and Emploi et opment Canada Développement social Canada

Labour Program Federal Contractors Program PROTECTED WHEN COMPLETED - B
OFFICIAL USE ONLY
Agreement N*:

Agreement to Implement Employment Equity

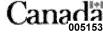
☑ New Agreement	(All sections n	nust be complet	8ď)	* *	
Revised Agreement					
	ORG/	INIZATION	••••••••••••		
Legal Name of Organization			Parent company	/ Is located outside	Canada
TechInsights Inc.				□ Yes [Z No
Operating Name (if different from Legal Name	of Organization)		Business Numi	b er	
				employees in Can Litme and/or Part-ti	
Organization's North American Industry Classi Number. To find your organization's four-digit http://www23.statcan.gc.ca/imdb/p3VD.pi?Fur 541990	NAICS code please visit:	ida 2012 Code	☐ Federally ☑ Provincial	Regulated ly Regulated	
	HEA	O OFFICE	***************************************		
Address (building number, street, suite, etc.)	* * ********	City		Province	Postal Code
1891 Robertson Road, Suite	500	Ottawa		ON	K2H 5B7
	~~~	Telephone Number 613-599-650			
	ENPLOYNENT	EQUITY CONT	ACT		
Name (print)		Title			
Christina Vincent		Human Resour	rces Specia	alist	
Telephone Number	E-mail Address			Preferred Languer	ge of Correspondence
613-576-0090	cvincent@techinsi	ghts.com			☐ French
	CERT	IFICATION			
<ul> <li>having a combined workforce of 100 or a intending to bid on, or being in receip supply arrangement, valued at \$1,000 hereby certifies its commitment to implem instrument, in keeping with the Federal C please contact the Labour Program at the important note: If an audit of the Agreen the procurement instrument(s) with the G</li> </ul>	t of, a federal government of, 2000 or more (including aptent or maintain employment or maintain employment actors Program require email address provided attent to implement Employment to implement Employment	goods or services of pilicable taxes) nt equity on an on- ements. For more if the bottom of this ment Equity uncove	contract, standing going basis, be information on h form.	ng offer or contra yond the period on yow to implement	ct issued under a of the procurement employment equity
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NOTE: The signatory must be the Chief contract on behalf of the organiz.	Executive Officer <b>OR</b> an ar		an executive p	osition with legal	authority to sign a
Name (print)	***************************************	Title			
Jason Abt		Vice Presid	ent, Opera	tions	
Telephone Number	E-mail Address			Preferred Langu	age of Correspondence
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El Th Co		194		*	r eligibility for the Federal
Completion of this form is mandatory. Refusal to Bid List, loss of the right to bid on federal go	vernment goods or services o	ontracts of any value	and may also res	sult in the termination	on of the contract.
The information you provide may be used end, disclosures of your personal information will no	or disclosed for policy analysi wer result in an administrative	s, research BNO/O/ 6v decision being made	auauon purpose: sabout you.	s. novever, Viese I	rondonel uses enclor
	RETURNI	NSTRUCTIONS			
IMPORTANT  The signed Agreement to implement	t Foolowed Eadle 4-	m must ba aant t	- 11.a 1 abour 0	)	il at·
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#### **Workforce Analysis - Detailed Report**

Date: 2019-10-23

#### Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	8	1	12.5 %	27.6 %	2	-1	National
02 : Middle and Other Managers	National	29	4	13.8 %	39.4 %	11	-7	National
03 : Professionals		86	24	27.9 %	26.0 %	22	2	
1112 : Financial and investment analysts	National	1	0	0.0 %	44.9 %	0	0	National
1121 : Human resources professionals	National	3	3	100.0 %	73.2 %	2	1	National
1122 : Professional occupations in business management consulting	National	4	2	50.0 %	42.7 %	2	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	3	100.0 %	66.6 %	2	1	National
2112 : Chemists	National	2	0	0.0 %	41.9 %	1	-1	National
2115 : Other professional occupations in physical sciences	National	4	2	50.0 %	23.5 %	1	1	National
2133 : Electrical and electronics engineers	National	5	1	20.0 %	10.7 %	1	0	National
2142 : Metallurgical and materials engineers	National	1	0	0.0 %	15.9 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	15	3	20.0 %	11.1 %	2	1	National
2148 : Other professional engineers, n.e.c.	National	25	3	12.0 %	19.9 %	5	-2	National
2171 : Information systems analysts and consultants	National	8	1	12.5 %	27.7 %	2	-1	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	33.0 %	0	0	National
2173 : Software engineers and designers	National	2	0	0.0 %	16.0 %	0	0	National
2174 : Computer programmers and interactive media developers	National	6	1	16.7 %	16.6 %	1	0	National
2175 : Web designers and developers	National	1	0	0.0 %	30.8 %	0	0	National
4163: Business development officers and marketing researchers and consultants	National	2	2	100.0 %	51.3 %	1	1	National
5121 : Authors and writers	National	3	3	100.0 %	56.1 %	2	1	National
04 : Semi-Professionals and Technicians		39	8	20.5 %	15.8 %	6	2	
2211 : Chemical technologists and technicians	Ontario	3	2	66.7 %	49.3 %	1	1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	20	4	20.0 %	11.0 %	2	2	Ontario
2242 : Electronic service technicians (household and business equipment)	Ontario	11	2	18.2 %	8.0 %	1	1	Ontario



#### **Workforce Analysis - Detailed Report**

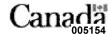
Date: 2019-10-23

#### Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
2281 : Computer network technicians	Ontario	3	0	0.0 %	21.4 %	1	-1	Ontario
2283 : Information systems testing technicians	Ontario	1	0	0.0 %	46.7 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	50.0 %	1	-1	Ontario
05 : Supervisors		2	2	100.0 %	51.8 %	1	1	
Employment Equity Occupational Group	Ottawa - Gatineau	2	2	100.0 %	51.8 %	1	1	Ottawa - Gatineau
07 : Administrative and Senior Clerical Personnel		11	9	81.8 %	76.8 %	8	1	
Employment Equity Occupational Group	Ottawa - Gatineau	11	9	81.8 %	76.8 %	8	1	Ottawa - Gatineau
08 : Skilled Sales and Service Personnel		11	2	18.2 %	27.9 %	3	-1	
6221 : Technical sales specialists - wholesale trade	Ontario	11	2	18.2 %	27.9 %	3	-1	Ontario
10 : Clerical Personnel		3	3	100.0 %	65.7 %	2	1	
Employment Equity Occupational Group	Ottawa - Gatineau	3	3	100.0 %	65.7 %	2	1	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel		2	2	100.0 %	62.8 %	1	1	
Employment Equity Occupational Group	Ottawa - Gatineau	2	2	100.0 %	62.8 %	1	1	Ottawa - Gatineau
Total		191	55	28.8 %	30.3 %	56	-1	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

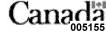


#### **Workforce Analysis - Detailed Report**

Date: 2019-10-23

#### **Aboriginal Peoples**

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees #	Repres	entation %	Availa %	ability #	Gap #	Recruitment Area
01 : Senior Managers	National	8	0	0.0 %	3.2 %	0	0	National
02 : Middle and Other Managers	National	29	0	0.0 %	2.7 %	1	-1	National
03 : Professionals		86	0	0.0 %	1.5 %	1	-1	
1112 : Financial and investment analysts	National	1	0	0.0 %	0.8 %	0	0	National
1121 : Human resources professionals	National	3	0	0.0 %	3.1 %	0	0	National
1122 : Professional occupations in business management consulting	National	4	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	2.1 %	0	0	National
2112 : Chemists	National	2	0	0.0 %	0.7 %	0	0	National
2115 : Other professional occupations in physical sciences	National	4	0	0.0 %	1.4 %	0	0	National
2133 : Electrical and electronics engineers	National	5	0	0.0 %	1.0 %	0	0	National
2142 : Metallurgical and materials engineers	National	1	0	0.0 %	0.3 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	15	0	0.0 %	0.8 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	25	0	0.0 %	2.1 %	1	-1	National
2171 : Information systems analysts and consultants	National	8	0	0.0 %	1.3 %	0	0	National
2172 : Database analysts and data administrators	National	1	0	0.0 %	1.5 %	0	0	National
2173 : Software engineers and designers	National	2	0	0.0 %	0.6 %	0	0	National
2174 : Computer programmers and interactive media developers	National	6	0	0.0 %	1.1 %	0	0	National
2175 : Web designers and developers	National	1	0	0.0 %	1.6 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	2	0	0.0 %	2.0 %	0	0	National
5121 : Authors and writers	National	3	0	0.0 %	2.3 %	0	0	National
04 : Semi-Professionals and Technicians		39	2	5.1 %	1.7 %	1	1	
2211 : Chemical technologists and technicians	Ontario	3	0	0.0 %	1.1 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	20	2	10.0 %	1.7 %	0	2	Ontario
2242 : Electronic service technicians (household and business equipment)	Ontario	11	0	0.0 %	1.9 %	0	0	Ontario



#### **Workforce Analysis - Detailed Report**

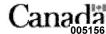
Date: 2019-10-23

#### **Aboriginal Peoples**

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
2281 : Computer network technicians	Ontario	3	0	0.0 %	1.7 %	0	0	Ontario
2283 : Information systems testing technicians	Ontario	1	0	0.0 %	1.0 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	1	0	0.0 %	1.4 %	0	0	Ontario
05 : Supervisors		2	0	0.0 %	3.2 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
07 : Administrative and Senior Clerical Personnel		11	0	0.0 %	3.4 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	11	0	0.0 %	3.4 %	0	0	Ottawa - Gatineau
08 : Skilled Sales and Service Personnel		11	0	0.0 %	1.2 %	0	0	
6221 : Technical sales specialists - wholesale trade	Ontario	11	0	0.0 %	1.2 %	0	0	Ontario
10 : Clerical Personnel		3	0	0.0 %	3.5 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	3.5 %	0	0	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel		2	0	0.0 %	3.1 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.1 %	0	0	Ottawa - Gatineau
Total		191	2	1.0 %	2.0 %	3	-1	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data

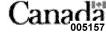


#### **Workforce Analysis - Detailed Report**

Date: 2019-10-23

#### **Members of Visible Minorities**

1: Senior Managers			Members of Visible Minorities					
Semior Managers	Employment Equity Occupational Group	Internal Location		•			•	Recruitment Area
National   29   5   17.2 %   17.6 %   5   0   National   29   5   17.2 %   17.6 %   5   0   National   3   30   30.2 %   32.2 %   28   28   29   29   30.2 %   32.2 %   28   29   29   30.2 %   32.2 %   28   29   29   30.2 %   32.2 %   28   29   29   30.2 %   32.2 %   28   29   29   30.2 %   32.2 %   28   29   30.2 %   32.2 %   28   29   30.2 %   32.2 %   28   29   30.2 %   32.2 %   28   29   30.2 %   32.2 %   28   29   30.2 %   32.2 %   28   29   30.2 %   32.2 %   28   29   30.2 %   32.2 %   28   29   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %   32.2 %			#	#	<del>%</del>	%	# #	
11/2   Frinancial and investment analysts   National   1   0   0.0 %   37.8 %   0   0   National   12/2   Frofessionals   National   1   0   0.0 %   37.8 %   0   0   National   12/2   Frofessional occupations in business management consulting   National   3   0   0.0 %   16.7 %   1   3   National   12/2   Frofessional occupations in business management consulting   National   3   0   0.0 %   16.7 %   1   3   National   12/2   Frofessional occupations in advertising, marketing and public relations   National   3   0   0.0 %   18.8 %   1   3   National   12/2   Chemists   National   2   0   0.0 %   44.1 %   1   3   National   11/2   Chemists   National   4   3   75.0 %   31.3 %   1   2   National   11/2   Chemists   National   4   3   75.0 %   31.3 %   1   2   National   11/2   National   National   National   National   11/2   National   National   National   National   National   National   National   Nati	01 : Senior Managers	National	8	0	0.0 %	11.5 %	1 -1	National
112 : Financial and investment analysts	02 : Middle and Other Managers	National	29	5	17.2 %	17.6 %	5 0	National
National 3 0 0.0 % 16.7 % 1 1 National 122 : Professionals National 4 0 0.0 % 26.4 % 1 1 National 123 : Professional occupations in business management consulting National 3 0 0.0 % 26.4 % 1 National 123 : Professional occupations in advertising, marketing and public relations National 3 0 0.0 % 18.8 % 1 National 125 : Chemists National 2 0 0.0 % 44.1 % 1 National 125 : Chemists National 2 0 0.0 % 44.1 % 1 National 125 : Other professional occupations in physical sciences National 4 3 75.0 % 31.3 % 1 2 National 133 : Electrical and electronics engineers National 5 0 0.0 % 39.6 % 2 National 142 : Metallurgical and materials engineers National 1 1 100.0 % 26.6 % 0 1 National 147 : Computer engineers (except software engineers and designers) National 15 8 53.3 % 42.7 % 6 2 National 148 : Other professional engineers, n.e.c. National 2 5 6 24.0 % 27.2 % 7 National 171 : Information systems analysts and consultants National 8 4 50.0 % 38.6 % 3 1 National 172 : Database analysts and data administrators National 1 1 100.0 % 35.5 % 0 1 National 173 : Software engineers and designers National 2 1 50.0 % 46.7 % 1 0 National 174 : Computer programmers and interactive media developers National 1 0 0.0 % 27.5 % 0 0 National 175 : Web designers and developers National 1 0 0.0 % 27.5 % 0 0 National 175 : Web designers and developers National 2 1 50.0 % 25.7 % 1 0 National 175 : Web designers and developers National 2 1 50.0 % 25.7 % 1 0 National 175 : Web designers and developers National 2 1 50.0 % 25.7 % 1 0 National 175 : Web designers and developers National 2 1 50.0 % 25.7 % 1 0 National 175 : Web designers and marketing researchers and consultants National 2 1 50.0 % 25.7 % 1 0 National 175 : Web designers and developers National 3 0 0.0 % 12.8 % 0 0 National 175 : Web designers and writers	03 : Professionals		86	26	30.2 %	32.2 %	28 -2	
122 : Professional occupations in business management consulting   National   4	1112 : Financial and investment analysts	National	1	0	0.0 %	37.8 %	0 0	National
123 : Professional occupations in advertising, marketing and public relations  National  12 : Chemists  National  13 : O 0.0 % 44.1 % 1 1 1 National  115 : Other professional occupations in physical sciences  National  13 : Electrical and electronics engineers  National  14 : 3 : 75.0 % 31.3 % 1 2 National  133 : Electrical and electronics engineers  National  142 : Metallurgical and materials engineers  National  143 : Metallurgical and materials engineers  National  144 : Computer engineers (except software engineers and designers)  National  148 : Other professional engineers, n.e.c.  National  149 : Electrical and electronics engineers and designers)  National  140 : Metallurgical and materials engineers  National  141 : Information systems analysts and consultants  National  142 : Database analysts and data administrators  National  143 : Software engineers and designers  National  144 : Computer programmers and interactive media developers  National  145 : Web designers and developers  National  146 : The formation systems and designers  National  147 : Computer programmers and interactive media developers  National  148 : Computer programmers and interactive media developers  National  149 : The formation systems and designers  National  140 : The formation systems and designers  National  141 : The formation systems and designers  National  142 : The formation systems and designers  National  144 : Computer programmers and interactive media developers  National  145 : Web designers and developers  National  146 : The formation systems and developers  National  147 : Computer programmers and interactive media developers  National  148 : The formation systems and systems and designers  National  149 : The formation systems and systems	1121 : Human resources professionals	National	3	0	0.0 %	16.7 %	1 -1	National
National 2 0 0.0% 44.1% 1 1 National 15: Other professional occupations in physical sciences National 4 3 75.0% 31.3% 1 2 National 133: Electrical and electronics engineers National 5 0 0.0% 39.6% 2 2 2 National 142: Metallurgical and materials engineers National 1 1 100.0% 26.6% 0 1 National 147: Computer engineers (except software engineers and designers) National 15 8 53.3% 42.7% 6 2 National 148: Other professional engineers, n.e.c. National 25 6 24.0% 27.2% 7 1 National 171: Information systems analysts and consultants National 8 4 50.0% 38.6% 3 1 National 172: Database analysts and data administrators National 1 1 100.0% 35.5% 0 1 National 173: Software engineers and designers National 2 1 50.0% 46.7% 1 0 National 174: Computer programmers and interactive media developers National 1 1 16.7% 34.2% 2 1 National 175: Web designers and developers National 2 1 50.0% 27.5% 0 0 National 175: Web designers and developers National 2 1 50.0% 27.5% 1 0 National 175: Web designers and marketing researchers and consultants National 2 1 50.0% 27.5% 1 0 National 175: Web designers and marketing researchers and consultants National 3 0 0.0% 27.5% 1 0 National 121: Authors and writers National National 3 0 0.0% 12.8% 0 0 National 121: Authors and writers	1122 : Professional occupations in business management consulting	National	4	0	0.0 %	26.4 %	1 .1	National
115 : Other professional occupations in physical sciences         National         4         3         75.0 %         31.3 %         1         2         National           133 : Electrical and electronics engineers         National         5         0         0.0 %         39.6 %         2         2         National           142 : Metallurgical and materials engineers         National         1         1         100.0 %         26.6 %         0         1         National           147 : Computer engineers (except software engineers and designers)         National         15         8         53.3 %         42.7 %         6         2         National           148 : Other professional engineers, n.e.c.         National         25         6         24.0 %         27.2 %         7         -1         National           171 : Information systems analysts and consultants         National         8         4         50.0 %         38.6 %         3         1         National           172 : Database analysts and data administrators         National         1         1         100.0 %         35.5 %         0         1         National           173 : Software engineers and designers         National         2         1         50.0 %         46.7 %         1	1123 : Professional occupations in advertising, marketing and public relations	National	3	0	0.0 %	18.8 %	1 -1	National
133 : Electrical and electronics engineers         National         5         0         0.0%         39.6%         2         -2         National           142 : Metallurgical and materials engineers         National         1         1         100.0%         26.6%         0         1         National           147 : Computer engineers (except software engineers and designers)         National         15         8         53.3%         42.7%         6         2         National           148 : Other professional engineers, n.e.c.         National         25         6         24.0%         27.2%         7         -1         National           171 : Information systems analysts and consultants         National         8         4         50.0%         38.6%         3         1         National           172 : Database analysts and data administrators         National         1         1         100.0%         35.5%         0         1         National           173 : Software engineers and designers         National         2         1         50.0%         46.7%         1         0         National           174 : Computer programmers and interactive media developers         National         1         0         0.0%         27.5%         0         0	2112 : Chemists	National	2	0	0.0 %	44.1 %	1 -1	National
National 1 1 100.0 % 26.6 % 0 1 National 1 1 100.0 % 26.6 % 0 1 National 147 : Computer engineers (except software engineers and designers) National 15 8 53.3 % 42.7 % 6 2 National 148 : Other professional engineers, n.e.c. National 25 6 24.0 % 27.2 % 7 1 National 171 : Information systems analysts and consultants National 8 4 50.0 % 38.6 % 3 1 National 172 : Database analysts and data administrators National 1 1 100.0 % 35.5 % 0 1 National 173 : Software engineers and designers National 2 1 50.0 % 46.7 % 1 0 National 174 : Computer programmers and interactive media developers National 6 1 16.7 % 34.2 % 2 1 National 175 : Web designers and developers National 1 0 0.0 % 27.5 % 0 0 National 175 : Web designers and developers National 2 1 50.0 % 27.5 % 1 0 National 175 : Business development officers and marketing researchers and consultants National 2 1 50.0 % 27.5 % 1 0 National 175 : Business development officers and marketing researchers and consultants National 3 0 0.0 % 12.8 % 0 0 National 175 : Authors and writers	2115 : Other professional occupations in physical sciences	National	4	3	75.0 %	31.3 %	1 2	National
National 15 8 53.3 % 42.7 % 6 2 National 148 : Other professional engineers, n.e.c. National 25 6 24.0 % 27.2 % 7 1 National 171 : Information systems analysts and consultants National 8 4 50.0 % 38.6 % 3 1 National 172 : Database analysts and data administrators National 1 1 100.0 % 35.5 % 0 1 National 173 : Software engineers and designers National 2 1 50.0 % 46.7 % 1 0 National 174 : Computer programmers and interactive media developers National 6 1 16.7 % 34.2 % 2 1 National 175 : Web designers and developers National 1 0 0.0 % 27.5 % 0 0 National 163 : Business development officers and marketing researchers and consultants National 3 0 0.0 % 12.8 % 0 0 National 121 : Authors and writers National 3 0 0.0 % 12.8 % 0 0 National	2133 : Electrical and electronics engineers	National	5	0	0.0 %	39.6 %	2 <b>-2</b>	National
National 25 6 24.0 % 27.2 % 7 1 National 171 : Information systems analysts and consultants National 8 4 50.0 % 38.6 % 3 1 National 172 : Database analysts and data administrators National 1 1 100.0 % 35.5 % 0 1 National 173 : Software engineers and designers National 2 1 50.0 % 46.7 % 1 0 National 174 : Computer programmers and interactive media developers National 6 1 16.7 % 34.2 % 2 1 National 175 : Web designers and developers National 1 0 0.0 % 27.5 % 0 National 163 : Business development officers and marketing researchers and consultants National 3 0 0.0 % 12.8 % 0 0 National 121 : Authors and writers	2142 : Metallurgical and materials engineers	National	1	1	100.0 %	26.6 %	0 1	National
National 8 4 50.0 % 38.6 % 3 1 National 172 : Database analysts and data administrators National 1 1 100.0 % 35.5 % 0 1 National 173 : Software engineers and designers National 2 1 50.0 % 46.7 % 1 0 National 174 : Computer programmers and interactive media developers National 6 1 16.7 % 34.2 % 2 1 National 175 : Web designers and developers National 1 0 0.0 % 27.5 % 0 National 163 : Business development officers and marketing researchers and consultants National 3 0 0.0 % 12.8 % 0 0 National 121 : Authors and writers	2147 : Computer engineers (except software engineers and designers)	National	15	8	53.3 %	42.7 %	6 2	National
National 1 100.0 % 35.5 % 0 1 National 1 100.0 % 35.5 % 0 1 National 173 : Software engineers and designers National 2 1 50.0 % 46.7 % 1 0 National 174 : Computer programmers and interactive media developers National 6 1 16.7 % 34.2 % 2 1 National 175 : Web designers and developers National 1 0 0.0 % 27.5 % 0 0 National 163 : Business development officers and marketing researchers and consultants National 2 1 50.0 % 25.7 % 1 0 National 121 : Authors and writers National 3 0 0.0 % 12.8 % 0 0 National	2148 : Other professional engineers, n.e.c.	National	25	6	24.0 %	27.2 %	7 -1	National
National 2 1 50.0 % 46.7 % 1 0 National 173 : Software engineers and designers   National 6 1 16.7 % 34.2 % 2 1 National 175 : Web designers and developers   National 1 0 0.0 % 27.5 % 0 0 National 163 : Business development officers and marketing researchers and consultants   National 1 1 0 0.0 % 27.5 % 1 0 National 121 : Authors and writers   National 3 0 0.0 % 12.8 % 0 0 National 121 : Authors and writers	2171 : Information systems analysts and consultants	National	8	4	50.0 %	38.6 %	3 1	National
National 6 1 16.7 % 34.2 % 2 1 National 174 : Computer programmers and interactive media developers National 6 1 16.7 % 34.2 % 2 1 National 175 : Web designers and developers National 1 0 0.0 % 27.5 % 0 0 National 163 : Business development officers and marketing researchers and consultants National 2 1 50.0 % 25.7 % 1 0 National 121 : Authors and writers National 3 0 0.0 % 12.8 % 0 0 National	2172 : Database analysts and data administrators	National	1	1	100.0 %	35.5 %	0 1	National
175 : Web designers and developers  National  1 0 0.0 % 27.5 % 0 0 National  163 : Business development officers and marketing researchers and consultants  National  National  3 0 0.0 % 12.8 % 0 0 National	2173 : Software engineers and designers	National	2	1	50.0 %	46.7 %	1 0	National
163 : Business development officers and marketing researchers and consultants  National  2 1 50.0 % 25.7 % 1 0 National  121 : Authors and writers  National  3 0 0.0 % 12.8 % 0 0 National	2174 : Computer programmers and interactive media developers	National	6	1	16.7 %	34.2 %	2 -1	National
121 : Authors and writers National 3 0 0.0 % 12.8 % 0 0 National	2175 : Web designers and developers	National	1	0	0.0 %	27.5 %	0 0	National
	4163 : Business development officers and marketing researchers and consultants	National	2	1	50.0 %	25.7 %	1 0	National
1 : Semi-Professionals and Technicians 39 7 17.9 % 32.4 % 13 -6	5121 : Authors and writers	National	3	0	0.0 %	12.8 %	0 0	National
	04 : Semi-Professionals and Technicians		39	7	17.9 %	32.4 %	13 <b>-6</b>	
211 : Chemical technologists and technicians Ontario 3 0 0.0 % 38.8 % 1 -1 Ontario	2211 : Chemical technologists and technicians	Ontario	3	0	0.0 %	38.8 %	1 -1	Ontario
241 : Electrical and electronics engineering technologists and technicians Ontario 20 5 25.0 % 30.6 % 6 -1 Ontario	2241 : Electrical and electronics engineering technologists and technicians	Ontario	20	5	25.0 %	30.6 %	6 -1	Ontario
242 : Electronic service technicians (household and business equipment)  Ontario  11  9.1 %  31.1 %  3  -2  Ontario	2242 : Electronic service technicians (household and business equipment)	Ontario	11	1	9.1 %	31.1 %	3 <b>-2</b>	Ontario



#### **Workforce Analysis - Detailed Report**

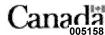
Date: 2019-10-23

#### **Members of Visible Minorities**

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avai	ilability	Gap	Recruitment Area
		#	#	%	%	#	#	
2281 : Computer network technicians	Ontario	3	0	0.0 %	38.7 %	1	-1	Ontario
2283 : Information systems testing technicians	Ontario	1	0	0.0 %	50.3 %	1	-1	Ontario
5241 : Graphic designers and illustrators	Ontario	1	1	100.0 %	28.6 %	0	1	Ontario
05 : Supervisors		2	0	0.0 %	16.2 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	16.2 %	0	0	Ottawa - Gatineau
07 : Administrative and Senior Clerical Personnel		11	4	36.4 %	14.1 %	2	2	
Employment Equity Occupational Group	Ottawa - Gatineau	11	4	36.4 %	14.1 %	2	2	Ottawa - Gatineau
08 : Skilled Sales and Service Personnel		11	7	63.6 %	22.8 %	3	4	
6221 : Technical sales specialists - wholesale trade	Ontario	11	7	63.6 %	22.8 %	3	4	Ontario
10 : Clerical Personnel		3	0	0.0 %	18.2 %	1	-1	
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	18.2 %	1	-1	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel		2	1	50.0 %	25.9 %	1	0	
Employment Equity Occupational Group	Ottawa - Gatineau	2	1	50.0 %	25.9 %	1	0	Ottawa - Gatineau
Total		191	50	26.1 %	27.1 %	54	-4	

Total may not equal sum of components due to rounding.

Sources: 2016 Census and employer's internal data



#### **Workforce Analysis - Detailed Report**

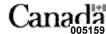
Date: 2019-10-23

#### Persons with Disabilities

		Persons with Disabilities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	37	0	0.0 %	5.0 %	2	-2	National
03 : Professionals	National	86	0	0.0 %	8.9 %	8	-8	National
04 : Semi-Professionals and Technicians	National	39	1	2.6 %	7.6 %	3	-2	National
05 : Supervisors	National	2	0	0.0 %	27.5 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	11	0	0.0 %	10.0 %	1	-1	National
08 : Skilled Sales and Service Personnel	National	11	0	0.0 %	8.0 %	1	•1	National
10 : Clerical Personnel	National	3	0	0.0 %	9.3 %	0	0	National
11 : Intermediate Sales and Service Personnel	National	2	0	0.0 %	10.8 %	0	0	National
				0.50/	0.4.07			
Total		191	1	0.5 %	8.1 %	16	-15	

Total may not equal sum of components due to rounding.

Sources: 2017 Canadian Survey on Disability and employer's internal data



#### **Workforce Analysis - Detailed Report**

Date: 2019-10-23

#### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	СМА
08 : Skilled Sales and Service Personnel	NOC	Provincial
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA



#### **Workforce Analysis - Detailed Report**

Date: 2019-10-23

#### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



#### **Workforce Analysis - Summary Report**

Date: 2019-10-23

#### Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	8	1	12.5 %	27.6 %	2	•1	
02 : Middle and Other Managers	29	4	13.8 %	39.4 %	11	-7	
03 : Professionals	86	24	27.9 %	26.0 %	22	2	
04 : Semi-Professionals and Technicians	39	8	20.5 %	15.8 %	6	2	
05 : Supervisors	2	2	100.0 %	51.8 %	1	1	
07 : Administrative and Senior Clerical Personnel	11	9	81.8 %	76.8 %	8	1	
08 : Skilled Sales and Service Personnel	11	2	18.2 %	27.9 %	3	-1	
10 : Clerical Personnel	3	3	100.0 %	65.7 %	2	1	
11 : Intermediate Sales and Service Personnel	2	2	100.0 %	62.8 %	1	1	
Total	191	55	28.8 %	30.3 %	56	-1	



#### **Workforce Analysis - Summary Report**

Date: 2019-10-23

#### **Aboriginal Peoples**

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	8	0	0.0 %	3.2 %	0	0	
02 : Middle and Other Managers	29	0	0.0 %	2.7 %	1		
03 : Professionals	86	0	0.0 %	1.5 %	1		
04 : Semi-Professionals and Technicians	39	2	5.1 %	1.7 %	1	1	
05 : Supervisors	2	0	0.0 %	3.2 %	0	0	
07 : Administrative and Senior Clerical Personnel	11	0	0.0 %	3.4 %	0	0	
08 : Skilled Sales and Service Personnel	11	0	0.0 %	1.2 %	0	0	
10 : Clerical Personnel	3	0	0.0 %	3.5 %	0	0	
11 : Intermediate Sales and Service Personnel	2	0	0.0 %	3.1 %	0	0	
Tabel	404	^	4 0 0/	0.00/		•	
Total	191	2	1.0 %	2.0 %	3	-1	



#### **Workforce Analysis - Summary Report**

Date: 2019-10-23

#### **Members of Visible Minorities**

			Members o	of Visible Mine	oritíes		
Employment Equity Occupational Group	All Employees	Repres	sentation	Avail	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	8	0	0.0 %	11.5 %	1	-1	
02 : Middle and Other Managers	29	5	17.2 %	17.6 %	5	0	
03 : Professionals	86	26	30.2 %	32.2 %	28	•	
04 : Semi-Professionals and Technicians	39	7	17.9 %	32.4 %	13	-6	
05 : Supervisors	2	0	0.0 %	16.2 %	0	0	
07 : Administrative and Senior Clerical Personnel	11	4	36.4 %	14.1 %	2	2	
08 : Skilled Sales and Service Personnel	11	7	63.6 %	22.8 %	3	4	
10 : Clerical Personnel	3	0	0.0 %	18.2 %	1	-1	
11 : Intermediate Sales and Service Personnel	2	1	50.0 %	25.9 %	4	0	
Total	191	50	26.1 %	27.1 %	54	-4	



#### **Workforce Analysis - Summary Report**

Date: 2019-10-23

#### Persons with Disabilities

			Persons	with Disabili	ties		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	37	0	0.0 %	5.0 %	2	-2	
03 : Professionals	86	0	0.0 %	8.9 %	8	-8	
04 : Semi-Professionals and Technicians	39	1	2.6 %	7.6 %	3	-2	
05 : Supervisors	2	0	0.0 %	27.5 %	7	-1	
07 : Administrative and Senior Clerical Personnel	11	0	0.0 %	10.0 %	***	-1	
08 : Skilled Sales and Service Personnel	11	0	0.0 %	8.0 %	· ·	-1	
10 : Clerical Personnel	3	0	0.0 %	9.3 %	0	0	
11 : Intermediate Sales and Service Personnel	2	0	0.0 %	10.8 %	0	0	
Total	191	1	0.5 %	8.1 %	16	-15	



#### **Workforce Analysis - Summary Report**

Date: 2019-10-23

#### WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



#### **Workforce Analysis - Summary Report**

Date: 2019-10-23

#### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



Data from Firs	t/Previous Wor	kforce Analysis
J.	J	Ţ

Data from Fi	rst/Previous Work	orce Analysis
YYYY	MM	DD
2019	10	23

Data from Subse	quent/Current Wa	rkforce Analysis
YYYY	MM	DD

Data from Subsequent/Current Workforce Analysis

		7	Гable 1: Women	
		First/Pro	evious Workforce A	<b>Analysis</b>
Emple	oyment Equity Occupational Group (EEOG)	All Employees	Won	nen
Empre	by ment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	8	1	27.6
02	Middle & Other Managers	29	4	39.4
03	Professionals	86	24	26.0
04	Semi-Professionals & Technicians	39	8	15.8
05	Supervisors	2	2	51.8
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	11	9	76.8
08	Skilled Sales & Service Personnel	11	2	27.9
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	3	3	65.7
11	Intermediate Sales & Service Personnel	2	2	62.8
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	•	191	55	30.3

Table 5: Women												
Subsequent/Current Workforce Analysis												
All Employees	Won	ien										
	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	o	0.0										
0	0	0.0										
0	o	0.0										
0	ol	0.0										
0	0	0.0										
0	o	0.0										
0	0	0.0										
0	o	0.0										
0	0	0.0										

* Source	:				
2006 Cen	isus of	Canada			

*	•	>	0	1	ı	ľ	c	E																																			
																									8																		

### Data from First/Previous Workforce Analysis

2019	10	23
YYYY	MM	DD
Data from Fi	rst/Previous Work	force Analysis

Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2019	10	23

		Table	2: Aboriginal P	'eoples
		First/Previous Workforce Analysis		
Emmlo	syment Fauity Occupational Crown (FFOC)	All Employees	Aborigin:	al Peoples
cmbio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	8	0	3.2
02	Middle & Other Managers	29	0	2.7
03	Professionals	86	0	1.5
04	Semi-Professionals & Technicians	39	2	1.7
05	Supervisors	2	0	3.2
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	11	0	3.4
08	Skilled Sales & Service Personnel	11	0	1.2
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	3	0	3.5
11	Intermediate Sales & Service Personnel	2	0	3.1
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		191	2	2.0

	Source:	
١	06 Census of Canada	

Data from	Subsequent/Curi Analysis	rent Workforce
Ţ	Ţ	Ţ

0	0	0
YYYY	MM	DD
Data from Subse	quent/Current Wo	orkforce Analysis

Table	Table 6: Aboriginal Peoples			
Subsequent	Subsequent/Current Workforce 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		

* Soi	urce:			
0				

### Data from First/Previous Workforce Analysis ↓ ↓ ↓

2019	MM 10	<b>DD</b>
Data from Fi	rst/Previous Work	orce Analysis

Data from Su	bsequent/Curre Analysis	nt Workforce
₩	₩	Ψ.

0	0	0
YYYY	MM	DD
Data from Subse	quent/Current Wo	orkforce Analysis

		Table 3: Me	mbers of Visible	e Minorities
		First/Previous Workforce Analysis		
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Members of Vis	sible Minorities
Empio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	8	0	11.5
02	Middle & Other Managers	29	5	17.6
03	Professionals	86	26	32.2
04	Semi-Professionals & Technicians	39	7	32.4
05	Supervisors	2	0	16.2
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	11	4	14.1
08	Skilled Sales & Service Personnel	11	7	22.8
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	3	0	18.2
11	Intermediate Sales & Service Personnel	2	1	25.9
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		191	50	27.1

Table 7: Members of Visible Minorities Subsequent/Current Workforce Analysis		
All Employees	Members of Visi	ble 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

Dour ec.

* Source	e:		
0			

### Data from First/Previous Workforce Analysis ↓ ↓ ↓

2019	10	23
YYYY	MM	DD
Data from Fi	rst/Previous Workf	orce Analysis

Data from Sub	sequent/Curro Analysis	ent Workforce
1	1	<b>\</b>

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

			Persons with Di	
	AF A O A A A GENOR	All Employees	Persons with	Disabilities
Empio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01/02	Managers	37	0	5.0
03	Professionals	86	0	8.9
04	Semi-Professionals & Technicians	39	1	7.6
05	Supervisors	2	0	27.5
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	11	0	10.0
08	Skilled Sales & Service Personnel	11	0	8.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	3	0	9.3
11	Intermediate Sales & Service Personnel	2	0	10.8
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		191	1	8.1

Table 8:	Persons with Dis	abilities
Subsequent	/Current Workford	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 Can	adian Survey on D	isability	

*	S	0	u	re	e:																			
*****	*****						****		****		****						****		****			*****	*****	88

#### Part 2: Flow Data Analysis

**Techinsights Inc** 

[Date: 2019-11-08]

Star	t Date of Flo	w Data
YYYY	MM	DD

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																											00000000													

Data from Form 4 - Employees Hired

0

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

			Table 1:	Women	
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Women Hired	All Employees 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

Full-time / National		Part-time /	'National
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Table 9: Women				
Full-time / National		Part-time	/ National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

#### Part 2: Flow Data Analysis

**Techinsights Inc** 

[Date: 2019-11-08]

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

0	0	0
YYYY	MM	DD
End I	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 2: Aboriginal Peoples			ples	
	Full-time	/ National	al Part-time / Nation		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples 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	

Full-time	/ National	Part-time	National
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

Table 10: Aboriginal Peoples				
Full-time / National		Part-time	/ National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples 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

**Techinsights Inc** 

[Date: 2019-11-08]

Start	Date of Flov	Data
0	0	טע

0	0	0
YYYY	MM	DD
End I	Date of Flow	Data

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

Data from Form 6 - Employees Terminated

		↓	↓	↓	↓
		Table.	3: Persons	with Disa	bilities
Employment Equity Occupational Group (EEOG)		Full-time	/ National	National Part-time / Nati	
		All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities 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

Full-time / National		Part-time / National		
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Table 11: Persons Full-time / National			abilities / National
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities 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

**Techinsights Inc** 

[Date: 2019-11-08]

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

0	0	0
YYYY	MM	DD
End I	Date of Flow	Data

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

		Table 4:	Members o	f Visible N	Inorities
		Full-time	/ National	Part-time	/ National
	nployment Equity Occupational Group EOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities 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

Full-time	/ National	Part-time / National						
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted					
#	#	#	#					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					
0	0	0	0					

Full-time	/ National	Part-time	/ National
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
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	0
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 1	or First/I	Previous (	Goals							
A B	C	D	E	F	G	H	I	J	K	L	M	N	O	I P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	$\mathbf{F}+\mathbf{I}$	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
	Ţ	J	Ţ	<b>1</b>	<u></u>	1	J	J	<b></b>	Ţ	J	1	ļ	<u> </u>	1	,,T	<u> </u>	J	······································
										Table 1:									
									First/	Previous SI	iort-term (	loals							
				All En	ployees										omen				
	Number	Grav	vth (New Posi	tions)	Turnover (Re	eplacement ( Employees)			Number	Turnover (R	eplacement of	Hires	3 Year Goals						
Employment Equity			1			Ani		Anticipated Hires Over 3		Terminated Employees)		Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Prej	ected	Actual	Fre	-	Years	YYYY-MM-DD		T	Over 3	****	- 1111	Availability	rresem Gap	Gap	Representation	Years
	2019-10-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-10-23	Annually	Over 3 Years	Years	2019	2022					
	#	%	%	#	9/0	%	#	#	#	%	#	#	#	9/6	%	#	#	9/4	9/6
01 Senior Managers	8	-100,0%	0.0%	(	0.0%	2.0%	0 0	0	1	2.0%	0	1	0	27.6%	27.6%	-1	-1	12.5%	12.5%
02 Middle & Other Managers	29	-100.0%	0.0%	(	0.0%	3.0%	3	3	4	3.0%	0	7	I	39,4%	39.4%	-7	-6	13.8%	17.2%
03 Professionals	86	-100.0%		(	0.0%		0	0	24	0.0%	0	-2	0		26.0%	2	2	27.9%	27.9%
04 Semi-Professionals & Tech	39	-100.0%		(	0.0%		0	0	8	0.0%	0	-2	0		15.8%	2	2	20.5%	20.5%
05 Supervisors	2	-100.0%		(	0.0%		0	0	2	0.0%	0	-1	0		51.8%	, 1	1	100.0%	100.0%
06 Supervisors: Crafts & Trades	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	11	-100.0%		(	0.0%		0	0	9	0.0%	0	-1	0		76.8%	1	1	81.8%	81.8%
08 Skilled Sales & Service	11	-100.0%	2.0%		0.0%	3.0%	. 1	I	2	3.0%	0	1	0	27.9%	27.9%	-1	-1	18.2%	18.2%
09 Skilled Crafts & Trades	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	3	-100.0%		(	0.0%		0	0	3	0.0%	0	-1	0		65.7%	1	1	100.0%	100.0%
11 Intermediate Sales & Service	2	-100.0%		(	0.0%		0	0	2	0.0%	0	-1	0		62.8%	, 1	1	100.0%	100.0%
12 Semi-Skilled Manual	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0,0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	191	+100.0%		(	0.0%		0	0	55	0.0%	0	3	0		30.3%	-3	-3	28.8%	28.8%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} - 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.

	110000000000000000000000000000000000000					Table 2: Women
¥2			Wom	en		
	loyment Equity pational Group (EEOG)	Short-teri	m Goals	Long-teri	n Goals %	Comments
01	Senior Managers	0	27.6	0	27.6	
02	Middle & Other Managers	0	39,4	0	39,4	
03	Professionals	0	0.0	0	0,0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0	0.0	
07	Administrative & Sr Clerical	0	0.0	0	0.0	
08	Skilled Sales & Service	0	27.9	0	27.9	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0,0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	-005176

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	Part 3: Goals
	Techinsights Inc
	[Date: 2019-11-08]
14 Other Manual Workers	0 0.0 0 0.0
Total	0 0.0 0 0.0

									Data	or First/I	revious (	Goals							
A		<u> </u>	IE	F	G	H	L	J	K	L	M	N	0	P	Q	R	S	**************************************	U
Data sources:	From Workforce Analysis	From Wørkforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
\$	<b></b>	<b></b>	.i	J	<b>.</b>	1	J	<b></b>	<b>.</b>	<b>.</b>	<u>†</u>	J	<b></b>	L	1	.i	<b></b>	J	J
										e 3: Abor		<u> </u>							
									First	Previous SI	iort-term (	Coals							
				All En	iployees										ial Peoples				
	Number	Gre	wth (New Posit	ions)	Turnover (Re	placement o Employees)	f Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
Employment Equity						•		Anticipated Hires Over 3			Employees)	Required		n - To	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj		Actual	Pre	jected	Years	AAAA-MM-DD			Over 3	1111	-	Availability	rresent Gap	Gap	Representation	Years
	2019-10-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-10-23	Annually	Over 3 Years	Years	2019	2022					
	#	%	%	#	%	%	#	#	#	9%	#	#	Ħ	%	%	#	#	%	9/0
01 Senior Managers	8	-100,0%		(	0.0%		0	0	(	0.0%	0	0	0		3.2%	0	0	0.0%	0.0%
02 Middle & Other Managers	29	-100.0%	0.0%	6	0.0%	3.0%	3	3	(	3.0%	0	1	0	2,7%	2.7%	, -1	-1	0.0%	0.0%
03 Professionals	86	-100.0%	5.0%	13	0.0%	3.0%	8	21	(	3.0%	0	1	0	1.5%	1.5%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	39	-100.0%	,	(	0.0%		0	0	2	0.0%	0	-1	0		1.7%	1	1	5.1%	5.1%
05 Supervisors	2	-100.0%	,	(	0.0%		0	0	(	0.0%	0	0	0		3.2%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	,	(	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	11	200107		(	0.0%		0	0	(	0.0%	0	0	0		3.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	- 11	100,07		(	0.0%		0	0	(	0.0%	0	0	0		1.2%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	0	0.0%		(	0.0%		0	0	(	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	3	-100.0%		(	0.0%		0	0	(	0.0%	0	0	0		3.5%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	2	-100.0%		(	0.0%		0	0	(	0.0%	0	0	0		3.1%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	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	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	191	-100.0%	,	(	0.0%		0	0	2	0.0%	0	2	0		2.0%	-2	-2	1.0%	1.0%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} 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 4: Aboriginal Peoples
Employment Equity		Aboriginal	Peoples		
Occupational Group (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
	#	%a	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	2.7	0	2.7	
03 Professionals	0	1.5	0	1.5	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0,0	0	0.0	
08 Skilled Sales & Service	0	0,0	0	0.0	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	0,0	0	0.0	
11 Intermediate Sales & Service	0	0,0	0	0.0	
12 Semi-Skilled Manual	0	0,0	()	0.0	
13 Other Sales & Service	0	0.0	0	0.0	005178

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	[Date: 2019-11-08]
14 Other Manual Worker Total	8 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 0 0 0.0 0 0 0.0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0

									Data 1	or First/I	Previous (	Goals							
A B	C	D	E	F	G	H	II		K	L	М	N	0	P	Q	R	S		U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
	1	1	↓	1	↓	<b>1</b>	Į.	1	↓	1	↓	1	1	↓	↓	1	<b>1</b>	Ţ	1
										with Disa									
									First/	Previous SI	iort-term C	loals							
				All En	iployees									Persons wi	th Disabilitie	s			
	Number	Growth (New Positions)				urnover (Replacement of Terminated Employees)		Anticipated	Number	i and the contract of the forms		Hires		r Goals n - To				_	Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-00	Actual	Proj	ected	Actual	Pro	Projected		VVVV-MM-DD	YV-MM-DD Terminated Employees)		Required V	1111	-VYYY Present Availability		Present Gap	Projected Gap	Present Representation	Representation in 3
Occupational Group (EEOG)	2019-10-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2019-10-23	Annually	Over 3 Years	Years	2019	2022	Avanaomiy		Сар	Representation	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	Ħ	%	%
01/02 Managers	37		0.0%	0	0.0%	3.0%	3	3	0	3.0%	. 0	2	0	5.0%	5.0%	1	-2	0.0%	0.0%
03 Professionals	86	-100.0%	5.0%	13		3.0%	8	21	0	3.0%	. 0	9	2	8.9%	8.9%	-8	-7	0.0%	2.0%
04 Semi-Professionals & Tech	39	-100.0%	2.0%	2	0.0%	3.0%	4	6	1	3.0%	0	2	0	7.6%	7.6%	-2	-2	2.6%	2.4%
05 Supervisors	2	-100.0%	0.0%	0	0.0%	3.0%	0	0	0	3.0%	0	1	0	27.5%	27.5%	-1	-1	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	11	-100.0%	0.0%	0	0.0%	3.0%	1	1	0	3.0%	0	l l	0	10.0%	10.0%	*	-1	0.0%	0.0%
08 Skilled Sales & Service	11	-100.0%	2.0%	1	0.0%	3.0%	1	2	U	3.0%	0	1	0	8.0%	8.0%	-1	-1	0.0%	0.0%
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	U	0.0%	0	0	0		0.0%	1 0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel		-100.0%		()	0.0%		0	0	U	0.0%	0	0	0		9.3%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	2	~100.0% 0.0%		U	0.0%		0	0	U	0.0%	0	0	U		10.8%	1 0	0	0.0% #DIV/0!	0.0% #DIV/0!
12 Semi-Skilled Manual	0			0	0.0%		0	0	0		0	0	0		0.0%		0		#DIV/0:
13 Other Sales & Service 14 Other Manual Workers	0	0.0% 0.0%		0	0.0%		1 0	"	0	0.0%	0	0	0		0.0% 0.0%	1 0	0	#DIV/0! #DIV/0!	#DIV/0:
<u> </u>	191			0	0.0%		1 0	0	1	0.0%	0	14	0		0.0% 8.1%	-14	-14	#DIV/0:	#DIV/0: 0.5%
Total	191	~100.0%		U	0.0%		1 0	<u> </u>	1	U.0%	0	14	U		8.1%	1 -14	-14	9.5%	0.5%

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} 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.

Workforce Amarysis) · 2/ x it					Table C. Danson with Disabilities
					Table 6: Persons with Disabilities
Employment Equity		rsons with l			
Occupational Group (EEOG)	Short-teri	m Goals	Long-ter	rm Goals	Comments
Occupational Group (EEOG)	# %		#	%	
01/02 Managers	0	5.0	0	5.0	
03 Professionals	2	8.9	2	8.9	
04 Semi-Professionals & Tech	0	7.6	0	7.6	
05 Supervisors	0	27.5	0	27.5	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	10.0	0	10.0	
08 Skilled Sales & Service	0	8.0	0	8.0	
09 Skilled Crafts & Trades	0	0,0	0	0,0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0,0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	005180

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									Data f	or First/I	revious (	Goals							
A B B	C	D	E	F	G	H	I	J	K	L	M	N	O	I P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C
	Ţ	J	Ļ	, T	J.	1	Ţ	Ţ	<u> </u>	1	Ţ	Ψ	1	<u> </u>	1	1	<u> </u>	<b>J</b>	<b></b>
									Table 7: M				S						
									First/	Previous SI	iort-term (	loals							
				All En	ployees										isible Minor	ities			
	Number	Number Growth (New Positions)		Turnover (Replacement of Terminated Employees)				Number	Turnover (Replacement of		Hires		r Goals						
Employment Equity	Antu		Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3					
Occupational Group (EEOG)	VVVV-MM-DD	Actual	2 2		Actual	110	1	Years	111111111111111111111111111111111111111			Over 3 Years		1	Availability	· · · · · · · · · · · · · · · · · · ·	Gap	Representation	Years
	2019-10-23	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2019-10-23	Annually	Over 3 Years	i cars	2019	2022					
	#	%	%	#	%	%	#	#	#	9/6	#	#	#	9/6	%	#	#	%	%
01 Senior Managers	8	-100,0%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	1	0	11.5%	11.5%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	29	-100.0%		0	0.0%		0	0	5	0.0%	0	0	0		17.6%	0	0	17.2%	17.2%
03 Professionals	86	-100.0%	5.0%	1.3	0.0%	3.0%	8	21	26	3.0%	2	8	7	32.2%	32.2%	-2	-1	30.2%	31.3%
04 Semi-Professionals & Tech	39	-100.0%	2.0%	2	0.0%	3.0%	4	6	7	3.0%	1	7	2	32.4%	32.4%	-6	-5	17.9%	19.5%
05 Supervisors	2	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		16.2%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	11	-100.0%		C	0.0%		0	0	4	0.0%	0	-2	0		14.1%	2	2	36.4%	36.4%
08 Skilled Sales & Service	11	-100.0%		0	0.0%		0	0	7	0.0%	0	-4	0		22.8%	4	4	63.6%	63.6%
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	3	-100.0%	0.0%	0	0.0%	3.0%	0	0	0	3.0%	0	1	0	18.2%	18.2%	-1	-1	0.0%	0.0%
11 Intermediate Sales & Service	2	-100.0%		0	0.0%		0	0	1	0.0%	0	0	0		25.9%	0	0	50.0%	50.0%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	191	+100.0%		1 0	0.0%		0	0	50	0.0%	- 0	2	1 0		27.1%	-2	-2	26.2%	26.2%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} - 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.

WORRIOGE Analy	3137 · 27 A IV	///					
							Table 8: Members of Visible Minorities
		Men	ibers of Visi	ble Mino	orities		
Employment Equity Occupational Group (	EE/O/O	Short-ter	m Goals	Long-t	term Goa	ls	Comments
Occupational Group (	EEOG)	#	%a	#	%		
01 Senior Managers		0	11.5		0	1.5	
02 Middle & Other	Managers	0	0.0		0	0.0	
03 Professionals		7	32.2		7 3	32.2	
04 Semi-Professiona	als & Tech	2	32.4		2 3	32.4	
05 Supervisors		0	0.0		0	0.0	
06 Supervisors: Cra	fts & Trades	0	0.0		0	0.0	
07 Administrative &	Sr Clerical	0	0.0		0	0.0	
08 Skilled Sales & S	ervice	0	0.0		0	0.0	
09 Skilled Crafts &	Trades	0	0.0		0	0.0	
10 Clerical Personne	el .	0	18.2		0	8.2	
11 Intermediate Sale	es & Service	0	0,0		0	0,0	
12 Semi-Skilled Ma	nual	0	0.0		0	0.0	
13 Other Sales & Se	rvice	0	0.0		0	0.0	.005182

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

									Data for	Subseque	nt/Currei	nt Goals							
<b>A B</b>	C	D	E	F	G	H	ĮI	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C
\$	<b>J</b>		<b></b>	<b>1</b>	······································	1	Į	<b></b>	<b></b>	ļ	<u>,                                     </u>	<b>—</b>	<u> </u>	↓ ↓	<b>J</b>	<u> </u>	<u> </u>	<b>J</b>	,
										Table 9:									
									Subseque	ent/Current	Short-terr	n Goals							
				All En	ployees										omen				
	Number	Grov	rth (New Posi	tions)	Turnover (Re	placement o Employees)			Number	Turnover (R	eplacement of	Hires		r Goals n - To					
Employment Equity	YYYY-MM-DD	Actual	Peni	ected		Anticipate		Anticipated Hires Over 3	Terminated Employees)		Required		1777-7777		Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)		Actual		Over 3	Actual		Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
		Annually	Annually	Years	Annually	Annually	Years			Annually	Years		0	3					
	#	%	%	#	%	%	ŧŧ.	#	Ħ	%	#	Ħ	#	%	%	#	#	%	%
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	#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 & Trades	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		1	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		)	0.0%		0	U	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service 12 Semi-Skilled Manual	0	-100.0% 0.0%		1 :	0.0%			"	0	0.0%	0	0	1 0		0.0% 0.0%	0	0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
12 Semi-Skilled Manual 13 Other Sales & Service	0	0.0%		1 2	0.0%		0	l "	0	0.0%	0	"			0.0%	"	0	#DIV/0!	#DIV/0: #DIV/0!
14 Other Manual Workers	0	0.0%		1 7	0.0%		1 0	) n	0	0.0%	0	0	"		0.0%	"	0	#DIV/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)^{1/3} - 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 Equity	Women	6.1	Ct
Occupational Group (EEOG)	Short-term Goals Long-te	rm Goals	Comments
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 & Trade	28 0.0	0.0	
07 Administrative & Sr Clerica	1 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	e 0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0,0	0.0	005184
14 Other Manual Workers	0.0	0.0	000104

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Total	0.0 0.0

									Data for	Subseque	nt/Currei	nt Goals							
A B	C	<u>D</u>	E	F	G	H	ĮI	J	K	L	M	N	0	P	Q	R	S		U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C
\$	<b>J</b>	<b>↓</b>	<u> </u>	<b>1</b>	······································	1	Į	<b></b>	<b>1</b>	·	<u>,                                     </u>	<u> </u>	<b></b>	<u> </u>	<b>J</b>	Ţ	<u> </u>	<b>J</b>	······································
										11: Abor									
									Subsequ	ent/Current	Short-terr	n Goals							
				All Er	nployees										nal Peoples				
	Number	Gres	wth (New Pos	itions)	Turnover (R	placement ( Employees)			Number	Turnover (R	eplacement of	Hires		Goals					
Employment Equity	VVVV-MM-00	Actual	T	jected	Actual	Anticipated			YYYY-MM-DD Terminated Employees)		Required		a - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)	1 1 1 1 - 11 11 - 1717	Actuar	110		Actual	110	-	Years	***************************************		Over 3	Over 3 Years			Availability	cocan caap	Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years			Annually	Years		0	3					
	#	%	%	#	%	%	#	#	#	%	#	Ħ	Ħ	%	%	#	#	%	%
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	#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 & Trades	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#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!
09 Skilled Crafts & Trades	0	0.0%		1	0.0%		0	0	0	0.0%	0	()	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		1	0.0%		0	U	U	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		1	0.0%			0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		] '	0.0%		] 0	1 0	U	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		1	0.0%			U .	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	1 0	#DIV/0!	#DIV/0!
Total	0	+100.0%		1 (	0.0%		1 0	1 0	()	0.0%	()	0	1 0	<u> </u>	0.0%	1 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)^{1/3} - 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 12: Aboriginal Peoples
Employment Equity	Aboriginal Peoples		
Occupational Group (EEOG)	<u> </u>	term Goals	Comments
	%	%	
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	005186
14 Other Manual Workers	1 0.0	0.0	303100

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	[Date: 2019-11-08]
Total	0.0

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									Data for	Subseque	nt/Curre	nt Goals							
A B	C	D	E	F	G	H			K	L	M	N	0	P	Q	R	S		L.
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis‡	Data Entry	CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	ĴхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
2	<b>↓</b>	↓	↓	Ţ	↓	1	1	1	1	Į.	↓	1	1	↓	1	1	<b>1</b>	Ţ	<b>1</b>
											with Dis								
									Subsequ	ent/Curren	t Short-terr	n Goals							
				All En	iployees									Persons wi	h Disabilitie	8			
	Number	Grm	vth (New Posit	inns)	Turnover (Re		f Terminated		Number	T	eplacement of		3 Yea	r Goals					
Employment Equity		· · · ·	***	,		Employees)		Anticipated			epiacement or l Employees)	Hires Required	Fro	m - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	VVVV-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Hires Over 3	YYYY-MM-DD		, .	Over 3	YYYY	- * * * * * * * * * * * * * * * * * * *	Availability	Present Gap	Gap	Representation	Representation in 3
,	-	Annually	Annually	Over 3	Annually	Annually	Over 3	Years		Annually	Over 3	Years	0	3					Years
		·		Years	·		Years			Ĺ	Years								
01/02/11	# //	9/6	%	#	9/9	%	#	#	#	%	#	#	#	9/6	%	#	#	9% CTN11.701	%
01/02 Managers 03 Professionals	0	-100.0% -100.0%		0	0.0%		1 0	0	0	0.0%	0	0			0.0% 0.0%		0	#DIV/0! #DIV/0!	1
04 Semi-Professionals & Tech	0	-100.0%		0	0.0%		1 0	0	6	0.0%	0	0		,	0.0%		0	#DIV/0!	1
05 Supervisors	0	-100.0%		0	0.0%		1 6	0	0	0.0%	0	0	6	1	0.0%	1 0	0	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		1 0	0	0	0.0%	ő	0	ſ		0.0%	J 0	0	#DIV/0!	1 1
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	6	)	0.0%	o	0	#DIV/0!	1
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!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	6	)	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0	)	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	)	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	€	)	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	(	)	0.0%	0	0	#DIV/0!	#DIV/0!

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} 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.

Workforce Analysis) · 2) × 10				Table 14: Persons with Disabilities
Employment Equity	Pe Short-teri	rsons with Disabilities n Goals   Long-ter	m Goals	Comments
Occupational Group (EEOG)		9/6	%	
01/02 Managers		0.0	0.0	
03 Professionals		0.0	0.0	
04 Semi-Professionals & Tech		0,0	0.0	
05 Supervisors		0.0	0.0	
06 Supervisors: Crafts & Trades		0.0	0.0	
07 Administrative & Sr Clerical		0.0	0.0	
08 Skilled Sales & Service		0.0	0.0	
09 Skilled Crafts & Trades		0.0	0,0	
10 Clerical Personnel		0.0	0.0	
11 Intermediate Sales & Service		0.0	0.0	
12 Semi-Skilled Manual		0.0	0.0	
13 Other Sales & Service		0,0	0.0	
14 Other Manual Workers		0.0	0.0	
Total		0.0	0.0	-005188

# Federal Contractors Program Achievement Report Part 3: Goals Techinsights Inc [Date: 2019-11-08]

									Data for	Subseque	ut/Currei	nt Goals							
A B	C	<u> </u>	E	F	G	H	L	J	K	L	M	N	0	P	Q	R	S	<u>T</u>	
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	1	<b>.</b>	1	1	1	1	1	1	<b>.</b>		<b>J</b>	↓	1	<u> </u>	1	1	<u> </u>	J	<u> </u>
									Table 15: N				es						
				All Fo	aplovees				Subsequi	ent/Current	Short-terr	n Goais	М	embers of V	isible Minor	ities			
				40.00	Turnover (R)		.f.Ti							r Goals	istore minor	lises			
	Number	Gres	wth (New Posi	tions)		Employees)		Anticipated	Number		eplacement of	Hires		n - To					Projected
Employment Equity	VVVV-MM-DD	Actual	Pro	ected	Actual	Pro	jected	Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required Over 3	1111	-YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Occupational Group (EEOG)				Over 3			Over 3	Years			Over 3	Years	0		Avanaomiy		Оир	Representation	Years
		Annually	Annually	Years	Annually	Annually	Years			Annually	Years		, v	3					
	Ħ	%	%	Ħ	%	%	Ħ	#	#	%	#	#	#	%	%	#	Ħ	%	9/6
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	1		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%			0.0%		1 0	0	0	0.0%	0	0			0.0%	0	0	#DIV/0! #DIV/0!	#DIV/0!
04   Semi-Professionals & Tech 05   Supervisors	0	-100.0% -100.0%			0.0%		1 0	0	U	0.0%	0	0			0.0% 0.0%		U O	#DIV/0:	#DIV/0! #DIV/0!
05   Supervisors   06   Supervisors: Crafts & Trades	0	0.0%			0.0%		1 0		0	0.0%	0	0			0.0%	1 0	0	#DIV/0:	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%			0.0%		1 0	0	0	0.0%	0	0	1 6		0.0%	1 6	ő	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	-100.0%		1	0.0%		1 0	Ŏ	0	0.0%	ő	0	1		0.0%	1 6	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		1 6	0.0%		l ŏ	0	0	0.0%	0	0	Ö		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%			0.0%		0	o	0	0.0%	0	0			0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		1 6	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%			0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		(	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	+100.0%		(	0.0%		0	0	()	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{1/3} - 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 16: Members of Visible Minorities
Employment Equity	Members of Visible Minor	ities	
Occupational Group (EEOG)	Short-term Goals Long-te	rm Goals	Comments
	%	%	
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 & Trad	es 0.0	0.0	
07 Administrative & Sr Clerica	al 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	ce 0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	005189
14 Other Manual Workers	0.0	0.0	-003169

	Federal Contractors Program Achievement Report
	Part 3: Goals
	Techinsights Inc
	[Date: 2019-11-08]
Total	0.0

### Federal Contractors Program Achievement Report Part 4: Results - Women **Techinsights Inc** [Date: 2019-11-08] 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 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 # % % # % % % % 2019 12.5 27.6 45.3 1 01 Senior Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2019 29 13.8 39.4 11 -7 35.0 02 Managers 0 0 0.0 0.0 -0 0.0 0 0.0 0 0.0 0 0.0 22 24 107.3 2019 27.9 26.0 03 Professionals 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2019 8 20.5 15.8 6 129.8 Semi-Professionals & 04 Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2019 2 100.0 51.8 193.1 05 Supervisors 0 0.0 0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2019 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 Met Goal Met Goal Met Goal Met % % % ٠, % % 27.6 27.€ 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 39.4 0.0 39.4 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 4: Results - Women **Techinsights Inc** [Date: 2019-11-08] 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: 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 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 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 % % # % % % % 2019 81.8 106.5 Administrative & 11 76.8 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2019 11 2 18.2 27.9 -1 65.2 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2019 0 0.0 0.0 0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2019 3 100.0 65.7 152.2 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2019 2 100.0 62.8 159.2 Intermediate Sales & Service Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2019 0 0.0 0.0 0 0.0 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 **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 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 27.9 0.0 27.9 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 0.0 0.0 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

								Feder	al Contr	actors	Progra	m Achie	vement	Report									
												- Wome		p									
										Tec	hinsigh	ts Inc											
										[Date	e: 2019-	-11-08]											
Property 1				innavēranaia					y	· · · · · · · · · · · · · · · · · · ·	7~~~~			·····	***************************************		· · · · · · · · · · · · · · · · · · ·	y	4				
LA	<b>B</b>	С	D	E	<u></u>	G H	<u> </u>	J	K	<u>L</u>	M	<u>N</u>	0	P	Q	R	<u> </u>	<u> </u>	<u>U</u>	V	W	X	<u>Y</u>
Data s	ources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis D x G ÷ 100	E-H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Duta Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis		' + U x 100	U x F ÷ 100	V-X
š			Ţ	<b>ا</b>	1	<u> </u>	<del>-</del>	<u> </u>	<u> </u>	<u> </u>	1	<u> </u>	<u> </u>	<u> </u>	1J	J	<u></u>	<u> </u>	<u> </u>	\	<u> </u>	Ţ	<u> </u>
				V	Vorkf	orce Analysis									Flow l	)ata A	nalysis						
	oloyment Equity upational Group	Year			N	orkforce				1	Hires				P	romotio				Tern	inatic		
(EE			All Employees	Represen	tation	Women Availability	Gap	EE Result	All Employees		tual .	Expected	Difference	All Employees	Aci	ual	Omen Expected	Difference	All Employees	Actual		Expected	Difference
		#	и	4	%	*6 #	#	%	#	#	%	μ	#	й	4	%	#	#	#	#	%	#	#
1 [51	Other Sales & Service	2019	0	0	0.0	0.0	0 0	0.0															
<del></del>	Personnel Other Manual	0 2019	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
	Workers	0	0	0	0.0	• · · · · · · · · · · · · · · · · · · ·	0 0	0.0	<b></b>	0	0.0	0	0	0	0	0.0	0	(	0	0	0.0	0	0
Tota		2019 0	191	55 0	28.8 0.0	<b>!</b>	8 -3	95.0 0.0	<b>!</b>	1 0	0,0				0	0.0				0	0.0		
L				<u>Vi</u>	0.0	0.0;	0 0	0.0	<u> </u>	1	0.0	1		1 0	L	0.0	1	<u> </u>	<u>,                                    </u>	U Oi	0.0		1 0
Data s	ources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: E ÷ G > Goals 100	Part 3: Goals	F÷1x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F+M x 100											
i	****		······································		<u>†</u>	i		t	↓	······↓	<u></u>	↓											
			New	Entran	ts			G	loals														
Emp	oloyment Equity	Year	Fl	low Data			erm Goals			Long-ter													
Occ (EE	upational Group OG)	rear	All Employees	Wome		Goal Percent Goal Mo		Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					(	Commen	ts				
		Ħ	#	#	%	# %	%	%	#	Goar vier	%	%											
1 1 1 1	Other Sales & Service Personnel	0	0	0	0.0	L	-	0.0	<b></b>	0,0	0.0												
14	Other Manual Workers	0	0	0	0.0	0 0		0.0	0	0.0	4	0.0											
Tota		0 3	0	0	0.0	0 0		0.0	0	0.0	0.0	0.0											

### Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples **Techinsights Inc** [Date: 2019-11-08] 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 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 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 # % % % % 2019 0.0 3.2 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 2019 0 0.0 2.7 -1 0.0 02 Managers 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 2019 0 3 0.0 1.5 -1 0.0 03 Professionals 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2019 2 5.1 1.7 301.7 Semi-Professionals & Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2019 0 0.0 3.2 0.0 05 Supervisors 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2019 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 ± I x 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 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 2.7 0.0 2.7 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 1.5 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 **Techinsights Inc** [Date: 2019-11-08] 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 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 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 ٠.. # % % % % 2019 0.0 3.4 Administrative & 11 0 0.0 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2019 11 0 0.0 1.2 0 0 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2019 0 0.0 0.0 0 0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2019 0 0.0 3.5 0 0 0.0 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2019 0 0.0 3.1 0.0 Intermediate Sales & Service Personnel 0.0 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2019 0 0.0 0.0 0 0.0 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 **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 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 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 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 Intermediate Sales & 0.0 0.0 0.0 Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 3 0.0 0.0 0.0 0.0 0 0.0

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01& Managers	0	0	0		· <b>L</b> earning	0.0	5.0	0.0	0	0.0	5.0												
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### Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities **Techinsights Inc** [Date: 2019-11-08] 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 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 # % % % % 2019 0.0 10.0 Administrative & 11 0 0.0 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2019 11 0 0.0 8.0 -1 0.0 Service Personnel 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2019 0 0.0 0.0 0 0.0 Trades Workers 0 0.0 0 0.0 0.0 0 0.0 0 0.0 ΩĖ 0.0 2019 0 0.0 9.3 0 0 0.0 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2019 0 0.0 10.8 0.0 Intermediate Sales & Service Personnel 0.0 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2019 0 0.0 0.0 0 0.0 12 Workers 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 Goat Goal Actual Goal Met Goal Met Goal Met Goal Met % *4 % % % % 0 0 0.0 0.0 10.0 0.0 0.0 10.0 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 8.0 0.0 0.0 8.0 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 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 10 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 0.0 Intermediate Sales & Service Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 0 0 0.0 0.0 0.0 Workers 3 03 0.0 0.0 0.0 0.0 0.0

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Data sources:		Part 1: Workforce Analysis		E + D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E-H	E+H x100	Part 2; Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ∻ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V÷Ux 100	U x F ÷ 100	V-X
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Employment Equity		F	low Data		Ş	Short-te	rm Goal	s		Long-ter	m Goals												
Occupational Group (EEOG)	Year	All	Persons wi Disabilitie		ı	Persons wit	h Disabilities		ı	Persons with	Disabilities						C	ommen	ts				
(EEOG)		Employees	Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
Other Sales & Service	# ()	# 0	# 0	% 0.0	# 0	0.0	9,0	0.0	# ()	0.0	0.0	0.0											
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14 Other Manual Workers	0	0		0.0	0	0,0	0.0	Į	0	0.0	0.0	0.0											
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### Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities **Techinsights Inc** [Date: 2019-11-08] T В $\mathbf{C}$ D E F $\mathbf{G}$ H M N 0 P 0 R 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 # % # % % % % 2019 0.0 11.5 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 2019 29 5 17.2 17.6 0 98.0 02 Managers 0 0 0.0 0.0 -0 0 0.0 0 0.0 0 0.0 0 0.0 26 30.2 32.2 28 -2 93.9 2019 03 Professionals 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2019 17.9 32.4 13 -6 55.4 Semi-Professionals & Technicians 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2019 0 0.0 16.2 0 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 & 2019 0 0.0 0.0 0 0 0.0 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,, % ٠, % % 11.3 0 0.0 0.0 11.5 0.0 0.0 0.0 01 Senior Managers 3 0.0 0.0 0.0 0.0 0 0.0 0 0.0 0.0 0.0 0.0 0.0 Middle & Other 0 0.0 0.0 Managers 3 0.0 0.0 0 0.0 0.0 0.0 32.2 32.2 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 32.4 0 0.0 0.0 32.4 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 7: Results - Members of Visible Minorities **Techinsights Inc** [Date: 2019-11-08] 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: 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 0 - S U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data P x F ÷ 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 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. % 2019 36.4 14.1 257.9 Administrative & 11 4 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2019 11 63.6 22.8 279.1 Service Personnel 0 0 0.0 0.0 -0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2019 0 3 0.0 0.0 0 0.0 Trades Workers 0 0 0.0 0.0 0.0 0 0 0.0 0 0.0 ΩĖ 0.0 2019 0 0.0 18.2 -1 0.0 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2019 1 50.0 25.9 193.1 Intermediate Sales & Service Personnel 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2019 0 0.0 0.0 0 0.0 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 **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 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 Skilled Crafts & 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Trades Workers 3 0.0 0.0 0.0 0.0 0.0 0 0 0.0 18.2 0.0 0.0 0 0.0 0.0 18.2 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 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

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Federal Contractors Program Achievement Report	
Part 8: Reasonable Efforts	
Techinsights Inc	
[Date: 2019-11-08]	

# **Efforts**

Please check the appropriate boxes next to the efforts that your organization made to implement the Federal C

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	cional Details
Please 1	provide any additional information (optional):

# **Employment Equity Self-Identification Survey**

Please complete the questions below. The information you provide is collected under the authority of the *Employment Equity Act* to enable our company to collect workforce data, comply with employment equity legislation and implement employment equity in the workplace, as required under the Federal Contractors Program.

Your responses will be kept confidential and will be used only for employment equity purposes.

Participation is voluntary however refusal to provide personal information will result in the incomplete and/or inaccurate capture of our workforce data.

You can change your answers or previously submitted information at any time; please do so through Sage.

Upon request, this survey will be made available in alternate formats and/or help is available to complete the survey successfully.

1. First and Last Name:		
2. Employment status:	Full-time employee	<del></del>
	Part-time employee	<b>=</b>
	Temporary employee	- <del>-</del>
3. What is your gender	r? Female 🗆	Male
After reading the descriptions be note that you may self-identify i		ny of the following apply to you. Please p.
According to the <i>Employment Ed</i> American Indian, Inuit or Métis.		person is a person who is North
4. Are you an Aborigin	al person? Yes 🗖 N	0 □
	who are non-white in a	a visible minority are people in Canada colour or non-Caucasian in race, regardless
Examples of visible minorities in Black, Non-white Latin American	·	
5. Are you a member of	of a visible minority?	Yes □ No □

According to the Employment Equity Act, persons with disabilities are persons who have a long-

term or recurring physical, mental, sensory, psychiatric or learning impairment and who

consider themselves to be at a disadvantage in employment by reason of that impairment, or who believe that an employer or potential employer is likely to consider them to be at a disadvantage in employment because of that impairment. This includes people whose functional limitations due to their impairment have been accommodated in their current job or workplace.

Examples of disabilities include, but are not limited to:

Coordination or dexterity impairment, mobility impairment, blindness or visual impairment, speech impairment, deafness or hearing impairment, other disabilities (e.g., learning, developmental, etc).

6.	Are you a	person v	with a	disability?	Yes		No	
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Thank you for your time. If you have any questions or feedback, please contact Human Resources.

From: Brown, Celine E [NC] <celine.brown@labour-travail.gc.ca> On Behalf Of EE-EME

Sent: November 22, 2019 8:42 AM

To: Brown, Celine E [NC] <celine.brown@labour-travail.gc.ca>

Subject: FW: (Techinsights Inc) Agreement 10000807 – First Compliance Assessment under the Federal

Contractors Program (TechInsights)

From: Christina Vincent < cvincent@techinsights.com>

Sent: November 19, 2019 5:23 PM

**To:** EE-EME <<u>ee-eme@hrsdc-rhdcc.gc.ca</u>> **Cc:** Jason Abt <<u>jabt@techinsights.com</u>>

Subject: RE: Government of Canada Agreement 10000807 - First Compliance Assessment under the

Federal Contractors Program (TechInsights)

## Good Afternoon,

Please find information below and attached for our First Compliance Assessment submission for the Federal Contractors Program.

- 1. A blank copy of our Workforce Survey Questionnaire used to gather our employment equity data from our employees
  - a. Note: our survey was completed electronically through our HR software (Sage) which required individual login information that identified the employee and their employment status. As such, data on first and last name, as well as employment status was collected automatically through the system
- 2. Workforce Survey Results:
  - a. The number of permanent full-time and permanent part-time employees who were surveyed (193)
  - b. The total number of blank (36), partially (9) and fully completed (148) self-identification questionnaires that were returned
  - c. The number of fully completed self-identification questionnaires returned (148)
- 3. Workforce Analysis
  - a. See attached copy of our Summary Report and Detailed Report
  - b. Note: we have granted Labour Program ESDC officers access to view our workforce analysis results in WEIMS
- 4. Achievement Report
  - See attached completed Achievement Report in Excel format, which includes our numerical short-term and long-term goals

Should you have any questions, please don't hesitate to contact me.

Best regards,

Christina Vincent

Human Resources Specialist



1891 Robertson Road, Suite 500 Ottawa, ON K2H 5B7 Canada t: 1.613.576.0090 Blog | Twitter | LinkedIn

**From:** <u>celine.brown@labour-travail.gc.ca</u> < <u>celine.brown@labour-travail.gc.ca</u> > **On Behalf Of** <u>ee-eme@hrsdc-rhdcc.gc.ca</u>

**Sent:** Thursday, October 31, 2019 10:46 AM **To:** Jason Abt <jabt@techinsights.com>

Cc: Christina Vincent < cvincent@techinsights.com >

Subject: Government of Canada Agreement 10000807 – Notification of First Compliance Assessment

under the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Jason Abt:

This is to inform you that Techinsights Inc. is now subject to a first compliance assessment for the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

Achieving compliance with the requirements of the FCP is a prerequisite for maintaining the right to bid on and receive any future federal contracts of any value.

As part of the first compliance assessment, you are required to submit the following information by email to ee-eme@hrsdc-rhdcc.gc.ca **no later than** November 27, 2019:

- 1. The self-identification questionnaire used to conduct your workforce survey.
- 2. The results of your workforce survey including:
  - the number of employees that were surveyed;
  - the combined number of self-identification questionnaires that were returned blank, partially and fully completed; and
  - o the number of fully completed and returned self-identification questionnaires.
- 3. The workforce analysis results (Summary Report and Detailed Report).
- 4. A completed Achievement Report file in Excel format that includes the numerical short-term and long-term goals where under-representation exists.

The first compliance assessment will comprise the analysis and verification of the documents your organization submits to ensure they are complete and meet the FCP requirements. You will be informed of our findings once the assessment is completed.

### **Tools and Resources**

In order to support this work, we encourage you to use the <u>Workplace Equity Information Management System</u> (WEIMS). For your reference, please refer to the *Quick Reference Guide for Contractors: How to Complete a Compliance Assessment Submission under the Federal Contractors Program.* This document can be accessed under FCP Documents of WEIMS Help page.

<u>WEIMS</u> is a secure, cost-free, web-based reporting system available to assist your organization in meeting its obligations. Through this application, you can upload your workforce data, then conduct and submit your workforce analysis (step 3 above). This application has the capability to:

- store and maintain your organization's employment equity information;
- create backup files of your data; and
- · generate a workforce analysis using the latest Census data.

If your organization does not have access to WEIMS, please complete and submit an <u>Authorization Form</u> to Access WEIMS.

Should you have any questions or require assistance, please contact your Program Officer, Céline Brown, at celine.brown@labour-travail.gc.ca.

Équipe de l'équité en emploi / Workplace Equity Team

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

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



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!

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# **Federal Contractors Program Report of the First Compliance Assessment**

**Employer Name: Techinsights Inc.** 

Primary Location: Ottawa, Ontario

Number of Employees: 191

# **Organization Overview:**

NAICS 5419 (Other Professional, Scientific, and Technical Services)

For 30 years, TechInsights has been a trusted patent and technology partner to the world's largest and most successful companies, including 37 of the top 50 U.S. patent holders. By revealing the innovation others cannot inside the broadest range of advanced technology products, they prove patent value and enable business leaders to make the best, fact-based IP and technology investment decisions. TechInsights provides a range of specialized services and products through two integrated divisions: IP Services and Technology Intelligence.

# **Key Dates – First Year Assessment**

Initiated: 2019-11-27 2019-11-19 Received: Workforce 2019-10-23

Analysis:

# **COLLECTION OF WORKFORCE INFORMATION**

Number of employees the questionnaire was sent to: Number of questionnaires returned:

Number of completed questionnaires returned:

#	%
193	100
193	100
148	77

- 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 guestionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.

- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

## **WORKFORCE ANALYSIS & GOAL SETTING**

- 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.

## SUMMARY OF GOALS

# Women

Workforce Analysis Results			Goals			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	27.6	27.6	12.5	27.6
02	Middle & Other Managers	-7	39.4	39.4	13.8	39.4
08	Skilled Sales & Service Personnel	-1	27.9	27.9	18.2	27.9

## Observations:

Goals have been set appropriately at, or higher, than LMA where there is a gap present.

# **Aboriginal Peoples**

Workforce Analysis Results			Go	als		
Emp	oloyment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3	Long- term (3+	Representation	LMA
	(2200)	Gup	years)	years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-1	2.7	2.7	0.0	2.7
03	Professionals	-1	1.5	1.5	0.0	1.5

# Observations:

• Goals have been set appropriately at, or higher, than LMA where there is a gap present.

# **Members of Visible Minorities**

	Workforce Analysis Results			als		
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	years)		
#	Description	#	%	%	%	%
01	Senior Managers	-1	11.5	11.5	0.0	11.5
03	Professionals	-2	32.2	32.2	30.2	32.2
04	Semi-Professionals & Technicians	-5	32.4	32.4	17.9	32.4
10	Clerical Personnel	-1	18.2	18.2	0.0	18.2

# Observations:

• Goals have been set appropriately at, or higher, than LMA where there is a gap present.

# **Persons with Disabilities**

	Workforce Analysis Results			als		
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3 years)	(3+ years)		
#	Description	#	%	%	%	%
01/ 02	Managers	-2	5.0	5.0	0.0	5.0
03	Professionals	-8	8.9	8.9	0.0	8.9
04	Semi-Professionals & Technicians	-2	7.6	7.6	2.6	7.6
05	Supervisors	-1	27.5	27.5	0.0	27.5
07	Administrative & Senior Clerical Personnel	-1	10.0	10.0	0.0	10.0
08	Skilled Sales & Service Personnel	-1	8.0	8.0	0.0	8.0

# Observations:

Goals have been set appropriately at, or higher, than LMA where there is a gap present.

## RECOMMENDATION

I recommend that the employer be found:

 $\boxtimes$  in compliance  $\square$  in non-compliance

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

- Given that the self-identification survey response rate is below the expected rate of 80%, we recommend that the organization design a follow-up strategy aimed at increasing the return and response rates. This could include communicating with employees to further:
  - explain the purpose of the survey; re-sending the self-identification questionnaire and asking employees who have not done so to complete the questionnaire;
  - o offer a means to answer questions that employees may have on employment equity; and,
  - o follow up with employees who have not completed the self-identification questionnaire to provide additional information and answer any questions they may have while respecting the voluntary aspect of self-identification;
  - We encourage your organization to continue building networks with designated group organizations to increase the representation of underrepresented groups.

- As a number of gaps are still present, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
  - A guide for completing an ESR is available at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf.
  - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given that there are gaps in all four designated groups, the organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating the gaps.

Name of Analyst: Céline Brown

Date: December 2, 2019

From: Brown, Celine E [NC] On Behalf Of EE-EME

**Sent:** December 20, 2019 11:35 AM **To:** Jason Abt <jabt@techinsights.com>

Cc: 'Christina Vincent' <cvincent@techinsights.com>

Subject: Government of Canada Agreement Number: 10000807 - Notification of Compliance with the

Federal Contractors Program

Cette information est également disponible en français sur demande.

### Dear Jason Abt:

I am writing to inform you that the compliance assessment initiated on November 27, 2019 has been completed. As a result of the assessment, Techinsights Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- Given that the self-identification survey response rate is below the expected rate of 80%, we recommend that the organization design a follow-up strategy aimed at increasing the return and response rates. This could include communicating with employees to further:
  - explain the purpose of the survey; re-sending the self-identification questionnaire and asking employees who have not done so to complete the questionnaire;
  - o offer a means to answer questions that employees may have on employment equity; and,
  - o follow up with employees who have not completed the self-identification questionnaire to provide additional information and answer any questions they may have while respecting the voluntary aspect of self-identification;
  - We encourage your organization to continue building networks with designated group organizations to increase the representation of underrepresented groups.
- As a number of gaps are still present, the organization may want to consider conducting an Employment Systems Review (ESR) of their recruitment and hiring policies and practices, in order to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
  - A guide for completing an ESR is available at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf.
  - Completing an ESR should assist the organization in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.
- Given that there are gaps in all four designated groups, the organization might consider forging links with trade programs, career fairs and professional associations in order to identify qualified potential employees that are members of the designated groups. This may help them in reducing / eliminating the gaps.

# **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 November 27, 2022. 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 Techinsights Inc. 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, Techinsights Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are 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 Céline Brown at celine.brown@labour-travail.gc.ca.

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

# Équipe de l'équité en emploi / Workplace Equity Team

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

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