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s.24(1)

Labour Program  
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

## Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement  
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Vancouver Drydock Limited Partnership	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Vancouver Drydock Company (VDC)	Business Number: [REDACTED] Total number of employees in Canada (Permanent Full-Time and/or Part-Time): 180
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2007/list-liste-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2007/list-liste-eng.htm</a> Repairing ships at floating dry docks (48839)	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 203 East Esplanade Street	City North Vancouver	Province BC	Postal Code V7L 1A1
Telephone Number 1-604-988-7444			

EMPLOYMENT EQUITY CONTACT		
Name (print) Karen Tilley	Title Director, HR Consulting & Program Delivery	
Telephone Number 1-604-984-1660	E-mail Address ktalley@seaspan.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND</li> <li>• intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes)</li> </ul> hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</a>
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) Paul Hebson	Title Vice-President & General Manager	
Telephone Number 1604-9[REDACTED]	E-mail Address [REDACTED]@seaspan.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French
Signature [REDACTED]	Date (YYYY-MM-DD) 2017-02-14	

**Privacy**

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.

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

Workplace Equity Information Management System - Vancouver Drydocks Company Ltd.

**Workforce Analysis - Detailed Report**

Date: 2018-02-20

**Women**

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	1	0	0.0 %	27.4 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	6	0	0.0 %	38.9 %	2	-2	National
<b>03 : Professionals</b>		2	0	0.0 %	42.0 %	1	-1	
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	42.0 %	1	-1	National
<b>04 : Semi-Professionals and Technicians</b>		9	2	22.2 %	28.6 %	3	-1	
2234 : Construction estimators	British Columbia	2	0	0.0 %	10.5 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	6	2	33.3 %	37.8 %	2	0	British Columbia
2264 : Construction inspectors	British Columbia	1	0	0.0 %	9.1 %	0	0	British Columbia
<b>06 : Supervisors: Crafts and Trades</b>		4	0	0.0 %	6.6 %	0	0	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	British Columbia	1	0	0.0 %	3.2 %	0	0	British Columbia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	3	0	0.0 %	7.7 %	0	0	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		3	2	66.7 %	79.0 %	2	0	
<b>Employment Equity Occupational Group</b>	Vancouver	3	2	66.7 %	79.0 %	2	0	Vancouver
<b>09 : Skilled Crafts and Trades Workers</b>		36	1	2.8 %	2.0 %	1	0	
7231 : Machinists and machining and tooling inspectors	British Columbia	11	0	0.0 %	1.4 %	0	0	British Columbia
7234 : Boilermakers	British Columbia	7	0	0.0 %	0.0 %	0	0	British Columbia
7236 : Ironworkers	British Columbia	3	0	0.0 %	3.4 %	0	0	British Columbia
7242 : Industrial electricians	British Columbia	7	1	14.3 %	3.7 %	0	1	British Columbia
7252 : Steamfitters, pipefitters and sprinkler system installers	British Columbia	4	0	0.0 %	1.1 %	0	0	British Columbia
7371 : Crane operators	British Columbia	4	0	0.0 %	3.6 %	0	0	British Columbia
<b>14 : Other Manual Workers</b>		1	0	0.0 %	30.1 %	0	0	
<b>Employment Equity Occupational Group</b>	Vancouver	1	0	0.0 %	30.1 %	0	0	Vancouver



Workplace Equity Information Management System - Vancouver Drydocks Company Ltd.

Workforce Analysis - Detailed Report

Date: 2018-02-20

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Total		62	5	8.1 %	15.6 %	9	-4	

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Vancouver Drydocks Company Ltd.

**Workforce Analysis - Detailed Report**

Date: 2018-02-20

**Aboriginal Peoples**

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation		Availability			
			#	%	%	#		
<b>01 : Senior Managers</b>	National	1	0	0.0 %	2.9 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	6	0	0.0 %	2.2 %	0	0	National
<b>03 : Professionals</b>		2	0	0.0 %	1.6 %	0	0	
1122 : Professional occupations in business management consulting	National	2	0	0.0 %	1.6 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>		9	0	0.0 %	3.9 %	0	0	
2234 : Construction estimators	British Columbia	2	0	0.0 %	2.5 %	0	0	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	6	0	0.0 %	4.4 %	0	0	British Columbia
2264 : Construction inspectors	British Columbia	1	0	0.0 %	3.2 %	0	0	British Columbia
<b>06 : Supervisors: Crafts and Trades</b>		4	0	0.0 %	5.0 %	0	0	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	British Columbia	1	0	0.0 %	6.7 %	0	0	British Columbia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	3	0	0.0 %	4.4 %	0	0	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		3	0	0.0 %	2.1 %	0	0	
<b>Employment Equity Occupational Group</b>	Vancouver	3	0	0.0 %	2.1 %	0	0	Vancouver
<b>09 : Skilled Crafts and Trades Workers</b>		36	0	0.0 %	5.5 %	2	-2	
7231 : Machinists and machining and tooling inspectors	British Columbia	11	0	0.0 %	1.4 %	0	0	British Columbia
7234 : Boilermakers	British Columbia	7	0	0.0 %	13.0 %	1	-1	British Columbia
7236 : Ironworkers	British Columbia	3	0	0.0 %	8.5 %	0	0	British Columbia
7242 : Industrial electricians	British Columbia	7	0	0.0 %	2.9 %	0	0	British Columbia
7252 : Steamfitters, pipefitters and sprinkler system installers	British Columbia	4	0	0.0 %	4.2 %	0	0	British Columbia
7371 : Crane operators	British Columbia	4	0	0.0 %	7.7 %	0	0	British Columbia
<b>14 : Other Manual Workers</b>		1	0	0.0 %	3.2 %	0	0	
<b>Employment Equity Occupational Group</b>	Vancouver	1	0	0.0 %	3.2 %	0	0	Vancouver





Workplace Equity Information Management System - Vancouver Drydocks Company Ltd.

Workforce Analysis - Detailed Report

Date: 2018-02-20

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	Availability %	Availability #		
Total		62	0	0.0 %	2	-2	

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Vancouver Drydocks Company Ltd.

Workforce Analysis - Detailed Report

Date: 2018-02-20

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	1	0	0.0 %	10.1 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	6	1	16.7 %	15.0 %	1	0	National
<b>03 : Professionals</b>		2	2	100.0 %	21.6 %	0	2	
1122 : Professional occupations in business management consulting	National	2	2	100.0 %	21.6 %	0	2	National
<b>04 : Semi-Professionals and Technicians</b>		9	3	33.3 %	15.8 %	1	2	
2234 : Construction estimators	British Columbia	2	1	50.0 %	16.6 %	0	1	British Columbia
2263 : Inspectors in public and environmental health and occupational health and safety	British Columbia	6	2	33.3 %	15.9 %	1	1	British Columbia
2264 : Construction inspectors	British Columbia	1	0	0.0 %	13.9 %	0	0	British Columbia
<b>06 : Supervisors: Crafts and Trades</b>		4	0	0.0 %	15.0 %	1	-1	
7201 : Contractors and supervisors, machining, metal forming, shaping and erecting trades and related occupations	British Columbia	1	0	0.0 %	4.5 %	0	0	British Columbia
7205 : Contractors and supervisors, other construction trades, installers, repairers and servicers	British Columbia	3	0	0.0 %	18.5 %	1	-1	British Columbia
<b>07 : Administrative and Senior Clerical Personnel</b>		3	1	33.3 %	35.3 %	1	0	
<b>Employment Equity Occupational Group</b>	Vancouver	3	1	33.3 %	35.3 %	1	0	Vancouver
<b>09 : Skilled Crafts and Trades Workers</b>		36	2	5.6 %	12.6 %	5	-3	
7231 : Machinists and machining and tooling inspectors	British Columbia	11	0	0.0 %	22.0 %	2	-2	British Columbia
7234 : Boilermakers	British Columbia	7	0	0.0 %	6.5 %	0	0	British Columbia
7236 : Ironworkers	British Columbia	3	0	0.0 %	12.7 %	0	0	British Columbia
7242 : Industrial electricians	British Columbia	7	2	28.6 %	10.3 %	1	1	British Columbia
7252 : Steamfitters, pipefitters and sprinkler system installers	British Columbia	4	0	0.0 %	7.3 %	0	0	British Columbia
7371 : Crane operators	British Columbia	4	0	0.0 %	7.0 %	0	0	British Columbia
<b>14 : Other Manual Workers</b>		1	0	0.0 %	47.6 %	0	0	
<b>Employment Equity Occupational Group</b>	Vancouver	1	0	0.0 %	47.6 %	0	0	Vancouver



Workplace Equity Information Management System - Vancouver Drydocks Company Ltd.

Workforce Analysis - Detailed Report

Date: 2018-02-20

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability %	Gap #	Recruitment Area
			Representation #	Representation %			
Total		62	9	14.5 %	15.4 %	9	0

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Vancouver Drydocks Company Ltd.

**Workforce Analysis - Detailed Report**

Date: 2018-02-20

**Persons with Disabilities**

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability %	Availability #	Gap #	Recruitment Area
			Representation #	Representation %				
<b>01/02 : Managers</b>	National	7	0	0.0 %	4.3 %	0	0	National
<b>03 : Professionals</b>	National	2	0	0.0 %	3.8 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>	National	9	0	0.0 %	4.6 %	0	0	National
<b>06 : Supervisors: Crafts and Trades</b>	National	4	0	0.0 %	7.8 %	0	0	National
<b>07 : Administrative and Senior Clerical Personnel</b>	National	3	0	0.0 %	3.4 %	0	0	National
<b>09 : Skilled Crafts and Trades Workers</b>	National	36	0	0.0 %	3.8 %	1	-1	National
<b>14 : Other Manual Workers</b>	National	1	0	0.0 %	5.3 %	0	0	National
<b>Total</b>		62	0	0.0 %	4.2 %	1	-1	

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: 2018-02-20

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

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



## Workforce Analysis - Detailed Report

Date: 2018-02-20

### WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - Vancouver Drydocks Company Ltd.

**Workforce Analysis - Summary Report**

Date: 2018-02-20

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	1	0	0.0 %	27.4 %	0	0
02 : Middle and Other Managers	6	0	0.0 %	38.9 %	2	-2
03 : Professionals	2	0	0.0 %	42.0 %	1	-1
04 : Semi-Professionals and Technicians	9	2	22.2 %	28.6 %	3	-1
06 : Supervisors: Crafts and Trades	4	0	0.0 %	6.6 %	0	0
07 : Administrative and Senior Clerical Personnel	3	2	66.7 %	79.0 %	2	0
09 : Skilled Crafts and Trades Workers	36	1	2.8 %	2.0 %	1	0
14 : Other Manual Workers	1	0	0.0 %	30.1 %	0	0
<b>Total</b>	<b>62</b>	<b>5</b>	<b>8.1 %</b>	<b>15.6 %</b>	<b>9</b>	<b>-4</b>

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Vancouver Drydocks Company Ltd.

**Workforce Analysis - Summary Report**

Date: 2018-02-20

**Aboriginal Peoples**

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	1	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	6	0	0.0 %	2.2 %	0	0
03 : Professionals	2	0	0.0 %	1.6 %	0	0
04 : Semi-Professionals and Technicians	9	0	0.0 %	3.9 %	0	0
06 : Supervisors: Crafts and Trades	4	0	0.0 %	5.0 %	0	0
07 : Administrative and Senior Clerical Personnel	3	0	0.0 %	2.1 %	0	0
09 : Skilled Crafts and Trades Workers	36	0	0.0 %	5.5 %	2	-2
14 : Other Manual Workers	1	0	0.0 %	3.2 %	0	0
<b>Total</b>	<b>62</b>	<b>0</b>	<b>0.0 %</b>	<b>4.5 %</b>	<b>2</b>	<b>-2</b>

Total may not equal sum of components due to rounding.





Workplace Equity Information Management System - Vancouver Drydocks Company Ltd.

**Workforce Analysis - Summary Report**

Date: 2018-02-20

**Members of Visible Minorities**

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	1	0	0.0 %	10.1 %	0	0
02 : Middle and Other Managers	6	1	16.7 %	15.0 %	1	0
03 : Professionals	2	2	100.0 %	21.6 %	0	2
04 : Semi-Professionals and Technicians	9	3	33.3 %	15.8 %	1	2
06 : Supervisors: Crafts and Trades	4	0	0.0 %	15.0 %	1	-1
07 : Administrative and Senior Clerical Personnel	3	1	33.3 %	35.3 %	1	0
09 : Skilled Crafts and Trades Workers	36	2	5.6 %	12.6 %	5	-3
14 : Other Manual Workers	1	0	0.0 %	47.6 %	0	0
<b>Total</b>	<b>62</b>	<b>9</b>	<b>14.5 %</b>	<b>15.4 %</b>	<b>9</b>	<b>0</b>

Total may not equal sum of components due to rounding.

## Workforce Analysis - Summary Report

Date: 2018-02-20

### Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	7	0	0.0 %	4.3 %	0	0
03 : Professionals	2	0	0.0 %	3.8 %	0	0
04 : Semi-Professionals and Technicians	9	0	0.0 %	4.6 %	0	0
06 : Supervisors: Crafts and Trades	4	0	0.0 %	7.8 %	0	0
07 : Administrative and Senior Clerical Personnel	3	0	0.0 %	3.4 %	0	0
09 : Skilled Crafts and Trades Workers	36	0	0.0 %	3.8 %	1	-1
14 : Other Manual Workers	1	0	0.0 %	5.3 %	0	0
<b>Total</b>	<b>62</b>	<b>0</b>	<b>0.0 %</b>	<b>4.2 %</b>	<b>1</b>	<b>-1</b>

Total may not equal sum of components due to rounding.



## Workforce Analysis - Summary Report

Date: 2018-02-20

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

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



## Workforce Analysis - Summary Report

Date: 2018-02-20

### WFA Defaults - Persons with Disabilities

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











**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

Start Date of Flow Data		
YYYY	MM	DD

End Date of Flow Data		
YYYY	MM	DD

Data from Form 4 - Employees Hired			
↓	↓	↓	↓

Data from Form 5 - Employees Promoted			
↓	↓	↓	↓

Data from Form 6 - Employees Terminated			
↓	↓	↓	↓

Table 1: Women			
Full-time / National		Part-time / National	
All Employees Hired	Women Hired	All Employees Hired	Women Hired
#	#	#	#

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

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

Employment Equity Occupational Group (EEOG)	Table 1: Women			
	Full-time / National		Part-time / National	
	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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Employment Equity Occupational Group (EEOG)	Table 5: Women			
	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
	#	#	#	#
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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Employment Equity Occupational Group (EEOG)	Table 9: Women			
	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#
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
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

Start Date of Flow Data		
YYYY	MM	DD
0	0	0

End Date of Flow Data		
YYYY	MM	DD
0	0	0

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

**Table 3: Persons with Disabilities**

**Table 7: Persons with Disabilities**

**Table 11: Persons with Disabilities**

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

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

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	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EOG)	All Employees										First/Previous Short-term Goals										Women				
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years						
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		From - To												
	2018-02-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-02-22	Annually	Over 3 Years	2018	2021													
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%							
01 Senior Managers	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	27.4%	0	0	0.0%	0.0%						
02 Middle & Other Managers	6	-100.0%	0.0%	0	0.0%	35.0%	6	6	0	35.0%	0	2	2	28.0%	38.9%	-2	0	0.0%	33.3%						
03 Professionals	2	-100.0%	0.0%	0	0.0%	40.0%	2	2	0	40.0%	0	1	1	42.0%	42.0%	-1	0	0.0%	50.0%						
04 Semi-Professionals & Tech	9	-100.0%	1.0%	0	0.0%	40.0%	11	11	2	40.0%	2	3	3	28.6%	28.6%	-1	0	22.2%	33.3%						
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!						
06 Supervisors: Crafts & Trades	4	-100.0%	1.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	0.0%	6.6%	0	0	0.0%	0.0%						
07 Administrative & Sr Clerical	3	-100.0%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	0	0	0.0%	79.0%	0	0	66.7%	66.7%						
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!						
09 Skilled Crafts & Trades	36	-100.0%	5.0%	5	0.0%	25.0%	27	32	1	25.0%	1	1	2	5.0%	2.0%	0	1	2.8%	4.9%						
10 Clerical Personnel	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!						
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!						
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!						
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!						
14 Other Manual Workers	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	30.1%	0	0	0.0%	0.0%						
<b>Total</b>	<b>62</b>	<b>-100.0%</b>	<b>7.0%</b>	<b>13</b>	<b>0.0%</b>	<b>37.0%</b>	<b>69</b>	<b>82</b>	<b>5</b>	<b>37.0%</b>	<b>6</b>	<b>13</b>	<b>21</b>	<b>25.2%</b>	<b>15.6%</b>	<b>-5</b>	<b>8</b>	<b>8.1%</b>	<b>26.7%</b>						

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

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

**Table 2: Women**

Employment Equity Occupational Group (EOG)	Women				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	2	0.0	2	28.0	
03 Professionals	1	0.0	1	42.0	
04 Semi-Professionals & Tech	3	0.0	3	28.6	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	1	0.0	2	5.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Vancouver Drydock Company Ltd.

2018-22-02

14	Other Manual Workers	0	0.0	0	0.0
Total		13	0.0	21	0.0



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples  
First/Previous Short-term Goals**

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		YYYY - YYYY							
	2018-02-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-02-22	Annually	Over 3 Years	2018	2021								
	#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01 Senior Managers	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	6	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	2.2%	0	0	0.0%	0.0%	
03 Professionals	2	-100.0%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	0.0%	1.6%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	9	-100.0%	1.0%	0	0.0%	2.0%	1	1	0	2.0%	0	0	0	0.0%	3.9%	0	0	0.0%	0.0%	
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	4	-100.0%	1.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	0.0%	5.0%	0	0	0.0%	0.0%	
07 Administrative & Sr Clerical	3	-100.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	0.0%	2.1%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	36	-100.0%	5.0%	5	0.0%	30.0%	32	37	0	30.0%	0	2	3	7.0%	5.5%	-2	1	0.0%	7.3%	
10 Clerical Personnel	0	0.0%	0.0%	0	0.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	3.2%	0	0	0.0%	0.0%	
<b>Total</b>	<b>62</b>	<b>-100.0%</b>	<b>7.0%</b>	<b>13</b>	<b>0.0%</b>	<b>37.0%</b>	<b>69</b>	<b>82</b>	<b>0</b>	<b>37.0%</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>7.0%</b>	<b>4.5%</b>	<b>-3</b>	<b>3</b>	<b>0.0%</b>	<b>8.0%</b>	

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

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

**Table 4: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	2.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	2	0.0	3	7.0	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Vancouver Drydock Company Ltd.

2018-22-02

14	Other Manual Workers	0	0.0	0	0.0
Total		3	0.0	6	7.0



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EOG)		All Employees																		
		First/Previous Short-term Goals																		
		Growth (New Positions)							Turnover (Replacement of Terminated Employees)			Persons with Disabilities								
		Number	Actual			Projected			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected			Over 3 Years	YYYY-MM-DD		Annually	Over 3 Years					
2018-02-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-02-22	Annually	Over 3 Years	#	2018	2021	%	#	#	%	%		
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%		
01/02	Managers	7	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	4.3%	0	0	0.0%	0.0%
03	Professionals	2	-100.0%	1.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	0.0%	3.8%	0	0	0.0%	0.0%
04	Semi-Professionals & Tech	9	-100.0%	0.0%	0	0.0%	2.0%	1	1	0	2.0%	0	0	0	0.0%	4.6%	0	0	0.0%	0.0%
05	Supervisors	0	0.0%	1.0%	0	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	4	-100.0%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	0.0%	7.8%	0	0	0.0%	0.0%
07	Administrative & Sr Clerical	3	-100.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	1.0%	3.4%	0	0	0.0%	0.0%
08	Skilled Sales & Service	0	0.0%	5.0%	0	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	36	-100.0%	0.0%	0	0.0%	25.0%	27	27	0	25.0%	0	1	1	3.0%	3.8%	-1	0	0.0%	2.8%
10	Clerical Personnel	0	0.0%	0.0%	0	0.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	5.3%	0	0	0.0%	0.0%
Total		62	-100.0%	7.0%	13	0.0%	37.0%	69	82	0	37.0%	0	0	2	2.0%	0.0%	0	2	0.0%	2.7%

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

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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01/02	Managers	0	0.0	0	0.0	
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	0.0	0	1.0	
08	Skilled Sales & Service	0	0.0	0	0.0	
09	Skilled Crafts & Trades	1	0.0	1	3.0	
10	Clerical Personnel	0	0.0	0	0.0	
11	Intermediate Sales & Service	0	0.0	0	0.0	
12	Semi-Skilled Manual	0	0.0	0	0.0	
13	Other Sales & Service	0	0.0	0	0.0	
14	Other Manual Workers	0	0.0	0	0.0	
Total		0	0.0	2	2.0	

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	All Employees																		
	First/Previous Short-term Goals																		
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	Over 3 Years					
	2018-02-22	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Annually	Over 3 Years	Annually	Over 3 Years	2018	2021	2018	2021	%	%	%	%
#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%	
01 Senior Managers	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	10.1%	0	0	0.0%	0.0%
02 Middle & Other Managers	6	-100.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	0.0%	15.0%	0	0	16.7%	16.7%
03 Professionals	2	-100.0%	0.0%	0	0.0%	2.0%	0	0	2	2.0%	-2	0	0	0.0%	21.6%	2	2	100.0%	100.0%
04 Semi-Professionals & Tech	9	-100.0%	1.0%	0	0.0%	2.0%	1	1	3	2.0%	0	-2	0	0.0%	15.8%	2	2	33.3%	33.3%
05 Supervisors	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	4	-100.0%	1.0%	0	0.0%	30.0%	4	4	0	30.0%	0	1	1	15.0%	15.0%	-1	0	0.0%	25.0%
07 Administrative & Sr Clerical	3	-100.0%	0.0%	0	0.0%	1.0%	0	0	1	1.0%	0	0	0	0.0%	35.3%	0	0	33.3%	33.3%
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	36	-100.0%	5.0%	5	0.0%	30.0%	32	37	2	30.0%	2	5	5	12.6%	12.6%	-3	0	5.6%	12.2%
10 Clerical Personnel	0	0.0%	0.0%	0	0.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	1	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	47.6%	0	0	0.0%	0.0%
<b>Total</b>	<b>62</b>	<b>-100.0%</b>	<b>7.0%</b>	<b>13</b>	<b>0.0%</b>	<b>37.0%</b>	<b>69</b>	<b>82</b>	<b>9</b>	<b>37.0%</b>	<b>10</b>	<b>1</b>	<b>12</b>	<b>14.6%</b>	<b>0.0%</b>	<b>9</b>	<b>11</b>	<b>14.5%</b>	<b>14.7%</b>

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

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

Workforce Analysis) ÷ 2) x 100.

**Table 8: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	0	0.0	0	0.0	
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	1	0.0	1	15.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	5	0.0	5	12.6	
10 Clerical Personnel	0	0.0	0	0.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	

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14	Other Manual Workers	0	0.0	0	0.0
Total		12	14.6	12	14.6

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**Vancouver Drydock Company Ltd.**

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**Data for Subsequent/Current Goals**

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

**Table 9: Women**

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																			
	All Employees								Women											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	Over 3 Years						From - To
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	#	0	3	%	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	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	25.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
03 Professionals	0	-100.0%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	42.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
04 Semi-Professionals & Tech	0	-100.0%	1.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	28.6%	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	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	-100.0%	1.0%	0	0.0%	2.0%	0	0	0	2.0%	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%	1.0%	0	0	0	1.0%	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	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	-100.0%	5.0%	0	0.0%	25.0%	0	0	0	25.0%	0	0	0	5.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	0.0%	0.0%	0	0.0%	5.0%	0	0	0	5.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	0	-100.0%	7.0%	0	0.0%	37.0%	0	0	0	37.0%	0	0	0	25.2%	0.0%	0	0	#DIV/0!	#DIV/0!	

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

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

Workforce Analysis) ÷ 2) x 100.

**Table 10: Women**

Employment Equity Occupational Group (EOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	25.0	25.0	In 2018 we are rolling out a succession planning program for director levels and above. We have a number of female senior level managers and directors part of this process. In 2017 our CFO(female)
03 Professionals	42.0	42.0	
04 Semi-Professionals & Tech	28.6	28.6	We continue to hire numerous female professionals and our Women in Trades focus groups for both office staff and trades identified areas and suggestions to improve the workplace as well as to att
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	5.0	5.0	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	0.0	0.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

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Total		25.2		25.2	Camosun is rolling out a program in 2018 called "Trades Skills Foundation- Marine" that will help to gain interest at all Seaspan's shipyards. Interest in the trades as well as manual labour roles will
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**Part 3: Goals**

**Vancouver Drydock Company Ltd.**

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**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																			
	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	From - To						From - To
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	#	0	3	%	%	%	#	#	%
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01 Senior Managers	0	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
02 Middle & Other Managers	0	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
03 Professionals	0	-100.0%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	2.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
04 Semi-Professionals & Tech	0	-100.0%	1.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	2.0%	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	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
06 Supervisors: Crafts & Trades	0	-100.0%	1.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	2.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	0	-100.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	1.0%	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	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	-100.0%	5.0%	0	0.0%	25.0%	0	0	0	25.0%	0	0	0	25.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	0	0.0%	0.0%	0	0.0%	5.0%	0	0	0	5.0%	0	0	0	5.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	0	-100.0%	7.0%	0	0.0%	37.0%	0	0	0	37.0%	0	0	0	37.0%	0.0%	0	0	#DIV/0!	#DIV/0!	

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

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

Workforce Analysis) ÷ 2) x 100.

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0%	
02 Middle & Other Managers	0.0	0.0%	
03 Professionals	2.0	2.0%	
04 Semi-Professionals & Tech	2.0	2.0%	
05 Supervisors	0.0	0.0%	
06 Supervisors: Crafts & Trades	2.0	2.0%	
07 Administrative & Sr Clerical	1.0	1.0%	
08 Skilled Sales & Service	0.0	0.0%	
09 Skilled Crafts & Trades	25.0	25.0%	ACCESS trade program, Tseil-Wauthuth Fair, Squamish Nation Career and Opportunities Fair are just some examples of events Seaspan is involved with.
10 Clerical Personnel	5.0	5.0%	
11 Intermediate Sales & Service	0.0	0.0%	
12 Semi-Skilled Manual	0.0	0.0%	
13 Other Sales & Service	0.0	0.0%	
14 Other Manual Workers	0.0	0.0%	

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Part 3: Goals

Vancouver Drydock Company Ltd.

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Total		37.0	37.0%
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**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		Subsequent/Current Short-term Goals																		
		All Employees							Persons with Disabilities											
		Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
			YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	Over 3 Years					
		--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	--	Annually	Over 3 Years	#	0	3	%	%	%	#	#
#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%	
01/02	Managers	0	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
03	Professionals	0	-100.0%	1.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	2.0%	0.0%	0	0	#DIV/0!	#DIV/0!
04	Semi-Professionals & Tech	0	-100.0%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	2.0%	0.0%	0	0	#DIV/0!	#DIV/0!
05	Supervisors	0	0.0%	1.0%	0	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	-100.0%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	2.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07	Administrative & Sr Clerical	0	-100.0%	0.0%	0	0.0%	1.0%	0	0	0	1.0%	0	0	0	1.0%	0.0%	0	0	#DIV/0!	#DIV/0!
08	Skilled Sales & Service	0	0.0%	5.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09	Skilled Crafts & Trades	0	-100.0%	0.0%	0	0.0%	25.0%	0	0	0	25.0%	0	0	0	25.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10	Clerical Personnel	0	0.0%	0.0%	0	0.0%	5.0%	0	0	0	5.0%	0	0	0	5.0%	0.0%	0	0	#DIV/0!	#DIV/0!
11	Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12	Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13	Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	-100.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		0	-100.0%	7.0%	0	0.0%	37.0%	0	0	0	37.0%	0	0	0	37.0%	0.0%	0	0	#DIV/0!	#DIV/0!

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

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

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)		Persons with Disabilities				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01/02	Managers		0.0		0.0%	A newly structured Employee Health & Wellness area, a strong partnership with Abilities at Work, will support a reduction in the gaps in all of the EEOGs listed below.
03	Professionals		2.0		2.0%	Plans for a facility upgrade are being discussed and a new accessible office building at Vancouver Shipyards is available.
04	Semi-Professionals & Tech		2.0		2.0%	
05	Supervisors		0.0		0.0%	
06	Supervisors: Crafts & Trades		2.0		2.0%	
07	Administrative & Sr Clerical		1.0		1.0%	
08	Skilled Sales & Service		0.0		0.0%	
09	Skilled Crafts & Trades		25.0		25.0%	Skilled Craft & Trade Workers and Other Manual Workers work in a highly safety sensitive and heavily industrial worksite, and are also dispatched to VDC by Union Halls, which continues to limit
10	Clerical Personnel		5.0		5.0%	
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			37.0		37.0%	

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**Part 3: Goals**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Subsequent/Current Short-term Goals																		
	All Employees								Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Over 3 Years	Over 3 Years		Over 3 Years	From - To					
	--	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	Annually	Over 3 Years	#	0	3	%	%	%	#	#	%
#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	%	#	#	%	%
01 Senior Managers	0	-100.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	0	-100.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
03 Professionals	0	-100.0%	0.0%	0	0.0%	2.0%	0	0	2.0%	0	0	0	0	2.0%	0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	0	-100.0%	1.0%	0	0.0%	2.0%	0	0	2.0%	0	0	0	0	2.0%	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	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	-100.0%	1.0%	0	0.0%	2.0%	0	0	2.0%	0	0	0	0	2.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	0	-100.0%	0.0%	0	0.0%	1.0%	0	0	1.0%	0	0	0	0	1.0%	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	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	-100.0%	5.0%	0	0.0%	25.0%	0	0	25.0%	0	0	0	0	25.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%	0.0%	0	0.0%	5.0%	0	0	5.0%	0	0	0	0	5.0%	0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	-100.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	0	-100.0%	7.0%	0	0.0%	37.0%	0	0	37.0%	0	0	0	0	37.0%	0.0%	0	0	#DIV/0!	#DIV/0!

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

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

Workforce Analysis) ÷ 2) x 100.

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	0.0%	
02 Middle & Other Managers	0.0	0.0%	
03 Professionals	2.0	2.0%	
04 Semi-Professionals & Tech	2.0	2.0%	
05 Supervisors	0.0	0.0%	
06 Supervisors: Crafts & Trades	2.0	2.0%	
07 Administrative & Sr Clerical	1.0	1.0%	
08 Skilled Sales & Service	0.0	0.0%	
09 Skilled Crafts & Trades	25.0	25.0%	
10 Clerical Personnel	5.0	5.0%	VDC continues to work with the Immigrant Employment council of BC to promote greater diversity for this group. Our Talent Management department is actively engaged with a number of agencies.
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%	VDC continues to work with its union representatives as this group of workers is dispatched from the union hall based on seniority. Communication between VDC and the union to reit

Federal Contractors Program Achievement Report

Part 3: Goals

Vancouver Drydock Company Ltd.

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Total		37.0		37.0%
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**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference						
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#	#		
01 Senior Managers	2018	1	0	0.0	27.4	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	6	0	0.0	38.9	2	-2	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	2	0	0.0	42.0	1	-1	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	9	2	22.2	28.6	3	-1	77.7																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	4	0	0.0	6.6	0	0	0.0																
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Goal	Women			Goal	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	#	%	%		
01 Senior Managers	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	2	0.0	0.0	0.0	0.0	2	0.0	28.0	0.0	
	3	0	0	0.0			25.0	0.0			25.0	0.0	0.0	
03 Professionals	0	0	0	0.0	1	0.0	0.0	0.0	0.0	1	0.0	42.0	0.0	
	3	0	0	0.0			42.0	0.0			42.0	0.0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	3	0.0	0.0	0.0	0.0	3	0.0	28.6	0.0	
	3	0	0	0.0			28.6	0.0			28.6	0.0	0.0	
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0	0.0	

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**Part 4: Results - Women**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
07	Administrative & Senior Clerical	2018	3	2	66.7	79.0	2	0	84.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
09	Skilled Crafts & Trades Workers	2018	36	1	2.8	2.0	1	0	138.9	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
10	Clerical Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			All Employees	Women			All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal		Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	#	%	%	#	%	%		
07	Administrative & Senior Clerical	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
		3	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
08	Skilled Sales & Service Personnel	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
		3	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	1	0.0	0.0	2	0.0	5.0	0	0.0	5.0	
		3	0	0.0	0	0.0	5.0	0	0.0	5.0	0	0.0	5.0	
10	Clerical Personnel	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
		3	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
		3	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
12	Semi-Skilled Manual Workers	0	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	
		3	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	



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**Part 4: Results - Women**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations						
		All Employees	Women					All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#			
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
	0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
14 Other Manual Workers	2018	1	0	0.0	30.1	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
	0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
Total	2018	62	5	8.1	15.6	10	-5	51.7																		
	0	0	0	0.0	0.0	0	0	0.0																		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Women			All Employees	Women				All Employees	Women			
			Actual	Goal	Percent of Goal Met		Goal	Percent of Goal Met	Goal	Percent of Goal Met		Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%				
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0				0.0			
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0				0.0			
Total	0	0	0	0.0	13	0.0	0.0	0.0	21	0.0	0.0	0.0			
	3	0	0	0.0			25.2	0.0				25.2			

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**Part 5: Results - Aboriginal Peoples**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples								All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	1	0	0.0	2.9	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	6	0	0.0	2.2	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	2	0	0.0	1.6	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	9	0	0.0	3.9	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	4	0	0.0	5.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	#	%	#	%	#	%	#	%			
01 Senior Managers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0			
02 Middle & Other Managers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0.0	0.0			0.0	0.0			
03 Professionals	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2.0	0.0	
	3	0	0	0.0			2.0	0.0					0.0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			2.0	0.0					0.0	0.0	
05 Supervisors	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0.0	0.0					0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			2.0	0.0					0.0	0.0	

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples					All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07	Administrative & Senior Clerical	2018	3	0	0.0	2.1	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	36	0	0.0	5.5	2	-2	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
10	Clerical Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments							
		Flow Data				Short-term Goals				Long-term Goals											
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples											
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met										
#	#	%	#	%	#	%	#	%	#	%											
07	Administrative & Senior Clerical	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0	0	0.0	2	0.0	0	0.0	3	0.0	7.0	0.0	3	0.0	7.0	0.0	0.3	0.0	
10	Clerical Personnel	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.1	0.0	
11	Intermediate Sales & Service Personnel	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	



**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires					Promotions					Terminations				
		All Employees	Aboriginal Peoples				EE Result	All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
			Representation	Availability	Gap	Actual			Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		
14 Other Manual Workers	2018	1	0	0.0	3.2	0	0	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total	2018	62	0	0.0	4.5	3	-3	0.0																		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments	
		Flow Data		Short-term Goals				Long-term Goals							
		All Employees	Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples						
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	#	%	%	%	#	%	%	%	%				
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	3	0	0	0.0			0.0	0.0			0.0	0.0			
Total	0	0	0	0.0	3	0.0	0.0	0.0	6	0.0	7.0	0.0			
	3	0	0	0.0			37.0	0.0			0.4	0.0			

**Federal Contractors Program Achievement Report**

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

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities								All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	
01&02 Managers	2018	7	0	0.0	4.3	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	2	0	0.0	3.8	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	9	0	0.0	4.6	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	4	0	0.0	7.8	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities										
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%			
01&02 Managers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
03 Professionals	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			2.0	0.0			0.0	0.0		
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			2.0	0.0			0.0	0.0		
05 Supervisors	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
06 Supervisors: Crafts & Trades	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			2.0	0.0			0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees		Persons with Disabilities								All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference		
07	Administrative & Senior Clerical	2018	0	3	0	0.0	3.4	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	0	36	0	0.0	3.8	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0
10	Clerical Personnel	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
11	Intermediate Sales & Service Personnel	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
12	Semi-Skilled Manual Workers	2018	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities				
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
07	Administrative & Senior Clerical	0	3	0	0	0.0	0	0.0	0	0.0	1.0	0.0		
08	Skilled Sales & Service Personnel	0	3	0	0	0.0	0	0.0	0	0.0	0.0	0.0		
09	Skilled Crafts & Trades Workers	0	3	0	1	0.0	0	0.0	1	0.0	3.0	0.0		
10	Clerical Personnel	0	3	0	0	0.0	0	0.0	0	0.0	0.0	0.0		
11	Intermediate Sales & Service Personnel	0	3	0	0	0.0	0	0.0	0	0.0	0.0	0.0		
12	Semi-Skilled Manual Workers	0	3	0	0	0.0	0	0.0	0	0.0	0.0	0.0		

**Federal Contractors Program Achievement Report**

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

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce										Hires				Promotions				Terminations				
		All Employees	Persons with Disabilities									All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference			
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2018	1	0	0.0	5.3	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
Total	2018	62	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0
	0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
Total	0	0	0	0.0	0	0.0	0.0	0.0	2	0.0	2.0	0.0		
	3	0	0	0.0	0	0.0	37.0	0.0	0	0.0	0.4	0.0		

**Federal Contractors Program Achievement Report**

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

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	2018	1	0	0.0	10.1	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	2018	6	1	16.7	15.0	1	0	111.1																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03 Professionals	2018	2	2	100.0	21.6	0	2	463.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Semi-Professionals & Technicians	2018	9	3	33.3	15.8	1	2	211.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	2018	0	0	0.0	0.0	0	0	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	2018	4	0	0.0	15.0	1	-1	0.0																	
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals							
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities						
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	#	%	#	%	#	%					
01 Senior Managers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0.0	0.0			0	0.0	0.0	0.0	
02 Middle & Other Managers	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0.0	0.0			0	0.0	0.0	0.0	
03 Professionals	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			2.0	0.0			0	0.0	0.0	0.0	
04 Semi-Professionals & Technicians	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			2.0	0.0			0	0.0	0.0	0.0	
05 Supervisors	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
	3	0	0	0.0			0.0	0.0			0	0.0	0.0	0.0	
06 Supervisors: Crafts & Trades	0	0	0	0.0	1	0.0	0	0.0	1	0.0	15.0	0.0			
	3	0	0	0.0			2.0	0.0			0.0	0.0			



**Federal Contractors Program Achievement Report**

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

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities						All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07	Administrative & Senior Clerical	2018	3	1	33.3	35.3	1	0	94.4	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
08	Skilled Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2018	36	2	5.6	12.6	5	-3	44.1	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
10	Clerical Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0.0	0	0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments	
		Flow Data				Short-term Goals				Long-term Goals					
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met				
#	#	%	#	%	#	%	#	%	#	%					
07	Administrative & Senior Clerical	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0.0	0	0.0	1.0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	0	0	0.0	5	0.0	0	0.0	5	0.0	12.6	0.0	0	0.0	
		3	0	0.0	0	0.0	25.0	0.0	0	0.0	0.3	0.0	0	0.0	
10	Clerical Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0.0	0	0.0	5.0	0.0	0	0.0	0.1	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**

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

**Vancouver Drydock Company Ltd.**

**2018-22-02**

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>	<b>S</b>	<b>T</b>	<b>U</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires					Promotions					Terminations				
		All Employees	Visible Minorities				EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap	Actual			Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference								
#	#	%	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#				
13 Other Sales & Service Personnel	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		
14 Other Manual Workers	2018	1	0	0.0	47.6	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total	2018	62	9	14.5	0.0	0	9	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	0	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees	Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	%	#	%	%	#	%	%			
13 Other Sales & Service Personnel	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	0	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	3	0	0	0.0			0.0	0.0			0.0	0.0		
Total	0	0	0	0.0	12	0.0	14.6	0.0	12	0.0	14.6	0.0		
	3	0	0	0.0			37.0	0.0			0.4	0.0		

<b>Federal Contractors Program Achievement Report</b>
<b>Part 8: Reasonable Efforts</b>
<b>Vancouver Drydock Company Ltd.</b>
<b>2018-22-02</b>

## Efforts

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

### Required measures:

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

### Other measures:

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



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

### **Operational Context**

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

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

- Other.

**Additional Details**

Please provide any additional information (optional):



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## **FEDERAL EMPLOYMENT EQUITY ACT/ FEDERAL CONTRACTORS PROGRAM**

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The Employment Equity Act legislated by the Federal Government of Canada was established to ensure that all job applicants and employees have a fair chance in the workplace. The program attempts to identify the existence of any employment barriers to certain groups of people – women, aboriginal peoples, disabled persons and visible minorities – and, where possible, to provide practical remedies.

Companies operating under federal labour jurisdiction and those bidding on federal government contracts are required by law to have an Employment Equity Program, which includes completion of the attached questionnaire.

The purpose of this attached Employment Equity self-identification questionnaire is to gather information which will allow us to determine the level of representation in our workforce. This data is confidential and will only be used by the Corporate Human Resources Department in compiling statistical data for Employment Equity reporting.

Please complete the form and return it to Corporate Human Resources at Seaspan at your earliest convenience.

Thank you,

**CORPORATE HUMAN RESOURCES**

Revised July 2012

<b>OFFICE USE ONLY</b> EMPLOYEE NUMBER: _____  START DATE: _____
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## SELF-IDENTIFICATION QUESTIONNAIRE

EMPLOYEE NAME: \_\_\_\_\_ GENDER:  MALE  FEMALE

LOCATION:  Marine  Corporate  Vancouver Shipyard  Drydock  Seaspan Ferries  Victoria Shipyards

As a part of our Employment Equity program, Seaspan must conduct a survey to collect data concerning its workforce. Whether or not you are a member of a designated group, all employees are requested to complete this self-identification survey and forward it, under confidential cover, to **Human Resources**.

Identifying yourself as a designated group member on this survey is voluntary. However, we encourage all employees to self-identify. Information from the survey allows us to identify and remove any hidden barriers that may exist in hiring, training, promoting and retaining employees and is only used for these purposes.

Your responses on the self-identification survey are protected under the Privacy Act, kept strictly confidential and retained for employment equity purposes only.

If you are a member of more than one of the groups, you should so indicate.

1. For the purposes of employment equity, **persons with disabilities** are those who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:
  - a) consider themselves to be disadvantaged in employment by reason of that impairment, or
  - b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment.

This also includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

**Based on this definition are you a person with a disability? Yes [ ] No [ ]**

2. For the purposes of employment equity, members of **visible minorities** are persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour, regardless of birthplace. Examples – Black, non-white Latin American, Filipino, East Asian (e.g., Chinese, Japanese, Korean), South Asian (e.g., Indian, Pakistani, Bangladeshi, East Indians from Guyana, Trinidad, East Africa), non-white West Asian, North African, or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan), and persons of mixed heritage (e.g., with one parent a member of a visible minority group)

**Based on this definition are you a member of a visible minority? Yes [ ] No [ ]**

3. For the purposes of employment equity, an **Aboriginal person** is a North American Indian or a member of a First Nation, a Métis, or Inuit. North American Indians or members of a First Nation include status, treaty or registered Indians, as well as non-status and non-registered Indians.

**Based on this definition are you an Aboriginal person? Yes [ ] No [ ]**

4. Please indicate if you agree to have your employment equity self-identification information used for particular employment equity initiatives. **Yes [ ] No [ ]**

You have the right to review and correct the information you have provided at any time. A survey form is available on the Seaspan Human Resources Intranet Webpage in the "Forms" section. Accurate information will help us achieve a workforce representative of the Canadian population. Information submitted may be changed at any time.

This questionnaire is available in Braille, large print or audio file, upon request.

**From:** Jill Little <Jill.Little@Seaspan.com>  
**Sent:** February 22, 2018 4:42 PM  
**To:** Normandin, Ward W [NC] <ward.normandin@labour-travail.gc.ca>  
**Subject:** Vancouver Drydock Company Ltd. FCP report First Compliance

Good afternoon Ward,

Please find attached the supporting documentation for Vancouver Drydock Company Ltd.'s first compliance assessment for Contractors. Access to view the workforce analysis results have been granted to the Labour Program ESDC officers.

Self-identification questionnaires:

- All employees are given a questionnaire (blank copy attached to email) as part of their onboarding documentation and the results are entered into an employee tracking system.
- All 62 employees of Vancouver Drydock Co. Ltd returned a questionnaire, out of those 62 returned questionnaires, seven were only partially complete, 55 were complete and zero were blank.

Please let me know if I have completed anything incorrectly and I will make sure the information is corrected as soon as possible.

Kind regards,

Jill

**Jill Little** | Senior HR Business Partner | Seaspan ULC | 825 Admirals Rd, Victoria, BC V9A 2P1 | Office: 250-995-6515 | Cell: 250-812-6380 | [www.seaspan.com](http://www.seaspan.com)



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## Federal Contractors Program Report of the First Compliance Assessment

**Employer Name:** Vancouver Drydocks Company Ltd.

**Primary Location:** Vancouver, British Columbia

**Number of Employees:** 136

**Organization Overview:** NAICS – 4883 Support Activities for Water Transportation.

Vancouver Drydocks Company Ltd. (“VDC”) is an affiliate company of Seaspan, an association of Canadian companies primarily involved in coastal marine transportation, ship docking/ship escort, ship repair and shipbuilding services in western Canada. VDC provides a full range of quality repair services, in addition to marine transportation services, as well as commercial ferry, shipyard and bunkering services through its affiliate companies: Marine Petrobulk, Seaspan Ferries, and Vancouver Shipyards.

### Key Dates – First Year Assessment

Initiated: 2018-01-04

Received: 2018-02-23 (Data was redone and resubmitted 2018-08-27 and 2018-09-27)

WFA: 2018-02-22

### COLLECTION OF WORKFORCE INFORMATION

	#	%
Number of Surveys Handed Out:	136	100
Number of Surveys Returned:	136	100
Number of Completed Surveys Returned:	132	97%

- The questionnaire includes appropriate definitions.
- The questionnaire or accompanying documentation indicates that an employee may self-identify as being a member of more than one group.
- The questionnaire has an employee identifier.
- The questionnaire includes a question on gender if this information cannot be obtained from payroll or personnel records.
- The questionnaire indicates that it is available in alternate formats upon request.
- The questionnaire indicates that answering the self-identification questions is voluntary.
- The questionnaire indicates that the information gathered is confidential and will only be shared with others within the organization in order to carry-out employment equity obligations.

- The questionnaire indicates that employees can update or change information about themselves at any time

## WORKFORCE ANALYSIS & GOAL SETTING

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

## SUMMARY OF GOALS

### Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
02	Middle & Other Managers	-2	38.9	38.9	0.0	38.9
03	Professionals	-1	42.0	42.0	0.0	42.0
04	Semi-Professionals & Technicians	-1	28.6	28.6	22.2	28.6
06	Supervisors: Crafts & Trades	-1	5.2	5.2	0.0	5.2
07	Admin & Senior Clerical Personnel	-1	50.0	50.0	50.0	79.0
09	Skilled Crafts and Trades Workers	-3	5.0	5.0	1.2	4.3
10	Clerical Personnel	-1	50.0	50.0	0.0	70.0
14	Other Manual Workers	-4	30.1	30.1	0.0	30.1

### Observations:

- In 2017, the organization's female CFO resigned. The organization is rolling out a succession planning program for director levels and above in 2018; there are a number of female senior level managers and directors who are part of this process.

- In 2017, the organization conducted Women in Trades focus groups. The results of the focus groups from 2017 will be incorporated into formal plans as part of long-term goals and planning.
- For EEOG 07, a goal is not required to address the gap of -1. Given that representation in this occupational group equals 50%, no goals are required in this EEOG to ensure that women are not clustered in certain types of occupations within the organization, and to ensure that these occupations are welcoming of all genders.

### **Aboriginal Peoples**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
06	Supervisors: Crafts & Trades	-1	5.0	5.0	0.0	5.0
09	Skilled Crafts & Trades Workers	-3	3.9	3.9	0.0	3.9

#### Observations:

- Currently there are no employees identifying as Aboriginal persons. Seaspan is involved in numerous trade programs and career fairs (such as the ACCESS trade program, Tseil-Wauthuth Fair, and the Squamish Nation Career and Opportunities Fair) in order to find and hire Aboriginal employees.

### **Persons with Disabilities**

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	%	%	%	%
06	Supervisors: Crafts & Trades	-1	7.8	7.8	0.0	7.8
09	Skilled Crafts and Trades Workers	-3	3.8	3.8	0.0	3.8
14	Other Manual Workers	-1	5.3	5.3	0.0	5.3

#### Observations:

- Currently there are no employees identifying as persons with disabilities. Seaspan has partnered with Abilities at Work, which will support a reduction in the gaps in all of the three EEOGs listed above.
- Plans for a facility upgrade are being discussed, and a new accessible office building at Vancouver Shipyards is available.



- Employees in EEOG 09 and 14 work in areas where health and safety risks are high due to industrial worksite hazards, which can limit their ability to increase representation for this designated group.

### Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) %	(3+ years) %	%
06	Supervisors: Crafts & Trades	-2	11.3	11.3	0	11.3
09	Skilled Crafts & Trades Workers	-9	15.0	15.0	3.7	15.0
14	Other Manual Workers	-6	47.6	47.6	7.1	47.6

#### Observations:

- VDC continues to work with the Immigrant Employment council of BC to promote greater diversity. Their Talent Management department is actively engaged with a number of agencies such as "Creating Connections and "Fostering Diverse Workplaces Forum".

### 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:

- We note that VDC has a gap in EEOG 07 for women and their representation is currently at 50%; Labour Program does not require a goal be set in cases where women are represented at 50% or above in any occupational group, regardless of labour market availability. This is done in order to avoid clustering and to ensure that these occupations are welcoming of all genders.

**Name of Analyst:** Neeta Dhillon

**Date:** October 1, 2018

**Subject: Government of Canada Agreement Number: 10000021 – Notification of Compliance with the Federal Contractors Program**

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

Dear Mark Lamarre:

I am writing to inform you that the compliance assessment initiated on February 24<sup>th</sup>, 2018 has been completed. As a result of the assessment, Vancouver Drydock Company Ltd. 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 Vancouver Drydock Company Ltd. employment equity program.

- We note that Vancouver Drydock Company Ltd. has a gap in EEOG 07 for women and their representation is currently at 50%; Labour Program does not require a goal be set in cases where women are represented at 50% or above in any occupational group, regardless of labour market availability. This is done in order to avoid clustering and to ensure that these occupations are welcoming of all genders.

### **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 February 24<sup>th</sup>, 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 Vancouver Drydock Company Ltd. is notified of a subsequent assessment, the following information will be required:

1. Workforce data (Form1 to 6) at the national level.
2. A current workforce analysis; and
3. A completed Achievement Report that includes revised short-term and long-term numerical goals for any remaining gaps in representation.

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

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;

- tailored programs to attract and retain designated group members in areas where they are under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

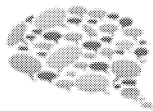
You may also visit our website to access a number of tools. In particular, we encourage your organization to continue using the [Workplace Equity Information Management System \(WEIMS\)](#). WEIMS can assist you in generating your workforce analysis and contains other data analysis tools, including the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

Should you require any further information regarding your organization's obligations under the FCP, please contact the Workplace Equity Team at [ee-eme@hrsdc-rhdcc.gc.ca](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Vancouver Drydock Company Ltd. continued success in achieving a diverse and inclusive workplace.

Workplace Equity Team

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



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Join the online **Workplace Equity, Diversity and Inclusion Forum (WEDIF)**, a collaborative space for employers. Send us an email to join!