Revised Agreement ORGANIZATION Legal Name of Organization Parent company is located outside Canada Tundra Technical Solutions Inc. Yes 7 No Operating Name (if different from Legal Name of Organization) Business Number Total number of en... 100 (Permanent Full-Time and/or Part-Time) Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: 7 Federally Regulated http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scjan/2007/fist-fiste-eng.htm 561320 Provincially Regulated HEAD OFFICE Address (building number, street, suite, etc.) City Province Postal Code 1 Eglinton Avenue East, Suite 705 Toronto м4рзал Telephone Number 4169157878 **EMPLOYMENT EQUITY CONTACT** Name (print) Title Jonathan Prothero President Telephone Number E-mail Address Preferred Language of Correspondence 4169157878 x 102 jonathanp@tundratechnical.ca 7 English French CERTIFICATION The above-named organization: * having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND · intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes) hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml: Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated. SIGNATORY NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization. Name (print) Tille Jonathan Prothero President Telephone Number E-mail Address Preferred Language of Correspondence 4169157878 jonathanp@tundratechnical.ca √ English French Signature Date (YYYY-MM-DD) 2016-05-18 **Privacy Notice:**

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

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

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

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

Tundra Technical Solutions Inc. (certificate # 10000478)

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2018-07-04 to 2018-07-04

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF **EMPLOYEES LOCATED IN** EACH AREA)

	I	Province				Cens	us Metropolitan	Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees		Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	64	0	0	64	Calgary	8	0	0	8
Québec	26	0	0	26	Montréal	11	0	0	11
Manitoba	3	0	0	3	Toronto	56	0	0	56
British Columbia	8	0	0	8	Vancouver	8	0	0	8
Alberta	8	0	0	8	Winnipeg	3	0	0	3
Total Employees in Can	ada 🕨			109	Québec	15	0	0	15
					Ottawa - Gatineau	7	0	0	7
					Ont. less CMA	s 1	0	0	1
					Total Employe	es in Canada	Þ		109



Workforce Analysis - Detailed Report

Date: 2018-07-04

Women

		Women						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation		lability Ga _l		
		#	#	%	%	# 1	!	
01 : Senior Managers	National	2	1	50.0 %	27.4 %	1	0 National	
02 : Middle and Other Managers	National	24	10	41.7 %	38.9 %	9	1 National	
03 : Professionals		1	0	0.0 %	42.5 %	0	0	
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	42.5 %	0	0 National	
07 : Administrative and Senior Clerical Personnel		49	25	51.0 %	80.3 %	39 -1	4	
Employment Equity Occupational Group	Calgary	4	3	75.0 %	80.5 %	3	Calgary	
Employment Equity Occupational Group	Montréal	9	4	44.4 %	80.8 %	7	3 Montréal	
Employment Equity Occupational Group	Ottawa - Gatineau	2	2	100.0 %	77.2 %	2	O Ottawa - Gatineau	
Employment Equity Occupational Group	Québec	13	7	53.8 %	80.9 %	11 -	4 Québec	
Employment Equity Occupational Group	Toronto	17	8	47.1 %	80.1 %	14 -	5 Toronto	
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	79.0 %	2 .	2 Vancouver	
Employment Equity Occupational Group	Winnipeg	2	1	50.0 %	81.1 %	2 .	1 Winnipeg	
10 : Clerical Personnel		7	4	57.1 %	65.4 %	5	•	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	65.8 %	1 .	1 Ottawa - Gatineau	
Employment Equity Occupational Group	Toronto	5	4	80.0 %	65.2 %	3	1 Toronto	
11 : Intermediate Sales and Service Personnel		20	6	30.0 %	63.9 %	13 •	7	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	66.1 %	2 -	2 Calgary	
Employment Equity Occupational Group	Montréal	2	2	100.0 %	61.8 %	1	1 Montréal	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	61.8 %	1 .	1 Ottawa - Gatineau	
Employment Equity Occupational Group	Toronto	8	2	25.0 %	63.9 %	5 .	3 Toronto	
Employment Equity Occupational Group	Vancouver	4	2	50.0 %	64.2 %	3	1 Vancouver	
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	65.5 %	1 .	1 Winnipeg	



Workforce Analysis - Detailed Report

Date: 2018-07-04

Women

		Women								
Employment Equity Occupational Group	Internal Location	All Employees	Representation		Availability		Gap	Recruitment Area		
		#	#	%	%	#	#			
Total		103	46	44.7 %	65.1 %	67	-21			

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-07-04

Aboriginal Peoples

	Aboriginal Peoples							
Internal Location	All Employees	Repres	entation		ability	Gap	Recruitment Area	
	#	#	%	%	#	#		
National	2	0	0.0 %	2.9 %	0	0	National	
National	24	0	0.0 %	2.2 %	1		National	
	1	0	0.0 %	1.6 %	0	0		
National	1	0	0.0 %	1.6 %	0	0	National	
	49	2	4.1 %	1.4 %	1	1		
Calgary	4	0	0.0 %	2.6 %	0	0	Calgary	
Montréal	9	1	11,1 %	0.7 %	0	1	Montréal	
Ottawa - Gatineau	2	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau	
Québec	13	0	0.0 %	0.7 %	0	0	Québec	
Toronto	17	1	5.9 %	0.8 %	0	1	Toronto	
Vancouver	2	0	0.0 %	2.1 %	0	0	Vancouver	
Winnipeg	2	0	0.0 %	8.5 %	0	0	Winnipeg	
	7	0	0.0 %	1.3 %	0	0		
Ottawa - Gatineau	2	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau	
Toronto	5	0	0.0 %	0.7 %	0	0	Toronto	
	20	0	0.0 %	2.0 %	0	0		
Calgary	3	0	0.0 %	2.5 %	0	0	Calgary	
Montréal	2	0	0.0 %	0.9 %	0	0	Montréal	
Ottawa - Gatineau	2	0	0.0 %	3.0 %	0	0	Ottawa - Gatineau	
Toronto	8	0	0.0 %	0.6 %	0	0	Toronto	
Vancouver	4	0	0.0 %	2.3 %	0	0	Vancouver	
Winnipeg	1	0	0.0 %	9.8 %	0	0	Winnipeg	
	National National National National Calgary Montréal Ottawa - Gatineau Québec Toronto Vancouver Winnipeg Ottawa - Gatineau Toronto Calgary Montréal Ottawa - Gatineau Toronto Vancouver	Wational 2 National 24 Institutional 1 National 1 Value 49 Calgary 4 Montréal 9 Ottawa - Gatineau 2 Vancouver 2 Winnipeg 2 Vancouver 2 Toronto 5 Calgary 3 Montréal 2 Ottawa - Gatineau 2 Toronto 8 Vancouver 4	Mational 2 0 National 24 0 National 1 0 National 1 0 National 1 0 Vancount 49 2 Calgary 4 0 Montréal 9 1 Ottawa - Gatineau 2 0 Vancouver 2 0 Vancouver 2 0 Calgary 3 0 Montréal 2 0 Ctawa - Gatineau 2 0 Ottawa - Gatineau 2 0 Toronto 8 0 Vancouver 4 0	Internal Location All Employees Representation National 2 0 0.0 % National 24 0 0.0 % National 1 0 0.0 % National 1 0 0.0 % National 1 0 0.0 % National 49 2 4.1 % Calgary 4 0 0.0 % Montréal 9 1 11.1 % Ottawa - Gatineau 2 0 0.0 % Toronto 17 1 5.9 % Vancouver 2 0 0.0 % Vinnipeg 2 0 0.0 % Ottawa - Gatineau 2 0 0.0 % Calgary 3 0 0.0 % Calgary 3 0 0.0 % Catawa - Gatineau 2 0 0.0 % Chawa - Gatineau 2 0 0.0 % Chawa - Gatineau 2 0	Internal Location All Employees Representation # Available % National 2 0 0.0 % 2.9 % National 24 0 0.0 % 2.2 % 1 0 0.0 % 1.6 % National 1 0 0.0 % 1.6 % National 49 2 4.1 % 1.4 % Calgary 4 0 0.0 % 2.6 % Montréal 9 1 11.1 % 0.7 % Ottawa - Gatineau 2 0 0.0 % 3.2 % Québec 13 0 0.0 % 0.7 % Vancouver 2 0 0.0 % 2.1 % Winnipeg 2 0 0.0 % 2.1 % Winnipeg 2 0 0.0 % 2.8 % Toronto 5 0 0.0 % 2.8 % Toronto 5 0 0.0 % 2.5 % Calgary 3 0 0.0 %	Internal Location All Employees Representation Availability National 2 0 0.0 % 2.9 % 0 National 24 0 0.0 % 2.2 % 1 National 1 0 0.0 % 1.6 % 0 Montréal 9 1 11.1 % 0 0 Montréal 9 1 11.1 % 0.7 % 0 Ottawa - Gatineau 2 0 0.0 % 0.7 % 0 Vancouver 2 0 0.0 % 2.1 % 0 Vinnipeg 2 0 0.0 % 2.8 % 0 Ottawa - Gatineau 2 0 0.0 %	Internal Location All Employees Representation Availability Gap National 2 0 0.0 % 2.9 % 0 0 National 24 0 0.0 % 2.2 % 1 -1 1 0 0.0 % 1.6 % 0 0 National 1 0 0.0 % 1.6 % 0 0 National 1 0 0.0 % 1.6 % 0 0 National 1 0 0.0 % 1.6 % 0 0 National 1 0 0.0 % 1.6 % 0 0 0 49 2 4.1 % 1.4 % 1 1 Calgary 4 0 0.0 % 2.6 % 0 0 Ottawa - Gatineau 2 0 0.0 % 0.7 % 0 0 Vinnipeg 2 0 0.0 % 2.1 % 0 0 Ottawa - Gatineau 2	



Workforce Analysis - Detailed Report

Date: 2018-07-04

Aboriginal Peoples

		Aboriginal Peoples								
Employment Equity Occupational Group	Internal Location	All Employees Representation		entation	Availability		Gap	Recruitment Area		
		#	#	%	%	#	#			
Total		103	2	2.0 %	1.7 %	2	0			

Total may not equal sum of components due to rounding.

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

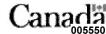


Workforce Analysis - Detailed Report

Date: 2018-07-04

Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Availa	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	2	0	0.0 %	10.1 %	0	0	National
02 : Middle and Other Managers	National	24	8	33.3 %	15.0 %	4	4	National
03 : Professionals		1	0	0.0 %	12.5 %	0	0	
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	12.5 %	0	0	National
07 : Administrative and Senior Clerical Personnel		49	14	28.6 %	19.3 %	9	5	
Employment Equity Occupational Group	Calgary	4	2	50.0 %	16.5 %	1	1	Calgary
Employment Equity Occupational Group	Montréal	9	2	22.2 %	12.2 %	1	1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	1	50.0 %	12.2 %	0	1	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	13	3	23.1 %	1.5 %	0	3	Québec
Employment Equity Occupational Group	Toronto	17	4	23.5 %	37.3 %	6	-2	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	35.3 %	1	• 1	Vancouver
Employment Equity Occupational Group	Winnipeg	2	2	100.0 %	11.1 %	0	2	Winnipeg
10 : Clerical Personnel		7	3	42.9 %	38.6 %	3	0	
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	5	3	60.0 %	48.1 %	2	1	Toronto
11 : Intermediate Sales and Service Personnel		20	3	15.0 %	39.1 %	8	-5	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	29.7 %	1		Calgary
Employment Equity Occupational Group	Montréal	2	0	0.0 %	22.2 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	22.0 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	8	2	25.0 %	48.9 %	4	-2	Toronto
Employment Equity Occupational Group	Vancouver	4	1	25.0 %	47.5 %	2		Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	23.2 %	0	0	Winnipeg



Workforce Analysis - Detailed Report

Date: 2018-07-04

Members of Visible Minorities

		Members of Visible Minorities								
Employment Equity Occupational Group	Internal Location	All Employees Representation		Avai	Availability		Recruitment Area			
		#	#	%	%	#	#			
Total		103	28	27.2 %	23.2 %	24	4			

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-07-04

Persons with Disabilities

		Persons with Disabilities							
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area	
		#	#	%	%	#	#		
01/02 : Managers	National	26	0	0.0 %	4.3 %	1	-1	National	
03 : Professionals	National	1	0	0.0 %	3.8 %	0	0	National	
07 : Administrative and Senior Clerical Personnel	National	49	1	2.0 %	3,4 %	2	•1	National	
10 : Clerical Personnel	National	7	1	14.3 %	7.0 %	0	1	National	
11 : Intermediate Sales and Service Personnel	National	20	0	0.0 %	5.6 %	1	-1	National	
Total		103	2	1.9 %	4.3 %	4	-2		

Total may not equal sum of components due to rounding.

Sources: 2012 Canadian Survey on Disability and employer's internal data



Workforce Analysis - Detailed Report

Date: 2018-07-04

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	СМА



Workforce Analysis - Detailed Report

Date: 2018-07-04

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



Workforce Analysis - Summary Report

Date: 2018-07-04

Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	2	1	50.0 %	27.4 %	1	0	
02 : Middle and Other Managers	24	10	41.7 %	38.9 %	9	1	
03 : Professionals	3	2	66.7 %	61.5 %	2	0	
07 : Administrative and Senior Clerical Personnel	51	25	49.0 %	80.3 %	41	-16	
10 : Clerical Personnel	8	5	62.5 %	65.4 %	5	0	
11 : Intermediate Sales and Service Personnel	21	6	28.6 %	63.9 %	13	-7	
Total	109	49	45.0 %	65.4 %	71	-22	



Workforce Analysis - Summary Report

Date: 2018-07-04

Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Represe	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	2	0	0.0 %	2.9 %	0	0	
02 : Middle and Other Managers	24	0	0.0 %	2.2 %	1	-1	
03 : Professionals	3	0	0.0 %	2.3 %	0	0	
07 : Administrative and Senior Clerical Personnel	51	2	3.9 %	1.3 %	1	1	
10 : Clerical Personnel	8	0	0.0 %	1.2 %	0	0	
11 : Intermediate Sales and Service Personnel	21	0	0.0 %	1.9 %	0	0	
Total	109	2	1.8 %	1.7 %	2	0	



Workforce Analysis - Summary Report

Date: 2018-07-04

Members of Visible Minorities

			Members o	f Visible Min	orities		
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	2	0	0.0 %	10.1 %	0	0	
02 : Middle and Other Managers	24	8	33.3 %	15.0 %	4	4	
03 : Professionals	3	0	0.0 %	13.6 %	0	0	
07 : Administrative and Senior Clerical Personnel	51	14	27.5 %	20.0 %	10	4	
10 : Clerical Personnel	8	3	37.5 %	39.8 %	3	0	
11 : Intermediate Sales and Service Personnel	21	3	14.3 %	39.6 %	8	-5	
Total	109	28	25.7 %	23.8 %	25	3	



Workforce Analysis - Summary Report

Date: 2018-07-04

Persons with Disabilities

			Persons	with Disabilit	ies		
Employment Equity Occupational Group	All Employees	Repres	entation	Availa	ability	Gap	
	#	#	%	%	#	#	
01/02 : Managers	26	0	0.0 %	4.3 %	1	-1	
03 : Professionals	3	0	0.0 %	3.8 %	0	0	
07 : Administrative and Senior Clerical Personnel	51	1	2.0 %	3.4 %	2	•	
10 : Clerical Personnel	8	1	12.5 %	7.0 %	1	0	
11 : Intermediate Sales and Service Personnel	21	0	0.0 %	5.6 %	1	-1	
Total	109	2	1.9 %	4.3 %	5	-3	



Workforce Analysis - Summary Report

Date: 2018-07-04

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
10 : Clerical Personnel	EEOG	CMA
11 : Intermediate Sales and Service Personnel	EEOG	CMA



Workforce Analysis - Summary Report

Date: 2018-07-04

WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
07 : Administrative and Senior Clerical Personnel	EEOG	National
10 : Clerical Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



Data from Fir	st/Previous Workf	orce Analysis
YYYY	MM	DD
2018	07	04

Data from Sul	osequent/Curr Analysis	ent Workforce
1	↓	1

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

		J	Гable 1: Women	1
		First/Pro	evious Workforce /	Analysis
Emple	yment Equity Occupational Group (EEOG)	All Employees	Wor	men
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	2	1	27.4
02	Middle & Other Managers	24	10	38.9
03	Professionals	3	2	61.5
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	51	25	80.3
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	8	5	65.4
11	Intermediate Sales & Service Personnel	21	6	63.9
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		109	49	65.4

7	Table 5: Women	
Subsequent	/Current Workford	e Analysis
All Employees	Won	nen
	Representation	Availability*
#	#	%
0	0	0.0
0	o	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	0	0.0
0	o	0.0
0	0	0.0

* Source:					
2011 Nati	onal Ho	usehold	Survey		

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Part 1: Workforce Analysis

[Organization's Legal Name]

[Date:2018-09-19]

Data from First/Previous Workforce Analysis

2018	07	04
YYYY	MM	DD
Data from Fi	rst/Previous Work	orce Analysis

Data from Subsequent/Current Workforce Analysis

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

		Table	2: Aboriginal P	eoples
		First/Pr	evious Workforce .	Analysis
Employment Equity Occupational Group (EEOG)		All Employees	Aborigin	al Peoples
			Representation	Availability*
		#	#	%
01	Senior Managers	2	0	2.9
02	Middle & Other Managers	24	0	2.2
03	Professionals	3	0	2.3
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	51	2	1.3
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	8	0	1.2
11	Intermediate Sales & Service Personnel	21	0	1.9
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		109	2	1.7

Table 6: Aboriginal Peoples Subsequent/Current Workforce Analysis						
All Employees	_					
	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				

* Source:		
2011 National I	Household Survey	

* Source:	
0	

Part 1: Workforce Analysis

[Organization's Legal Name]

[Date:2018-09-19]

Data from First/Previous Workforce Analysis

2018	07	04
YYYY	MM	DD
Data from Fi	rst/Previous Work	orce Analysis

Data from Subsequent/Current Workforce Analysis

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

		Table 3: Me	embers of Visibl	e Minorities
		First/Pr	evious Workforce 2	Analysis
Employment Equity Occupational Group (EEOG)		All Employees	Members of Vis	sible Minorities
			Representation	Availability*
		#	#	%
01	Senior Managers	2	0	10.1
02	Middle & Other Managers	24	8	15.0
03	Professionals	3	0	13.6
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	51	14	20.0
08	Skilled Sales & Service Personnel	0	0	0.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	8	3	39.8
11	Intermediate Sales & Service Personnel	21	3	39.6
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		109	28	23.8

Subsequent/Current Workforce Analysis					
All Employees	Members of Vis	ible 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			

* Source:		
2011 Nationa	l Household Survey	

	^e Sou						
()						

Data from First/Previous Workforce Analysis ↓ ↓ ↓

2018	07	04
YYYY	MM	DD
Data from Fi	rst/Previous Work	orce Analysis

1	1	Ţ	\
Analysis	Data from Subse	equent/Current Wo	orkforce Analysis
DD	YYYY	MM	DD

0

Data from Subsequent/Current Workforce

Analysis

0

		Table 4:	Persons with Di	sabilities		
Employment Equity Occupational Group (EEOG)		First/Previous Workforce Analysis				
		All Employees	Persons with	Persons with Disabilities		
			Representation	Availability*		
		#	#	%		
01/02	Managers	26	0	4.3		
03	Professionals	3	0	3.8		
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	51	1	3.4		
08	Skilled Sales & Service Personnel	0	0	0.0		
09	Skilled Crafts & Trades Workers	0	0	0.0		
10	Clerical Personnel	8	1	7.0		
11	Intermediate Sales & Service Personnel	21	0	5.6		
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	***************************************	109	2	4.3		

Table 8: Persons with Disabilities			
Subsequent	/Current Workford	e Analysis	
All Employees	Persons with Disabilities		
	Representation	Availability*	
#	#	%	
0	0	0.0	
0	0	0.0	
0	ol	0.0	
0	0	0.0	
0	ol	0.0	
0	o	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	

* Sourc				
2011 Na	ational House	ehold Surv	vey	

* Source	:		

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Part 2: Flow Data Analysis

[Organization's Legal Name]

[Date:2018-09-19]

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	Start	Date o	f Flov	Data	ı
YY	/YY	M	M	Ι	D

	Date of Flow	
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Data from Form 4 - Employees Hired Data from Form 5 - Employees Promoted Data from Form 6 - Employees Terminated

	Table 1: Women			
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All 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

	Table 5:	Women	
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	o	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

[Organization's Legal Name]

[Date:2018-09-19]

0	0	0
YYYY	MM	DD
Start	Date of Flow	Data

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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

		₩	Ψ	₩	· ·	
		Table 2: Aboriginal Peoples				
		Full-time	/ National	Part-time	/ National	
	ployment Equity Occupational Group EOG)	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 Workers13 Other Sales & Service Personnel

14 Other Manual Workers

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	o	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	O	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	O	
0	0	0	C	
0	0	0	O	
0	0	0	C	
0	0	0	0	
0	0	0	0	

Part 2: Flow Data Analysis

[Organization's Legal Name]

[Date:2018-09-19]

0	0	0
YYYY	MM	DD
Start	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 -
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	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
O7 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
99 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	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	
#	#	#	#	
0	0	0	C	
0	0	0	C	
0	0	0	0	
0	0	0	C	
0	0	0	C	
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
0	0	0	C	
0	0	0	C	
0	0	0	C	
0	0	0	(
0	0	0	C	
0	0	0	0	

Table 11: Persons with Disabilities				
Full-time / National		Part-time / 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	C	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	C	
0	0	0	0	
0	0	0	0	
0	0	0	0	

Part 2: Flow Data Analysis

[Organization's Legal Name]

[Date:2018-09-19]

0	0	0
YYYY	MM	DD
Start	Date of Flow	V Data

0	0	0
YYYY	MM	DD
End	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 of Visible Mino			
		Full-time	/ National	Part-time	/ National
	ployment 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	C	
0	0	0	C	
0	0	0	0	
0	0	0	C	
0	0	0	0	
0	0	0	C	
0	0	0	C	
0	0	0	C	
0	0	0	0	
0	0	0	0	
0	0	0	O	
0	0	0	0	
0	0	0	C	
0	0	0	C	
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	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
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 for First/Previous Goals A G H M From Flow From From Data From From From (K - M + (K - M + O) + (C Equivalent (F x Q) -Data sources: Workforce Workforce Data Entry C x E x 3 Analysis & CxHx3 $F \pm 1$ Workforce KxLx3 JxP Data Entry Workforce Workforce O) - ((C+ K + CEntry $R \pm M$ +F) Analysis Workforce Analysis Analysis Analysis F) x Q) Analysis† Analysis 1 1 Ţ Table 1: Women

[Date:2018-09-19]

										First/	Previous Sh	ort-term C	loals							
					All En	iployees									N.	omen				
		Number	Crow	th (New Posit	innei	Turnover (Re		Terminated		Number				3 Year	Goals					
Emn	oyment Equity	10111111					Employees)		Anticipated	***************************************	Terminated	eplacement of Employees)	Hires Required	From	- To	Present		Projected	Present	Projected
	pational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proje	seted	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
		2018-07-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Tears	2018-07-04	Annually	Over 3 Years	Years	2018	2021					tears
		#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	9/6	%
1	Senior Managers	2	~100.0%		0	0.0%		0	0	1	0.0%	0	0	0		27.4%	0	0	50.0%	50,0%
1	Middle & Other Managers	24	-100.0%		0	0.0%		0	0	10	0.0%	0	-1	0		38.9%	1	1.	41.7%	41.7%
1	Professionals	3	-100.0%		0	0.0%		0	0	2	0.0%	0	0	0		61.5%	0	0	66.7%	66,7%
1	Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
1	Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06	Supervisors: Crafts & Trades		0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	51	-100.0%	5.0%	8	0.0%		0	8	25	0.0%	0	22	4	50.0%	80.3%	~16	~18	49.0%	49.2%
1	Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
1	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!
1	Clerical Personnel	8	-100.0%		0	0.0%		0	0	5	0.0%	0	0	0		65.4%	0	0	62.5%	62.5%
1	Intermediate Sales & Service	21	-100.0%	10.0%	6	0.0%	3.0%	2	8	6	3.0%	1	12	4	50.0%	63.9%	-7	-8	28.6%	33.3%
1	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!
1	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!
-	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		109	+100.0%		0	0.0%		0	0	49	0.0%	0	22	0		65.4%	-22	-22	45.0%	45.0%

- † 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.
- Ealculated 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 2: Women
F	oloyment Equity		Wom	en	
	upational Group (EEOG) Short-term Goals Long-term		Long-term Goals	Comments	
		#	%	# %	
01	Senior Managers	0	0.0	0.0	
02	Middle & Other Managers	0	0.0	0,0	
03	Professionals	0	0.0	0.0	
04	Semi-Professionals & Tech	0	0.0	0.0	
05	Supervisors	0	0.0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0.0	
07	Administrative & Sr Clerical	4	50.0	1 50.0	
08	Skilled Sales & Service	0	0.0	0.0	
09	Skilled Crafts & Trades	0	0.0	0.0	
10	Clerical Personnel	0	0.0	0.0	
11	Intermediate Sales & Service	4	50.0	4 50,0	
12	Semi-Skilled Manual	0	0.0	0.0	
13	Other Sales & Service	0	0.0	0.0	005569

	Federal Contractors Program Achievement Report
	Part 3: Goals
	[Organization's Legal Name]
	[Date:2018-09-19]
14 Other Manual Workers	0 0.0 0 0.0
Total	0 0.0 0 0.0

To a constant of the constant									Data	for First/l	Previous (Goals							
ABB	C	D	E	F	<u></u> G	H	I	J	K	L	M	lN	Î O	IP	<u> </u>	R	S		U
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis ²	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)
S		-	······································	·········	·············	T	J	1	1	J	<u> </u>	J		.	<u> </u>	1	··········	J	J
To a constant of the constant									Tabl	e 3: Abor	iginal Pec	ples							
									First/	Previous S	hort-term (loals							
				All En	iployees									Aborigi	nal Peoples				
	Number	Grow	rth (New Posit	ionsi	Turnover (R		f Terminated		Number	T	eplacement of		3 Yea	r Goals					
Employment Equity	*****	9.0				Employees)		Anticipated Hires Over 3			epiacement oi I Employees)	Hires Required		m - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	VVVV-MM-DD	Actual	Proj	ected	Actual	Actual Projected			YYYY-MM-DD		,	Over 3	1111	- 1111	Availability	Present Gag	Gap	Representation	Representation in 3 Years
	2018-07-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-07-04	Annually	Over 3 Years	Years	2018	2021					1013
	ti.	%	%	#	9/0	%	#	#		%	# #		÷	9/6	%	- 44	ti	%	%
01 Senior Managers	2	-100.0%	7.0	- 0	0.0%	7.0	0	()		0.0%	. 0	0	(2.9%) (0.0%	0.0%
02 Middle & Other Managers	24	-100.0%	2.0%	1	0.0%		0	1		0.0%	. 0	i		3.0%	2.2%		-1	0.0%	0.0%
03 Professionals	3	-100.0%		0	0.0%		0	0	(0.0%	0	0	•		2.3%	5 (0	0.0%	0.0%
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	(0.0%	0	0	(0.0%	6 0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	(0.0%	, e	0	0)	0.0%	6 () (#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	(0.0%	. 0	0	•)	0.0%	6 () (#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	51	-100.0%		0	0.0%		0	0	2	0.0%	0	-1	€		1.3%	i 1		3.9%	3.9%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	(0.0%	0	0	0)	0.0%	6 () (#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	(0.0%	0	0	€)	0.0%	6 () (#DIV/0!	#DIV/0!
10 Clerical Personnel	8	-100.0%		0	0.0%		0	0	1	0.0%	0	0	()	1.2%	6 0) (0.0%	0.0%
11 Intermediate Sales & Service	21	-100.0%		0	0.0%		0	0	(0.0%	0	0	()	1.9%	6 (0.0%	0.0%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	(0.0%	0	0	(0.0%	6) (#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	1 (0.0%	0	0	()	0.0%	6) (#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	109	+100.0%		0	0.0%		0	0	2	0.0%	0	0	(1.7%	6 ()[(1.8%	1.8%

[†] 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.

	· / /				Table 4: Aboriginal Peoples
E.m.	oloyment Equity		Aboriginal	Peoples	
	upational Group (EEOG)	Short-ter		Long-term Goals	Comments
		#	%	# %	
01	Senior Managers	0	0.0	0.0	
02	Middle & Other Managers	1	3,0	1 3.0	
03	Professionals	0	0.0	0,0	
04	Semi-Professionals & Tech	0	0.0	0.0	
05	Supervisors	0	0.0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0.0	
07	Administrative & Sr Clerical	0	0,0	0.0	
08	Skilled Sales & Service	0	0.0	0.0	
09	Skilled Crafts & Trades	0	0.0	0.0	
10	Clerical Personnel	0	0.0	0.0	
11	Intermediate Sales & Service	0	0.0	0.0	
12	Semi-Skilled Manual	0	0.0	0.0	
13	Other Sales & Service	0	0.0	0.0	005571

		Federal Contract	tors Program Achievement Rep	port	
			Part 3: Goals		
		[Orga	nization's Legal Name]		
			[Date:2018-09-19]		
0 0.0	0 0.0				
	 		[Orga	Part 3: Goals [Organization's Legal Name]	[Organization's Legal Name] [Date:2018-09-19] [0 0.0 0 0.0 0.0

Tools and the second									Data f	or First/P	revious (Goals							
A B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	<u>Q</u>	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÷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)
20	Ţ	Ţ	Ţ	Ţ	J	Ţ	Ţ	Ų	Ţ	J.	Ţ	J	Ţ	Ţ	Ţ	J	J	Ţ	Ų.
										Persons									
									First/	Previous Sh	iort-term C	ioals							
				All En	ployees										th Disabilitie	8			
	Number	Grow	rth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (Re	enlacement of	Hires		r Goals					
Employment Equity			ı			Employees)		Anticipated		Terminated Employees)		Required		n - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj		Actual Projected			Hires Over 3 Years	YYYY MM-DD			Over 3	1111	- 1111	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-07-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-07-04	Annually	Over 3 Years	Years	2018	2021					
	Ħ	%	%	#	%	%	#	#	H	%	#	Ħ	Ħ	9/a	%	#	Ħ	%	%
01/02 Managers	26	-100.0%	5.0%	4	0.0%	3.0%	2	6	0	3.0%	0	1	0	5.0%	4.3%	-1	-1	0.0%	0.0%
03 Professionals	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		3.8%	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	51	-100.0%	5.0%	8	0.0%		0	8	1	0.0%	0	1	0	5.0%	3.4%	1 4	-1	2.0%	1.7%
08 Skilled Sales & Service	U	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0! #DIV/0!
09 Skilled Crafts & Trades 10 Clerical Personnel	0	0.0% -100.0%		0	0.0% 0.0%		0	0	0	0.0%	0	, v	0		7.0%	1 0	1 0	#DIV/0! 12.5%	#DIV/0: 12.5%
10 Clerical Personnel 11 Intermediate Sales & Service	21	-100.0% -100.0%	10.0%	0	0.0%	3.0%	0	0	1	0.0% 3.0%	0	0	0	6.0%	5.6%	1 '	1 2	0.0%	0.0%
12 Semi-Skilled Manual	41 0	0.0%	10.076	0	0.0%	3.078	0	0	0	0.0%	0	0	0	0.070	0.0%	1 -1	-2	#DIV/0!	#DIV/0!
13 Other Sales & Service	n	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0: #DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		1 0	0	0	0.0%	1 0	"	0		0.0%	1 0	1 0	#DIV/0!	#DIV/0:
Total	109	-100.0%		0	0.0%		1 0	0	2	0.0%	0	3	0		4.3%	-3	-3	1.8%	1.8%

- † 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 + 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.

Workdoree Amarysis) - 2) A 10					Table 6: Persons with Disabilities
					Table 6: Fersons wan Disabilities
Employment Equity		ersons with			
Occupational Group (EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
	#	%	#	%	
01/02 Managers	0	5.0	0	5.0	
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	5.0	0	5.0	
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	6.0	0	6,0	
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	
Total	0	0.0	0	0.0	-005573

Federal Contractors Program Achievement Report
Part 3: Goals
[Organization's Legal Name]
[Date:2018-09-19]

To a constant of the constant									Data	for First/I	Previous (Goals							
A B	C	D	E	F	<u>G</u>	H	I	J	K	L	M	IN	<u> </u>	P	<u> </u>	R	S		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	ЈхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) + (C + F)
	1	J	·······			1	Ţ	Ţ	1	J	<u> </u>	J	Ţ	Į	Ţ	1	J	J	<u> </u>
									Table 7: M				S						
									First/	Previous SI	hort-term (Goals							
				All En	ployees					,		,			isible Minor	ities			
	Number	Grow	th (New Posit	ions)	Turnover (R		f Terminated		Number	Turnover (R	leplacement of			ir Goals					
Employment Equity						Employees)		Anticipated		Terminated Employees)		Hires Required		m - To	Present		Projected	Present	Projected
Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	ected	Hires Over 3 Years	YYYY-MM-DD	-	1	Over 3	1111	- 1111	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-07-04	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-07-04	Annually	Over 3 Years	Years	2018	2021					
	#	9/0	%	#	%	%	#	#	#	%	#	#	Ħ	0/4	%	#	#	%	%
01 Senior Managers	2	-100.0%		0	0.0%		- 0	0	0	0.0%	0	0	()	10.1%) (0.0%	0.0%
02 Middle & Other Managers	24	-100.0%		0	0.0%		0	0	8	0.0%	d o	-4	()	15.0%	, 4	4	33.3%	33.3%
03 Professionals	3	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	13.6%	. 0	0	0.0%	0.0%
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	. 0) (#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0) (#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0) (#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	51	-100.0%		0	0.0%		0	0	14	0.0%	0	-4	()	20.0%	4	4	27.5%	27.5%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0		0.0%	0	0	()	0.0%	0) (#DIV/0!	#DIV/0!
10 Clerical Personnel	8	-100.0%		0	0.0%		0	0	3	0.0%	0	0	()	39.8%	0) (37.5%	37.5%
11 Intermediate Sales & Service	21	-100.0%	10.0%	6	0.0%	3.0%	2	8] 3	3.0%		8		40.0%	39.6%	-5	-5	14.3%	22.2%
12 Semi-Skilled Manual	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	1)	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	109	+100.0%		0	0.0%		0	0	28	0.0%	4 0	-2	()	23.8%	2	2	25.7%	25.7%

[†] 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.

	I				Table 8: Members of Visible Minorities
		Mem	bers of Visi	ble Minorities	
	oyment Equity pational Group (EEOG)	Short-teri		Long-term Goals	Comments
01	Senior Managers	# 0	% 0.0	# % 0 0.0	
	Middle & Other Managers	0	0.0	0.0	
03	Professionals	0	0.0	0.0	
04	Semi-Professionals & Tech	0	0.0	0.0	
05	Supervisors	0	0.0	0.0	
06	Supervisors: Crafts & Trades	0	0.0	0.0	
07	Administrative & Sr Clerical	0	0.0	0.0	
08	Skilled Sales & Service	0	0,0	0.0	
09	Skilled Crafts & Trades	0	0.0	0,0	
10	Clerical Personnel	0	0.0	0.0	
11	Intermediate Sales & Service	3	40,0	0 40.0	
12	Semi-Skilled Manual	0	0.0	0.0	
13	Other Sales & Service	0	0.0]0.0	005575

		Federal Contractors I	Program Achievement Report					
		Pa	rt 3: Goals					
[Organization's Legal Name]								
[Date:2018-09-19]								
0 0.0	0 0.0							
	 		Pa Organiza 	[Date:2018-09-19]				

[Date:2018-09-19]

									Data for	Subseque	nt/Currei	nt Goals								
A B			E	F	<u>G</u>	H	I		K	L	M	N	ÎO.	P	Q	R	S	T	L. U.	
Data sources:	From Workforce Analysis	From Workforce Analysis†	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ²	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)	
33-43-43-43-43-43-43-43-43-43-43-43-43-4	Ţ	Ţ	Ļ	1	Į.	1	Ţ	J	Ţ	Ų	Ţ	J	Ţ	Ţ	Ţ	Ţ	Ţ	1	Ų .	
										Table 9:										
									Subseque	ent/Current	Short-tern	n Goals								
				All En	iployees					Women										
	Number	nber Growth (New Positions)		Turnover (Replacement of Terminated Employees)			Number Turnover (Rep		eplacement of	Hires	3 Year Goals From - To									
Employment Equity	7777-MM-00	Actual	nal Projected Act			Anticipa		Anticipated Hires Over 3	YYYY-MM-DD	Terminated Employees)		Required		-1111	Present	Present Gap	Projected	Present	Projected Representation in 3	
Occupational Group (EEOG)		33.000		Over 3			Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years	
	-	Annually	Annually	Years	Annually	Annually	Years			Annually	Years		0	3						
	#	%	%	#	%	%	#	Ħ	#	%	#	#	Ħ	%	%	#	#	9/4	%	
01 Senior Managers	0	-100,0%		0	0.0%		0	0	0	0.0%	0	0	()		0.0%	0	0	#DIV/0!	#DIV/0!	
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	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	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.

					Table 10: Women
	ployment Equity rupational Group (EEOG)	Short-tern	Women n Goals 1	.ong-term Goals	Comments
	-		%	%	
01	Senior Managers		0.0	0.0	
02	Middle & Other Managers		0.0	0.0	
0.3	Professionals		0.0	0.0	
04	Semi-Professionals & Tech		0,0	0.0	
0.5	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	005577
14	Other Manual Workers		0.0	0.0	-005577

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Total	0.0

									Data for	Subseque	ent/Curre	nt Goals							
A B B	C	D	I E	F	G	II	I	J	<u>K</u>	L	M	IN	<u> </u>	P	<u> </u>	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	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
Section (4) - (4)	1	<u> </u>	J		<u></u>	Ţ	Ţ	1	1	·	J	J	1	Į	J	1	J	<u> </u>	<u> </u>
										: 11: Abor									
									Subsequ	ent/Curren	t Short-teri	m Goals							
	All Employees									Aboriginal Peoples									
	Number	Gres	Growth (New Positions) Turnover (Replacement of Te Employees)						Number	Turnover (Replacement of		Hires		3 Year Goals From - To					
Employment Equity		Anticip				Anticipated Hires Over 3	YYYY-MM-00	Terminated Employees)		Required		- YYYY	Present Gap		Projected	Present	Projected Representation in 3		
Occupational Group (EEOG)	VVVV-MM-DD Actual		Fre				Years		1111-1111-1111	 		Over 3 Years	1111	- 1 1 1 1 T	Availability	r resem Gap	Gap	Representation	Years
		Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		-	Annually	Over 3 Years	icars	0	3					
	#	9/0	%	#	%	%	#	#	#	%	#	#	#	9/4	%	#	#	9/6	9/0
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%	6 0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	5 0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	6 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%	6 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%	6 0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0)	0.0%	6 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%	6 0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	()	0.0%	6 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%	1	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	#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%	6 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) 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
Fm	ployment Equity		Aboriginal			
	cupational Group (EEOG)	Short-teri	m 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 & Trades		0.0		0.0	
07	7 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	005579
14	Other Manual Workers		0.0		1 0.0	

	Federal Contractors Program Achievement Report
	Part 3: Goals
	[Organization's Legal Name]
	[Date:2018-09-19]
Total	0.0

Federal Contractors Program Achievement Report Part 3: Goals [Organization's Legal Name] [Date: 2018-09-19]

									Data for	Subseque	nt/Currei	nt Goals							
A B	C	D	E	F	G	H	I	J	K	L	М	N	О	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 + F)
F	1	<u> </u>	1	1	1	1	1	1	1	<u> </u>	<u> </u>	<u> </u>	1	Ţ	1	1	<u> </u>	1	
										: Persons									
									Subsequi	ent/Current	Short-teri	n Goals		B .	th Disabilitie				
				All En	ployees			1						r Goals	th Disabilitie	s			
	Number	Grow	rth (New Posi	tions)	Turnover (Re	placement of Employees)	f Terminated		Number	Turnover (R	eplacement of	Hires		n - To					
imployment Equity	YYYY-MM-00	Actual	Proj	ected	Actual	•	ected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	Employees)	Required		- 1111	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)	111111111111111111111111111111111111111	Actual		Over 3	Actual	110)	Over 3	Years			Over 3	Over 3 Years			Availability		Gap	Representation	Years
		Annually	Annually	Years	Annually	Annually	Years			Annually	Years		0	3					
	Ħ	%	%	#	%	%	#	#	Ħ	%	#	Ħ	Ħ	%	%	#	Ħ	9/6	%
01/02 Managers	0	-100,0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades 07 Administrative & Sr Clerical	0	0.0% -100.0%		"	0.0% 0.0%		0	0	0	0.0% 0.0%	0	0	0		0.0% 0.0%	0	0	#DIV/0! #DIV/0!	#DIV/0! #DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0		#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	ő	0	0.0%	l o	0	0		0.0%	0		#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	ő	0	0.0%	0	0	0		0.0%		0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	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	0	-100.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!

- † Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)^{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 Milarysis) - 27 A D				Table 14. Demonstrate Disabilities
				Table 14: Persons with Disabilities
Employment Equity	Pt	rsons with Disabili		
Occupational Group (EEOG)	Short-teri	m Goals Long	-term Goals	Comments
Occupational Group (EFOG)		%	%	
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	-005581

Federal Contractors Program Achievement Report Part 3: Goals [Organization's Legal Name] [Date:2018-09-19]

									Data for	Subseque	nt/Curre	nt Goals							
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	C	D	I E	F]G]	II			K	L	M	lN	0	P	Q	R	S	T	L. 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	ЈхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) + (C + F)
**************************************	Ţ	<u> </u>	<u> </u>	<u> </u>	<u> </u>	1	1	1	1	<u> </u>	<u> </u>	J	1	Ţ	1	1		J	<u> </u>
									<u> Fable 15: N</u>				es						
				***					Subsequ	ent/Curren	t Short-teri	m Goals							
				All En	ployees					1				r Goals	Visible Minor	ities			
	Number	Grov	vth (New Posi	tions)	Turnover (Re	placement o Employees)			Number	Turnover (R	eplacement of	Hires		n Geals m - Te					
Employment Equity	YYYY-MM-DD	Actual	Prof	ected	Actual		jected	Anticipated Hires Over 3	7777-MM-00		Employees)	Required		- 11777	Present	Present Gap	Projected	Present	Projected Representation in 3
Occupational Group (EEOG)		ACTUAL	,	Over 3	Setual		Over 3	Years			Over 3	Over 3 Years		1	Availability		Gap	Representation	Years
		Annually	Annually	Years	Annually	Annually	Years			Annually	Years	••••	0	3					
	#	%	%	#	%	%	#	#	H	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	0	-100.0%		0	0.0%		0	0	(0.0%	0	0	()	0.0%		0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%		0	0.0%		0	C	(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%	6 0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	0.0%		0	0.0%		0	0	1 (0.0%	0	0	()	0.0%	6 0	0	#DIV/0!	#DIV/0!
05 Supervisors	0	0.0%		0	0.0%		0	0	(0.0%	0	0	0)	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0) (0.0%	0	0	•)	0.0%	6 0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%		0	0.0%		0	0	1	0.0%	0	0)	0.0%		0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	1	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	1 0)	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	-100.0%		0	0.0%		0	0	1	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%	1	0	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0		0.0%	0	1 0			0.0%		0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0		0.0%	1 0	0	1		0.0%		1 0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0		(0.0%	1 0	1 0	1 (1	0.0%	0	0	#DIV/0!	#DIV/0!
Total	()	+100.0%	<u> </u>	()	0.0%		0	(1 (0.0%	1 0	()	(,	0.0%	9 <u>1</u> (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.

						Table 16: Members of Visible Minorities
F	ployment Equity	Memb	ers of Visi	ble Minorities		
	upational Group (EEOG)	Short-term	i Goals	Long-term C	ioals	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	005582
14	Other Manual Workers		0.0		0.0	-005062

	Federal Contractors Program Achievement Report
	Part 3: Goals
	[Organization's Legal Name]
	[Date:2018-09-19]
Total	0.0

Federal Contractors Program Achievement Report Part 4: Results - Women [Organization's Legal Name] [Date:2018-09-19] V В \mathbf{C} D E F \mathbf{G} H M N 0 O U W Part 1: Part 1: Part 2: Part 2: Part 2: Flow $V + U|_{\mathbf{X}}$ $\mathbf{E} + \mathbf{D}$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $Q \oplus P \times$ E-H K x G ÷ 100 P x F + 100 Q-S U x F ÷ 100 V-X Data sources Workforce Workforce Workforce Flow Data L - N Flow Data Flow Data x 100 - 100 x 100 Data Analysi $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Women Women All All All All (EEOG) Employees Employees Availability Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference ٠. % % % % % 2018 50.0 27.4 182.5 1 01 Senior Managers 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 24 10 41.7 38.9 9 107.1 02 Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2018 2 66.7 61.5 108.4 03 Professionals 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 0.0 0 0.0 Semi-Professionals & 04 Technicians 0 0 0.0 0.0 -0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 0.0 0 0.0 05 Supervisors 0 0.0 0 0.0 0.0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 Part 2: E = D xPart 2: Flow $E = G \times$ F ± 1 x 100 [‡] Part 3: Goals - M x 100 Data sources Flow Data Goals Data Analysis Goals 100 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 */6 % % % % 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 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 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 0.0 3 0.0 0.0 0.0 0.0 0

Federal Contractors Program Achievement Report Part 4: Results - Women [Organization's Legal Name] [Date:2018-09-19] В \mathbf{C} D E F \mathbf{G} H M N 0 O U W Part 1: Part 1: Part 2: Part 2: $V + U|_{\mathbf{X}}$ $\mathbf{E} + \mathbf{D}$ DxG Part 2: Flow Part 2: Flow $Q \oplus P \times$ Part 2: Flow E-H K x G ÷ 100 P x F + 100 U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data L-N Flow Data Q - S Flow Data V-X x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis 1 1 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 ٠. % % % % % 2018 25 49.0 80.3 61.0 Administrative & 51 41 -16 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0.0 Service Personnel 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0.0 Trades Workers 0 0 0.0 0.0 0.03 -0 0 0.0 0 0.0 0 0.0 2018 5 62.5 65.4 95.6 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 21 6 28.6 63.9 1.3 44.7 Intermediate Sales & Service Personnel 0 0.0 0.0 0 0.0 0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow E = D x $E = G \times$ F ± 1 x 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 */6 % % ٠, % 50.€ 50.0 Administrative & 0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 3 0.0 0.0 0.0 0 0.0 0.0 0 0.0 0.0 0.0 0.0 Skilled Sales & 0 0.0 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 50.0 0.0 0.0 50.0 0.0 Intermediate Sales & 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 Semi-Skilled Manual 0.0 Workers 3 0.0 0.0 0.0 0.0 0.0 0

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													- Wome											
										[O]			.egal Na	me]										
											[Date	e:2018-	09-19]											
A	В	С	D	E	F	G	Н	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
Data sources:	»:	***********	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 x100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X
***************************************	************************		Ţ	ι	Ţ	\		Ţ	Ų.	T	Ţ	<u> </u>	<u> </u>	<u> </u>	<u> </u>	J	<u> </u>	<u> </u>	'	<u> </u>	<u> </u>	1	T T	Į
				N	/orkfo	orce An	alysis									Flow	Data A	nalysis						
	ment Equity tional Group	Year			W	orkforce						Hires				I	Promotio				Te	rminatio		
(EEOG)			All Employees	Represent	ation	Wor Availa		Gap	EE Result	All Employees	100	V) tual	omen Expected	Difference	All Employees		tual	Expected	Difference	All Employees	Aet		omen Expected	Difference
		#	u	# #	%	**	#	#	%	#	#	%	# #	#	ii	4	%	# #	# #	#	#	%	#	# #
13 Other	r Sales & Service	2018	0	0	0.0	0.0	0	0	0.0															
Perso	onnel	0	0	0	0.0	0.0	()	0	0.0	C	0	0.0	0	0	0	(0.0	0	0	0	0	0.0	0	0
14 Other	r Manual kers	2018 0	0	0	0.0	0.0	0	0	0.0 0.0		0	0.0	0	A		(0.0		l r		0	0.0	n	n
		2018	109	49	45.0	65.4	71		68.7	(, 0	. 0.0	V					`	· · ·	' '	V		V	0
Total		0	0	0	0.0	0.0	0	0	0.0	C	0	0.0	0	0	0	(0.0	(0	0	0	0.0	0	0
Data sources:	s:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E ÷ D x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	F÷1x 100	Part 3: Goals	E÷Kx 100	Part 3: Goals	F + M x 100											
****	****************	*************	Ţ	••••••••••••••••••••••••••••••••••••••	Ţ	Ţ	1	Ţ	Ţ	<u> </u>	1		<u> </u>											
			New	Entrant	S				G	oals														
	ment Equity	Year	F	ow Data				rm Goals	i		Long-ter													
Occupat (EEOG)	tional Group		All Employees	Wome Actus		Goal	Wo Percent of Goal Met	men Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met						Commen	ts				
		#	#	#	%	#	%	%	%	#	%	%	%											
1 1 4 1	r Sales & Service onnel	0 3	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0,0											
	r Manual	0	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
14 Work		3	0	0	0.0			0.0	0.0			0.0	0.0											
Total		0 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											

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples [Organization's Legal Name] [Date:2018-09-19] В \mathbf{C} D E F \mathbf{G} H M N 0 O H W Part 1: Part 1: Part 2: Part 2: $V + U|_{\mathbf{X}}$ $\mathbf{E} + \mathbf{D}$ DxG Part 2: Flow Part 2: Flow $Q \oplus P \times$ Part 2: Flow E-H K x G ÷ 100 U x F ÷ 100 V-X Data sources Workforce Workforce Workforce Flow Data L - N Flow Data P x F + 100 Q - S Flow Data x 100 - 100 x 100 Data Analysi $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples All All ΑII All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % 2018 0.0 2.9 0 0.0 01 Senior Managers 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 24 0 0.0 2.2 -1 0.0 02 Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 2.3 0 0.0 03 Professionals 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 0.0 0 0.0 Semi-Professionals & Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 0.0 0.0 05 Supervisors 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0 0.0 06 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals - M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis **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 Mei Goal Met */6 % % ٠. ٠, % 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 3.0 0.0 3.0 0.0 Middle & Other 0 0.0 0.0 Managers 3 0.0 0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 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 Semi-Professionals & 0 0.0 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 [Organization's Legal Name] [Date:2018-09-19] В \mathbf{C} D E F \mathbf{G} H M N 0 0 U W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG Part 2: Flow Part 2: Flow O * P x Part 2: Flow $V \oplus U \mathbf{x}$ 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 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group **Aboriginal Peoples** Aboriginal Peoples **Aboriginal Peoples** Aboriginal Peoples All All All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference ٠. % % % % 2018 3.9 301.7 Administrative & 51 2 1.3 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0.0 Service Personnel 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0.0 Trades Workers 0 0 0.0 0.0 0.03 0 0.0 0 0.0 0 0.0 2018 0 0.0 1.2 0 0.0 10 Clerical Personnel 0 0 0.0 0.0 -0 0.0 0 0.0 0 0.0 0 0.0 2018 21 0 0.0 1.9 0.0 Intermediate Sales & Service Personnel 0 0.0 0.0 0 0.0 0 0.0 $\mathbf{0}$ 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0 0.0 0.0 Part 2: Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals - M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis **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 Mei Goal Met */6 % % ٠. 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 Skilled Sales & 0 0.0 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 0.0 Intermediate Sales & 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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Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities [Organization's Legal Name] [Date:2018-09-19] В \mathbf{C} D E F \mathbf{G} H M N 0 0 W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG Part 2: Flow Part 2: Flow O * P x Part 2: Flow V + UxE-H U x F ÷ 100 Data sources Workforce Workforce Workforce Flow Data K x G ÷ 100 L-N Flow Data P x F + 100 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis 1 1 Flow Data Analysis Workforce Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All ΑII All All (EEOG) Employees Availability Employees Employees Employees Representation Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % % % % 2018 2.0 3.4 57.7 Administrative & 51 1 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0.0 Service Personnel 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0.0 Trades Workers 0 0.0 0 0.0 0.03 0 0 0.0 0 0.0 0 0.0 2018 12.5 7.0 178.6 1 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 21 0 0.0 5.6 0.0 Intermediate Sales & Service Personnel 0.0 0 0 0.0 0.0 0 0.0 $\mathbf{0}$ 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0 0.0 0.0 Part 2: Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals * M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All (EEOG) Employees Percent of Percent o Percent o Percent o Goal Goal Actual Goal Met Goal Met Goal Met Goal Met % 9/4 ٠. % % % 0 0 0.0 0.0 5.0 0.0 0.0 5.0 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 0.0 0.0 0.0 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 10 Clerical Personnel 3 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0.0 6.0 0.0 0.0 6.0 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 0 0.0 0.0 0.0 0.0 0.0

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Data se	nurces:		Workforce Analysis		E + D x 100	Workforce Analysis	D x G + 100	E-H	E + H x 100	Part 2: Flow Data Analysis	Edon Posts	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	Eleme Data	V ⊕ U x 100	U x F ÷ 100	V-X
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1 1 1	Other Sales & Service	0	0	0.0	0.0	0	0	0.0																
-	Personnel	0 2018	0	0	0.0	0.0	0	0	0.0	()	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
1 [4.1	Other Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	n	0	0	0.0	0	
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į	\$3 \$3 \$3 \$3 \$3 \$3 \$3 \$3 \$3 \$3 \$3 \$4 \$4 \$4 \$4 \$4 \$4 \$2 \$2 \$2 \$2 \$2 \$2 \$2 \$2 \$2 \$2 \$2 \$2 \$2	×*×**********	J	ii	J		J	i	i	iJ	l		<u></u> ↓											
			New	Entrants	`				G	oals														
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	ipational Group	Vear	All Employees	Persons w Disabilitie	es		Persons wit	h Disabilities	Percent of		Persons with		Percent of					(Commen	ts				
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1 144 1	Other Manual	0	0	0	0,0	0	0,0	0.0	0.0	.	0.0	0.0	0.0											
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Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities [Organization's Legal Name] [Date:2018-09-19] В \mathbf{C} D E F \mathbf{G} H M N 0 O U V W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $Q \oplus P \times$ Part 2: Flow $V \oplus U \mathbf{x}$ E-H K x G ÷ 100 P x F + 100 Q-S U x F ÷ 100 V-X Data sources Workforce Workforce Workforce Flow Data L - N Flow Data Flow Data x 100 - 100 x 100 Data Analysi $\times 100$ 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 % % % % 2018 0.0 10.1 0 0.0 01 Senior Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Middle & Other 2018 24 8 33.3 15.0 222.2 02 Managers 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 13.6 0 0.0 03 Professionals 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 0.0 0 0.0 Semi-Professionals & Technicians 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 0 0.0 0.0 0.0 05 Supervisors 0 0.0 0.0 0.0 0 0 0 0.0 0 0.0 0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0 0.0 Trades 0.0 0.0 0.0 0.0 0.0 0.0 0 Part 2: E = D xPart 2: Flow $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals - M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis **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 Mei Goal Met */6 % % ٠. ٠, % 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 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 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 0.0 3 0.0 0.0 0.0 0.0 0

Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities [Organization's Legal Name] [Date:2018-09-19] В \mathbf{C} D E F \mathbf{G} H M N 0 O U W Part 1: Part 1: Part 2: Part 2: $\mathbf{E} + \mathbf{D}$ DxG $\mathbf{E} + \mathbf{H}$ Part 2: Flow Part 2: Flow $Q \oplus P \times$ Part 2: Flow $V \oplus U \mathbf{x}$ 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 Q - S Flow Data V-X x 100 - 100 x 100 Data Analysis $\times 100$ Data Analysis Data Analysis Analysis Analysis Analysis Analysis Analysis Analysis 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 % % % % % 2018 14 27.5 20.0 137.3 Administrative & 51 10 Senior Clerical 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 Skilled Sales & 2018 0 0.0 0.0 0 0.0 Service Personnel 0 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Skilled Crafts & 2018 0 0.0 0.0 0 0.0 Trades Workers 0 0 0.0 0.0 0.03 -0 0 0.0 0 0.0 0 0.0 2018 3 37.5 39.8 94.2 10 Clerical Personnel 0 0 0.0 0.0 0.0 0 0.0 0 0.0 0 0.0 2018 21 3 14.3 39.6 36.1 Intermediate Sales & Service Personnel 0 0.0 0.0 0 0.0 0 0.0 0 0.0 0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0 0.0 12 Workers 0.0 0.0 0.0 0.0 0.0 0 0.0 Part 2: Part 2: Flow E = D x $E = G \times$ F ÷ I x 100 ≟ Part 3: Goals * M x 100 Data sources Flow Data Data Analysis Goals 100 Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-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 Mei Goal Met */6 % % ٠. 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 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 40.0 0.0 0.0 40.0 0.0 Intermediate Sales & 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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Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
[Organization's Legal Name]
[Date:2018-09-19]

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.

	equity, the steps taken to implement it and the progress made in its implementation.
	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
Addit	tional Details
Please	provide any additional information (optional):



Instructions

Tundra Technical Solutions Inc. believes that all employees should be treated fairly. We promote employment equity in the workplace to ensure that women, Aboriginal peoples, persons with disabilities and visible minorities are fully represented at all levels of our organization. Our employment equity program ensures that our hiring and promotion practices are based on qualifications and ability.

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

Completion of sections B to H is voluntary. However, it is mandatory to complete Section A, sign in Section I, and return the questionnaire to human resources, even if you choose not to fill out any additional information.

The responses that you provide on this form will be retained for statistical purposes only; your confidentiality is protected. We encourage you to review, update and correct information about yourself at any time. Your information will not be used for unauthorized purposes.



Privacy Notice

The information you provide is collected under the authority of sections 18 and 42 of the *Employment Equity Act* to enable our organization to collect workforce data, comply with employment equity legislation and implement employment equity in the workplace.

Participation in the self-identification survey is voluntary. Refusal to provide personal information will result in the incomplete and/or inaccurate capture of our workforce data.

The information you provide will be grouped with other employees' data and shared with the Labour Program of Employment and Social Development Canada (ESDC) for the purpose of complying with employment equity legislation under the [Legislated Employment Equity Program or Federal Contractors Program. In the case of the Legislated Employment Equity Program, the aggregate employee information will be shared with the Canadian Human Rights Commission and with the general public.]

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

Your personal information is administered by ESDC in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 729. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: http://www.infosource.gc.ca. *Info Source* may also be accessed online at any Service Canada Centre.

This questionnaire can be made available in braille if and as requested.

A.	Name:		
	Section/Branch:		
	Position:		
	Employee number:	N/A	
	Employment status:	Full-time employee	
		Part-time employee	
		Temporary employee	



В.	Gender
	Female ☐ Male ☐
	eading the descriptions in each of the next three sections, answer "Yes" if any following apply to you. Please note that you may self-identify in more than one
c.	Aboriginal Peoples
	ng to the <i>Employment Equity Act</i> , an Aboriginal person is a person who is Indian, Métis.
	Are you an Aboriginal person? Yes No
D.	Visible Minorities
Canada	ng to the <i>Employment Equity Act</i> , members of a visible minority are people in (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in gardless of their place of birth or citizenship.
Examp	es of visible minorities include, but are not limited to:
•	Black
•	Non-white Latin American (including Indigenous people from Central and South America)
•	East Asian (e.g., Chinese, Japanese, Korean)
•	South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad or East Africa)
•	Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
•	Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)
•	People of mixed origin (e.g., with one parent member of a visible minority group).
	Are you a member of a visible minority?
	Yes No



E. Persons with Disabilities

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

Examples of disabilities include, but are not limited to:

Coordination or dexterity impairment

(e.g., difficulty using hands or arms, such as grasping objects or using a keyboard)

Mobility impairment

(e.g., difficulty moving from one office to another, walking long distances or using stairs)

Blindness or visual impairment

(e.g., unable to see or difficulty seeing, glaucoma; however, do not include yourself if you can see well with glasses or contact lenses)

Speech impairment

(e.g., unable to speak or difficulty speaking and being understood)

Deafness or hearing impairment

(e.g., unable to hear or difficulty hearing)

Other disabilities

(e.g., learning, developmental and other types of disabilities)

F. Additional Data for Accommodation Purposes

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



G.	Voluntary Employee Participation						
1)	Please indicate below if you wish to have your employment equity self-identification information used for particular employment equity initiatives.						
	Yes No No						
2)	As part of our ongoing employment equity work, from time to time we ask designated group members to participate in various activities (e.g., committees, focus groups) to provide feedback on new programs. If you agree to be contacted directly by the employment equity contact or a local human resources manager for this kind of activity, please check "Yes" below.						
	Yes No No						
Н.	Employee Comments						
to hear	nave any comments/feedback on our employment equity program, we would like r from you. Rest assured, all comments will be kept confidential. Please contact mployment equity contact by email 'fcp-ee@tundratechnical.com' or by phone 27-0070, ext. 147].						
I.	Employee Signature						
	Thank you for your participation!						
	Please complete and return this form via email to:						
	Email. Fcp-ee@tundratechnical.com						

Federal Contractors Program Report of the First Compliance Assessment

Employer Name: Tundra Technical Solutions Inc.

Primary Location: Toronto, Ontario

Number of Employees: 109

- Ontario 64
- Quebec 26
- British Columbia 8
- Alberta 8
- Manitoba 3

Organization Overview:

NAICS: 5613 - Employment Services.

Tundra Technical Solutions Inc. provides staffing solutions and services. They serve a diverse range of industries such as automotive, healthcare, retail, information technology, energy & utilities, finance & insurance, construction, mining, telecommunications, transportation, government, food and beverage, etc.

Key Dates – First Year Assessment

Initiated: 2017-12-01 Received: 2018-06-01 WFA: 2017-11-03

COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of Surveys Handed Out:	117	100
Number of Surveys Returned:	117	100
Number of Completed Surveys Returned:	109	85.1

Company included six temporary employees who completed and returned the survey.

- The questionnaire includes appropriate definitions.
- □ The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- ☐ The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.

- The questionnaire indicates that it is available in alternate formats upon request.
- \times The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.
- The questionnaire indicates that employees can update or change information about themselves at any time

Observations:

The self-identification questionnaire was reviewed and found to be in compliance by the Workplace Equity Division of the Labour Program.

WORKFORCE ANALYSIS & GOAL SETTING

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

Observations:

- All short and long-term goals are set as per the market availability. Goals were set for each and every gap respectively.
- All goals are set in numerical and percentage format. For the purpose of this assessment, only percentage format will be used.

SUMMARY OF GOALS

Women

Workforce Analysis Results			Go	als		
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(+3		
		***************************************	years)	years)		
#	Description	#	%	%	%	%
07	Administrative & Sr. Clerical	-16	50.0	50.0	49.0	80.3
11	Intermediate Sales & Service	-7	50.0	50.0	28.6	63.9

Observations:

• With regards to EEOGs 07 and 11, the company set the short and long-term goals at 50.0% even though the market availability 80.3% and 63.9%, which is aligned with the Labour Program decision not to encourage organizations to seek representation levels of beyond 50% for women to prevent occupational segregation and ensure that those occupational groups are welcoming of all genders.

Aboriginal Peoples

Workforce Analysis Results			Go	als		***************************************
Employ	yment Equity Occupational Group (EEOG)	Present Gap	Short- term (1 to 3 years)	Long- term (+3 years)	Representation	LMA
#	Description	#	%	%	%	%
02	Middle & Other Managers	-1	3.0	3.0	0.0	2.2

Observations:

 The short and long-term goals are set slightly above the labour market availability for the gaps identified in EEOG 02. Meeting these goals will either eliminate or reduce the gap thus ensuring reasonable progress is achieved in the short-term and maintained in the long-term.

Persons with Disabilities

Workforce Analysis Results			Goals			
Employ	ment Equity Occupational Group	Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
01/02	Managers	-1	5.0	5.0	0.0	4.3
07	Administrative & Sr. Clerical	-1	5.0	5.0	2.0	3.4
11	Intermediate Sales & Service	-1	6.0	6.0	0.0	5.6

Observations:

• The short-term goals for the gaps identified in EEOGs 01/02, 07 and 11, are all set slightly above the labour market availability. Meeting these goals will either eliminate or reduce the gap thus ensuring reasonable progress is achieved in the short-term and maintained in the long-term.

Members of Visible Minorities

	Workforce Analysis Results		Go	als		
			Short-	Long-	Representation	LMA
Emp	loyment Equity Occupational Group	Present	term	term	Representation	LIVIA
	(EEOG)	Gap	(1 to 3	(+3		
			years)	years)		
#	Description	#	%	%	%	%
11	Intermediate Sales & Service	-5	40.0	40.0	14.3	39.6

Observations:

The short-term goal for the gaps identified in EEOG 11 is set slightly above the labour market availability. Meeting this goal will either eliminate or reduce the gap thus ensuring reasonable progress is achieved in the short-term and maintained in the longterm.

RECOMMENDATION

I recommend that	the employer be found
⊠in compliance	☐ in non-compliance

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

- Tundra Technical Solutions Inc. has minor gaps in all four designated groups. Tundra Technical Solutions Inc. is encouraged to adopt measures best suited to the organization in order to ensure reasonable progress towards achieving its goals.
- Given the gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals from these designated groups.

Nam	ne of Analyst: Neena Sharan	
Date	e: September 21, 2018	

Nyirasafari, Ange AN [NC]

From: Sharan, Neena N [NC] on behalf of EE-EME

Sent: October 1, 2018 1:29 PM

To: 'Mat VanMilligen'; 'jonathanp@tundratechnical.ca'

Subject: Government of Canada Agreement Number: 10000478 – Notification of Compliance

with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Jonathan Prothero:

I am writing to inform you that the compliance assessment initiated on August 03, 2018 has been completed. As a result of the assessment, Tundra Technical Solutions Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the *Employment Equity Act*.

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

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

- Tundra Technical Solutions Inc. has minor gaps in all four designated groups. Tundra Technical Solutions Inc.
 is encouraged to adopt measures best suited to the organization in order to ensure reasonable progress
 towards achieving its goals.
- Given the gaps in all four designated groups, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals from these designated groups.

Next Steps

Under the terms of the FCP, your organization will be subject to a subsequent compliance assessment four years after the award date of your initial goods or services contract and every three years thereafter. The next assessment will be initiated on August 03, 2021. Future compliance assessments will focus on the achievement of reasonable progress in meeting the goals established in your organization's initial or updated employment equity submission.

When Tundra Technical Solutions 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
- 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, Tundra Technical Solutions 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 Workplace Equity Information Management System (WEIMS), WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the Achievement Report, as well as a series of training modules.

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

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

Workplace Equity Team

Workplace Equity Division, Labour Program Employment and Social Development Canada / Government of Canada ee-eme@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 Join the online workplace Light Space for employers. Send us an email to join!

Nyirasafari, Ange AN [NC]

From: Mat VanMilligen <MVanMilligen@tundratechnical.ca>

Sent: August 3, 2018 4:18 PM

To: EE-EME

Subject: Tundra Technical Solutions FCP-EE Workforce Analysis and Report

Attachments: FCP- EE - Questionaire TUNDRA.docx; Summary Report.pdf; Detailed Report.pdf;

Tundra FP-Tmp-WEDFCPAchievementReportEN-20180131-FINAL (Updated).xlsx

Categories: Neena Responding

Good Day,

Please find the attached (updated) information in support of our first compliance assessment:

- 1. Self-identification questionnaire
- 2. Results of workforce survey

# of	# not	# Partially	# of fully	# of Temp Employees	# of employees
employees surveyed	returned	completed	completed	who submitted	represented in
			and returned	completed surveys	Reports
				but are not	
				represented in the	
				report	
117	О	8	109	6	103

- 3. Summary Report and Detailed Report
- 4. A completed Achievement Report file in Excel format. (Updated as per instructions)

If anything further is required at this stage, please let us know.

Best regards,













PROPOSAL MANAGER

phone. 613-627-0070, ext. 147

email. mvanmilligen@tundratechnical.ca

location, 251 Laurier Ave West, Suite #1050, Ottawa, ON K1P 5J6

website. http://www.tundratechnical.ca

To unsubscribe from receiving emails related to employment opportunities, please email us atunsubscribe@tundratechnical.ca

From: neena.sharan@labour-travail.gc.ca <neena.sharan@labour-travail.gc.ca> On Behalf Of ee-eme@hrsdc-

rhdcc.gc.ca

Sent: May-25-18 3:11 PM

To: Mat VanMilligen <<u>mVanmilligen@tundratechnical.ca</u>>; <u>ee-eme@hrsdc-rhdcc.gc.ca</u> **Subject:** RE: Tundra Technical Solutions FCP-EE Workforce Survey Questionnaire for Review

Hi Matthew,

Please enter your name on WEIMS as the second contact person and then we can communicate concerning all the reports / forms that are required in order to do the assessment. 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** July 4th, 2018:

- 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
 - 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.

In order to upload the files in WEIMS, Import employee.txt file into WEIMS for a First Compliance Assessment

- 1. From the WEIMS Main Menu page, under Employees for (Name of Your Organization), select upload an employee record set.
- 2. In the Import Employee Data page, under Add New File, next to the File to upload box, click on the Browse button.
- 3. Go to where you saved your **employee.txt** file in your computer and select the file. The **employee.txt** file will appear in the **File name** box. Click on the **Open** button. Then, click on the **Upload** button.
- 4. Under Import Options, select the Period Start and Period End dates. You can use today's date for both dates. Select Compile Forms 2, 4, 5 and 6 by Occupational Group Only.
- Select Include National Forms.
- 6. Select Compile Forms After Data Upload.
- 7. Select Update employees.
- 8. Click the Import the uploaded files button, then click the OK button.

You can find all this information in WEIMS-Help, and go to FCP Quick Reference Guide for Contractors and How to create .txt files.

If you have any questions please do not hesitate to contact us.

Regards, Neena Sharan

Assessment Officer, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada neena.sharan@labour-travail.gc.ca / Tél.: 873-396-0405

Assessment Officer, Labour Program
Employment and Social Development Canada / Government of Canada neena.sharan@labour-travail.gc.ca / Tel: 873-396-0405



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From: Mat VanMilligen [mailto:MVanMilligen@tundratechnical.ca]

Sent: 25 mai 2018 10:38

To: EE-EME

Subject: RE: Tundra Technical Solutions FCP-EE Workforce Survey Questionnaire for Review

Good morning Neena,

Many thanks for the quick reply. If I may follow up further to request more detail on the initial compliance assessment proposed for the 4th of July with Jonathan Prothero; As I am taking primary ownership of gathering the survey data, uploading to the WEIMS, and (obviously) reporting to Jonathan and seeking approval input on our organizational goal setting, would it be more appropriate for me to be part of that meeting as Jonathan's representative? If your practice is to conduct the compliance assessment at the executive level, I certainly don't want to short circuit that process. If this is the case, I can give Jonathan a detailed brief of the analysis in advance of the July 4th meeting. Please advise.

Thanks again for the quick follow-up,

Mat

From: neena.sharan@labour-travail.gc.ca <neena.sharan@labour-travail.gc.ca> On Behalf Of ee-eme@hrsdc-

<u>rhdcc.gc.ca</u>

Sent: May-25-18 8:49 AM

To: Mat VanMilligen <<u>mVanmilligen@tundratechnical.ca</u>>; <u>ee-eme@hrsdc-rhdcc.gc.ca</u> **Subject:** RE: Tundra Technical Solutions FCP-EE Workforce Survey Questionnaire for Review

Good morning Matthew,

Thank you for sending a copy of the Self-ID questionnaire for us to review. The questionnaire looks great and also there is no issue in distributing this questionnaire by e-mail to all the employees for full distribution and timely response.

Thank you and if you have any questions please do not hesitate to contact me. Have a great weekend.

Regards,

Neena Sharan

Assessment Officer, Programme du travail Emploi et Développement social Canada / Gouvernement du Canada neena.sharan@labour-travail.gc.ca / Tél.: 873-396-0405

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From: Mat VanMilligen [mailto:MVanMilligen@tundratechnical.ca]

Sent: 24 mai 2018 14:20

To: EE-EME

Subject: Tundra Technical Solutions FCP-EE Workforce Survey Questionnaire for Review

Good Day,

We have attached our Questionnaire for review and feedback. We have left the return information open as we are planning to distribute via a dedicated email address (which is intended to be an aggregate email for all matters related to the program). The form itself is set up to be distributed via hard-copy mail, and while I didn't see any items in the FAQ, I wanted to confirm that we are able to distribute the questionnaire via email to ensure full distribution and timely response to hit the program benchmarks. Please advise on this.

Otherwise, any feedback on the Questionnaire itself would be well received.











Matthew VanMilligen

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