>0.0     | 1                             | 0.0                                    | 3.8                                   | 0.0                                    |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| 04 Semi-Professionals &                 | 0         | 0                                | 0                       | 0,0            | 0                                | 0.0  | 0,0         | (),()          | 0                             | 0.0                                    | 0.0                                   | 0.0                                    |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| Technicians                             | 3         | 0                                | 0                       | 0.0            | 3                                | 0.0  | 0.0<br>13.9 | 0.0<br>0.0     | 2                             | 0.0                                    | 0.0<br>13.9                           | 0.0                                    |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| 05 Supervisors                          | 3         | 0                                | 0                       | 0.0            | ,                                | 0.0  | 0.0         | 0.0            | ,                             | 0.0                                    | 0,0                                   | 0.0                                    |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| 06 Supervisors: Crafts & Trades         | 0         | 0                                | 0                       | 0.0            | 0                                | 0.0  |             | 0.0<br>0.0     | 0                             | 0.0                                    | 0.0                                   | 0.0                                    |            |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |
| Traues                                  | 3         | 0                                | 0                       | 0.0            | <u> </u>                         | l .  | 0.0         | 0.0            |                               | L                                      | 0.0                                   | 0.0                                    | <u> </u>   |                                       |                                  |                |                            |                     |                               |                                  |  |                            |            |

### Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Source Atlantic Limited 43322 В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All All All All (EEOG) Employees Employees Employees Employees Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # # % % ۰. % 2018 0.0 3.4 Administrative & 22 0 0.0 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 189 3 1.6 3.5 -4 45.4 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 3 0.0 3.8 -2 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 2 5.1 7.0 -1 73.3 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 5.6 0 0.0 Intermediate Sales & Service Personnel 0.0 0 0 0.0 0.0 0 0.0 n 0.0 0 0.0 Semi-Skilled Manual 2018 80 3.8 4.8 -1 78.1 12 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All (EEOG) Employees Percent of Percent o Percent o Percent o Goal Goal Goat Goal Actual Goal Met Goal Met Goal Met Goal Met % \*4 % % % % 0 0 0.0 0.0 3.4 0.0 0.0 3.4 Administrative & 0.0 Senior Clerical 3 0 0.0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0 0.0 0.0 3.5 0.0 0.0 3.5 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 3.8 0.0 0.0 3.8 0.0 Skilled Crafts & Trades Workers 3 0 0.0 0.0 0.0 0.0 0.0 0 0.0 0.0 7.0 0.0 0.0 7.0 0.0 0 10 Clerical Personnel 3 0 0.0 0.00.0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 4.8 Semi-Skilled Manual 0 0 0.0 4.8 0.0 Workers 3 03 0.0 0.0 0.0 0.0 0.0

|          |  |   |                                  |                                   |                |                                  |                |                       | Feder       | al Contr                      | actors  | Progra               | m Achie                     | vement     | Report                        |                                  |             |   |            |                               |                                  |                |                            |            |
|----------|--|---|----------------------------------|-----------------------------------|----------------|----------------------------------|----------------|-----------------------|-------------|-------------------------------|---|----------------------|-----------------------------|------------|-------------------------------|----------------------------------|-------------|---|------------|-------------------------------|----------------------------------|----------------|----------------------------|------------|
|          |  |   |                                  |                                   |                |                                  |                |                       | 1           | Part 6: R                     | esults -                                      | Person               | s with D                    | isabiliti  | es                            |                                  |             |   |            |                               |                                  |                |                            |            |
|          |  |   |                                  |                                   |                |                                  |                |                       |             | 5                             | Source A                                      | Atlantic             | Limite                      | 1          |                               |                                  |             |   |            |                               |                                  |                |                            |            |
|          |  |   |                                  |                                   |                |                                  |                |                       |             |                               |   | 43322                |                             |            |                               |                                  |             |   |            |                               |                                  |                |                            |            |
| A        | B  | С                                       | D                                | E                                 | F              | G                                | Н              | <u>I</u>              | J           | K                             | L   | М                    | N                           | O          | P                             | Q                                | R           | S   | Т          | U                             | <u>V</u>                         | W              | X                          | Y          |
| Data sou | FCS;   | ***********                             | Part 1:<br>Workforce<br>Analysis |                                   | E ÷ D<br>x 100 | Part 1:<br>Workforce<br>Analysis | D x G<br>÷ 100 | E-H                   | E+H<br>x100 | Part 2; Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis              | L + K<br>x 100       | K x G ÷ 100                 | L - N      | Part 2: Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis | Q+Px<br>100 | PxF ÷ 100                                     | Q - S      | Part 2: Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100                | V - X      |
| š        | ****************************                                 | *************                           | T.                               | l                                 | Ţ              | Ţ                                | Ţ              | λ↓                    | ļ           | <u> </u>                      | <u>,                                     </u> | ļļ                   | ,                           | Ţ          | <del>'</del>                  | <del>1</del>                     | , <u>†</u>  | <u>,                                     </u> | l l        | 1                             |                                  |                | Ţ                          | Ţ          |
|          |  |   |                                  | W                                 | orkfo          | orce An                          | alysis         |                       |             |                               |   |                      |                             |            |                               | Flow                             | Data A      | nalysis                                       |            |                               |                                  |                |                            |            |
|          | oyment Equity<br>pational Group                              | Year                                    |                                  |                                   |                | orkforce                         |                |                       |             |                               |   | Hires                |                             |            |                               | F                                | romotio     |   |            |                               | Te                               | rminatio       |                            |            |
| (EEO     |  |   | All<br>Employees                 | Representa                        |                | Persons with<br>Avail:           |                | Gap                   | EE Result   | All<br>Employees              | Ac  | Persons w            | ith Disabilitie<br>Expected | Difference | All<br>Employees              | Ac                               | Persons w   | Expected                                      | Difference | All<br>Employees              | Act                              |                | th Disabilitie<br>Expected | Difference |
|          |  | #                                       | #                                | #                                 | %              | %                                | #              | #                     | %           | #                             | #   | %                    | #                           | #          | Ħ                             | и                                | %           | #   | #          | #                             | #                                | %              | #                          | 4          |
| 1 1 1 1  | ther Sales & Service   | 2018                                    | 1                                | 0                                 | 0.0            | 6.3                              |                | 0                     | 0.0         |                               |   |                      |                             |            |                               |                                  |             |   |            |                               |                                  |                |                            |            |
|          | ersonnel   | 0<br>2018                               | 0                                | 0                                 | 0.0            | 0.0                              |                | 0                     |             | <del> </del>                  | 0   | 0.0                  | 0                           | 0          | 0                             | 0                                | 0.0         | 0   | 0          | 0                             | 0                                | 0.0            | 0                          | 0          |
|          | ther Manual<br>orkers  | 0                                       | 0                                | 0                                 | 0.0            | 0.0                              |                | 0                     | I           |                               | ) 0   | 0.0                  | 0                           | 0          | 0                             | 0                                | 0.0         | 0   | O          | 0                             | 0                                | 0,0            | 0                          | 0          |
| Total    |  | 2018                                    | 467                              | 8                                 | 1.7            | 0.0                              |                | 8                     | <u> </u>    | <b></b>                       |   |                      |                             |            |                               |                                  |             |   |            |                               |                                  |                |                            |            |
| L        |  | 0                                       | 0                                | 0 }                               | 0.0            | 0.0                              | 0              | 0                     | 0.0         |                               | 0   | 0.0                  | 0                           | 0          | 0                             | 0                                | 0.0         | 0   | 0          | 0                             | 0                                | 0.0            | 0                          | 0          |
| Data sou | erces:   | *************************************** | Part 2: Flow<br>Data Analysis    |                                   | ÷ D x<br>100   | Part 3:<br>Gosis                 | E ÷ G x<br>100 | Part 3:<br>Goals      | F÷1x 100    | Part 3: Goals                 | E ÷ K.x<br>100                                | Part 3:<br>Goals     | F = M x 100                 |            |                               |                                  |             |   |            |                               |                                  |                |                            |            |
| ŧ        | \$\$\$4\$4\$4\$4\$4\$6\$4\$6\$4\$6\$6\$6\$6\$6\$6\$6\$6\$6\$ | ×*×**********                           | <b>\</b>                         | l                                 | Ţ              | <b></b>                          | Ţ              | i                     | <b>.</b>    | i                             | . <u>i</u>                                    | ļ                    | J                           |            |                               |                                  |             |   |            |                               |                                  |                |                            |            |
|          |  |   | New                              | Entrant                           | S              |                                  |                |                       | G           | oals                          |   |                      |                             |            |                               |                                  |             |   |            |                               |                                  |                |                            |            |
| Empl     | oyment Equity  |   | F                                | low Data                          |                |                                  | Short-te       | rm Goal               | S           |                               | Long-ter                                      | m Goals              |                             |            |                               |                                  |             |   |            |                               |                                  |                |                            |            |
|          | pational Group   | Year                                    | All<br>Employees                 | Persons w<br>Disabiliti<br>Actual | es             | Goal                             | Percent of     | h Disabilitie<br>Goal | Percent of  | Goal                          | Persons with<br>Percent of                    | Disabilities<br>Goal | Percent of                  |            |                               |                                  |             | (   | Commen     | ts                            |                                  |                |                            |            |
|          |  | Ħ                                       | #                                | 4                                 | %              | #                                | Goal Met       | %                     | Goal Met    | #                             | Goal Met                                      | %                    | Goal Met                    |            |                               |                                  |             |   |            |                               |                                  |                |                            |            |
| 1 1 5 1  | ther Sales & Service   | 0                                       | 0                                | 0                                 | 0.0            | 0                                | 0.0            | 0.0                   | 0.0         | (                             | 0.0   | 0.0                  | 0.0                         |            |                               |                                  |             |   |            |                               |                                  |                |                            |            |
| 1 1/1 1  | ther Manual<br>orkers  | 0                                       | 0                                | 0                                 | 0.0<br>0.0     | 0                                | 0.0            | 0.0<br>0.0            | 0,0         | (                             | 0.0   | 0.0<br>0.0           | 0.0                         |            |                               |                                  |             |   |            |                               |                                  |                |                            |            |
| Total    |  | 0<br>3                                  | 0<br>0                           | 0                                 | 0.0<br>0.0     | 0                                | 0.0            | 0.0<br>0.0            | <b>!</b>    | (                             | 0.0   | 0.0<br>0.0           | 0.0<br>0.0                  |            |                               |                                  |             |   |            |                               |                                  |                |                            |            |

### Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Source Atlantic Limited 43322 T В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 P x F ÷ 100 0 - S U x F ÷ 100 V - X Data sources Workforce Workforce Workforce Flow Data L-N Flow Data Flow Data $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 ī Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % # % % % % 2018 0.0 10.1 0.0 0 01 Senior Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 29 0 0.0 15.0 -4 0.0 02 Managers 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 24.5 2018 15 0 3 0.0 0.0 03 Professionals 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 0 0.0 0.0 0 0 0.0 Semi-Professionals & Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 6.2 0.0 05 Supervisors 0 0.0 0.0 0.0 0 0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 E ∞ D x Part 2: Flow E = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Long-term Goals Flow Data **Short-term Goals Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % 10. 0 0.0 0.0 10.1 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 15.0 0.0 15.0 0.0 Middle & Other 0 0.0 0.0 Managers 3 0.0 0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 24.5 0.0 0.0 24.5 0.0 03 Professionals 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 Semi-Professionals & 0 0.0 0.0 Technicians 3 0.0 0.0 0.0 0 0.0 0.0 0 0 0.0 6.2 0.0 0.0 6.2 0.0 0.0 05 Supervisors 3 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades 3 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 В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 0 T U V W Y Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U \, \mathbf{x}$ $E \not = D$ DxG E + HPart 2; Flow Part 2: Flow $O \oplus P \times$ E-H K x G ÷ 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 100 O - S Flow Data V-X $\times 100$ - 100 x 100 Data Analysis x 100 Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference # % # % % ۰. % 2018 0.0 Administrative & 22 0 1.6 0.0 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 189 5 2.6 4.1 -3 64.5 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 3 0.0 1.8 -1 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2018 2 5.1 3.1 165.4 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 8.5 0.0 Intermediate Sales & Service Personnel 0 0.0 0.0 0.0 0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 80 3.8 2.4 156.3 12 Workers 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow E = D xE = G xF + Lx 100 Part 3: Goals + M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis 1 1 **New Entrants** Goals Long-term Goals Flow Data **Short-term Goals Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All (EEOG) Percent of Percent of Percent of Percent of Employees Actual Goal Goal Goal Met Goal Met Goal Met Goal Met % % % ٠, % % Administrative & 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 4.1 0.0 4.1 0.0 Skilled Sales & 0 0.0 0.0 Service Personnel 3 0.0 0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 0 0.0 0.0 1.8 0.0 0.0 0.0 Trades Workers 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 Clerical Personnel 3 0.0 0.0 0.0 0 0.0 0.0 0 0 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 0.0 0.0 Service Personnel 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 Semi-Skilled Manual Workers 3 0.0 0.0 0.0 0.0 0.0 0

|             |                                    |   |                                  |                                  |                |   |                          | Fede             | ral Cont                      | ractors                | Progra           | m Achie                | vement     | Report                        |                                  |                |             |            |                               |                                  |                |             |            |
|-------------|------------------------------------|---|----------------------------------|----------------------------------|----------------|---|--------------------------|------------------|-------------------------------|------------------------|------------------|------------------------|------------|-------------------------------|----------------------------------|----------------|-------------|------------|-------------------------------|----------------------------------|----------------|-------------|------------|
|             |                                    |   |                                  |                                  |                |   |                          | Pa               | rt 7: Resi                    | ults - Mo              | embers           | of Visib               | le Mino    | rities                        |                                  |                |             |            |                               |                                  |                |             |            |
|             |                                    |   |                                  |                                  |                |   |                          |                  | ,                             | Source 2               | Atlantic         | c Limite               | t          |                               |                                  |                |             |            |                               |                                  |                |             |            |
|             |                                    |   |                                  |                                  |                |   |                          |                  |                               |                        | 43322            | ,                      |            |                               |                                  |                |             |            |                               |                                  |                |             |            |
| A           | B                                  | С                                       | D                                | E                                | F              | G Н   | I                        | J                | K                             | L                      | М                | N                      | O          | P                             | Q                                | R              | S           | T          | U                             | V                                | W              | X           | Y          |
| Data sc     | reces:                             | **************                          | Part 1:<br>Workforce<br>Analysis |                                  | E + D<br>x 100 | Part 1:<br>Workforce D x 6<br>Analysis + 10 |                          | H E+H            | Part 2: Flow<br>Data Analysis |                        | L + K<br>x 100   | K x G ÷ 100            | L-N        | Part 2: Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis | Q ÷ P x<br>100 | P x F ÷ 100 | Q - S      | Part 2: Flow<br>Data Analysis | Part 2:<br>Flow Data<br>Analysis | V ÷ U x<br>100 | U x F ÷ 100 | V-X        |
|             |                                    |   | 1                                | 1                                | 1              | 1 1   | 1                        | 1                | <u> </u>                      | 1                      | 1                | <u> </u>               | 1          | <u> </u>                      | <u> </u>                         | Ţ              | <u> </u>    | Ţ          | <u> </u>                      | <b>\</b>                         | 1              | Į.          | Ţ          |
|             |                                    |   |                                  | N                                |                | orce Analys                                 | S                        |                  |                               |                        |                  |                        |            |                               |                                  |                | nalysis     |            |                               |                                  |                |             |            |
|             | loyment Equity upational Group     | Year                                    |                                  |                                  | W              | orkforce<br>Visible Minoritie               |                          |                  |                               | 1                      | Hires            | : Minorities           |            |                               | P                                | romotio        | Minorities  |            |                               | Te                               | rminatio       | Minorities  |            |
| (EEC        |                                    |   | All<br>Employees                 | Represent                        | ation          | Availability                                | Gar                      | p EE Resu        | All<br>Employees              | Ac                     | tual             | Expected               | Difference | All<br>Employees              | Act                              |                | Expected    | Difference | All<br>Employees              | Act                              |                | Expected    | Difference |
|             |                                    | ¥                                       | ü                                | #                                | %              | % #   | #                        |                  | #                             | 4                      | %                | μ                      | #          | Ħ                             | ц                                | %              | #           | ¥          | H.                            | #                                | %              | #           | #          |
| 1 1 1       | Other Sales & Service              | 2018                                    | 1                                | 0                                | 0.0            | 2.6   | 0                        | 0 0.             |                               |                        |                  |                        |            |                               |                                  |                |             |            |                               |                                  |                |             |            |
| <del></del> | Personnel<br>Other Manual          | 0<br>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          |
| 1 [4.1      | 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            | 0           | 0          |
| Total       |                                    | 2018                                    | 467                              | 10                               | 2.1            | 0.0   | 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          |
| Data sc     | nurces:                            | *************************************** | Part 2: Flow<br>Data Analysis    | Part 2:<br>Flow Data<br>Analysis | E ÷ D x<br>100 | Part 3: E ÷ Q<br>Goals 100                  |                          |                  | Part 3: Goals                 | E÷Kx<br>100            | Part 3:<br>Goals | F+M x 100              |            |                               |                                  |                |             |            |                               |                                  |                |             |            |
|             |                                    |   | 1                                | ↓                                | 1              | 1 1   | 1                        | -                | Ψ.                            | 1                      | 1                | ↓                      |            |                               |                                  |                |             |            |                               |                                  |                |             |            |
|             |                                    |   |                                  | Entrant                          | S              |   |                          |                  | Goals                         |                        |                  |                        |            |                               |                                  |                |             |            |                               |                                  |                |             |            |
|             | loyment Equity                     | Year                                    | F                                | low Data<br>Visible Min          |                |   | -term Go<br>le Minoritie |                  |                               | Long-ter<br>Visible M  |                  |                        |            |                               |                                  |                |             |            |                               |                                  |                |             |            |
| (EEC        | ipational Group<br>OG)             |   | All<br>Employees                 | Actua                            |                | Goal Percen                                 | of 7                     | Porcont          |                               | Percent of<br>Goal Met | Goal             | Percent of<br>Goal Met |            |                               |                                  |                |             | ommen      | ES                            |                                  |                |             |            |
|             |                                    | #                                       | #                                | #                                | 8/6            | # %   |                          |                  | #                             | 6/6                    | %                | %                      |            |                               |                                  |                |             |            |                               |                                  |                |             |            |
|             | Other Sales & Service<br>Personnel | 3                                       | 0<br>n                           | 0                                | 0.0            | 0   |                          | 0.0 0.           |                               | 0.0                    | 0.0              |                        |            |                               |                                  |                |             |            |                               |                                  |                |             |            |
| $\vdash$    | Other Manual                       | 0                                       | 0                                | 0                                | 0.0            | 0   |                          | 0.0 0.           |                               | 0.0                    | 0.0              |                        |            |                               |                                  |                |             |            |                               |                                  |                |             |            |
|             | Workers                            | 3                                       | 0                                | 0                                | 0.0            |   |                          | 0.0 0.           |                               |                        | 0.0              |                        |            |                               |                                  |                |             |            |                               |                                  |                |             |            |
| Total       |                                    | 3                                       | 0<br>0                           | 0                                | 0.0<br>0.0     | 0   |                          | 0.0 0.<br>0.0 0. |                               | 0.0                    | 0.0              |                        |            |                               |                                  |                |             |            |                               |                                  |                |             |            |

| Federal Contractors Program Achievement Report |  |
|--|--|
| Part 8: Reasonable Efforts                     |  |
| Source Atlantic Limited                        |  |
| 43322  |  |

# **Efforts**

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

| Contra | ctors Program.   |
|--------|--|
| Requi  | red 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):  |
|      |   |
| Oper | ational Context   |
|      | check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent. |
|      | 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.  |
|                     |   |
| Addit               | tional Details  |
| Please <sub>l</sub> | 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 <u>Employment Equity Act</u> , 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:   |
| <ul> <li>Black</li> <li>Non-white Latin American (including Indigenous people from Central and South America)</li> <li>East Asian (e.g., Chinese, Japanese, Korean)</li> <li>South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad, or East Africa)</li> <li>Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)</li> </ul> |
| <ul> <li>Non-white West Asian, North African, or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)</li> <li>People of mixed origin (e.g., with one in one of the visible minority groups listed above)</li> </ul>  |
| Are you a member of a visible minority?  ☐ Yes ☐ No   |

### Section E. - Persons with Disabilities

According to the <u>Employment Equity Act</u>, 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. |
|   |

### Source Atlantic Limited – Self-Identifying Questionnaire (Q1 2018)

# 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. All comments and questions will be considered confidential. Section I. – Employee Signature (This Section is Required)

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

Signature: Date:

### Please return this form to:

Danielle Bourque

Email Address:

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:

Number of questionnaires returned:

Number of completed questionnaires returned:

| #   | %   |
|-----|-----|
| 467 | 100 |
| 410 | 88  |
| 407 | 87  |

- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- 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. \times The questionnaire indicates that answering the self-identification questions is voluntary. \times 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 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                     |                      |                |      |
|---|----------------------------------|----------------|---------------------------|----------------------|----------------|------|
| Employment Equity Occupational Group (EEOG) |                                  | Present<br>Gap | Short-<br>term<br>(1 to 3 | Long-<br>term<br>(+3 | Representation | LMA  |
|   |                                  |                | years)                    | years)               |                |      |
| #   | Description                      | #              | # or %                    | # 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          |               |                | *************************************** |
|----------------------------|-----------------------------------|---------|----------------|---------------|----------------|---|
| Emn                        | loyment Equity Occupational Group | Present | Short-<br>term | Long-<br>term | Representation | LMA                                     |
| Linp                       | (EEOG)                            | Gap     | (1 to 3        | (+3           |                |   |
|                            |                                   |         | years)         | years)        |                |   |
| #                          | Description                       | #       | # or %         | # 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          |               |                | *************************************** |
|--------------------------------------|----------------------------------|---------|----------------|---------------|----------------|---|
| Employment Equity Occupational Group |                                  | Present | Short-<br>term | Long-<br>term | Representation | LMA                                     |
|                                      | (EEOG)                           |         | (1 to 3        | (+3           |                |   |
|                                      |                                  |         | years)         | years)        |                |   |
| #                                    | Description                      | #       | # or %         | # or %        | %              | %                                       |
| 01/<br>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 shortterm 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   |                |               |                |      |
|--------------------------------------|------------------------------|---------|----------------|---------------|----------------|------|
| Employment Equity Occupational Group |                              | Present | Short-<br>term | Long-<br>term | Representation | LMA  |
|                                      | (EEOG)                       | Gap     | (1 to 3        | (+3           |                |      |
|                                      |                              |         | years)         | 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.

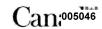
### RECOMMENDATION

| 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]

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 (Form1 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 underrepresented; and

 the establishment of accountability mechanisms supported by senior management to ensure that goals are met

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

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



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]

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 www.sourceatlantic.ca





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From: 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 > **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]

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 www.sourceatlantic.ca





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