

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: Waste Connections of Canada Inc.
Parent company is located outside Canada: Yes
Operating Name:
Business Number:
Total number of employees in Canada: 2909
NAICS Code Number: 562110
Provincially Regulated

HEAD OFFICE
Address: 610 Applewood Crescent
City: Vaughan
Province: ON
Postal Code: L4K 0C3
Telephone Number: 905-532-7510

EMPLOYMENT EQUITY CONTACT
Name: Sue Muma
Title: Human Resources Manager - Western Canada
Telephone Number: 780-906-2315
E-mail Address: sue.muma@wasteconnections.com
Preferred Language of Correspondence: English

CERTIFICATION
The above-named organization
having a combined workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND
intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes)
hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements.
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: Craig Richardson
Title: Director of Human Resources
Telephone Number: 905-532-7520
E-mail Address: craig.richardson@wasteconnections.com
Preferred Language of Correspondence: English
Date: 2017-05-12

Information 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
IMPORTANT
The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdcc-rhdcc.gc.ca.



APPLICATION FOR EXTENSION – COMPLIANCE ASSESSMENT

Federal Contractors Program

Contractors may apply for an extension where unforeseen circumstances interfere with the original due date for submitting documentation to complete a Compliance Assessment under the Federal Contractors Program.

PROCEDURE FOR THE EXTENSION

- 1. Contractors may apply for an extension in situations that are unforeseen and interfere with their submission deadline.
2. The Application for Extension must be signed by a senior manager of the corporation (i.e. CEO, owner, authorized manager).

Once completed, the form can be submitted by e-mail to: ee-eme@hrsdc-rhdcc.gc.ca

I, the undersigned, on behalf of Waste Connections of Canada (Formerly Progressive Waste Solutions) AIEE # 10000462

(NAME OF COMPANY and AGREEMENT TO IMPLEMENT EMPLOYMENT EQUITY (AIEE) NUMBER)

Agree to the following statements:

- 1. I have the authority to sign on behalf of this company. My signature has the value of legally binding this company to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.

I am making the claim that Sue Muma is unable to submit the documentation for the Compliance Assessment within the deadline as required by the Federal Contractors Program. I am therefore requesting an extension until May 19, 2017 because of: A transition has occurred on the team responsible for compiling the information and sending it in. We are requesting an extension of 1 month in order to ensure that accurate responses and reasonable short-term and long term goals are submitted.

As a senior manager of the corporation, I hereby state that all these statements are correct to the best of my knowledge, and I am requesting an extension.

Date: April 28, 2017

Name: Craig Richardson

Signature

Title: Director Human Resources

Telephone Number for HR 1-800-960-0820

Email address: craig.richardson@wasteconnections.com

Address: 610 Applewood Cres., 2nd Floor Vaughan, ON, L4K 0E3

Workforce Analysis - Summary Report

Date: 2017-05-02

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	10	2	20.0 %	27.4 %	3	-1
02 : Middle and Other Managers	116	14	12.1 %	38.9 %	45	-31
03 : Professionals	109	80	73.4 %	54.8 %	60	20
04 : Semi-Professionals and Technicians	11	2	18.2 %	25.7 %	3	-1
05 : Supervisors	8	4	50.0 %	57.2 %	5	-1
06 : Supervisors: Crafts and Trades	112	11	9.8 %	15.8 %	18	-7
07 : Administrative and Senior Clerical Personnel	37	32	86.5 %	82.9 %	31	1
09 : Skilled Crafts and Trades Workers	209	0	0.0 %	1.9 %	4	-4
10 : Clerical Personnel	130	103	79.2 %	68.4 %	89	14
11 : Intermediate Sales and Service Personnel	173	86	49.7 %	66.0 %	114	-28
12 : Semi-Skilled Manual Workers	1436	23	1.6 %	17.8 %	256	-233
13 : Other Sales and Service Personnel	2	0	0.0 %	51.1 %	1	-1
14 : Other Manual Workers	347	64	18.4 %	20.3 %	70	-6
Total	2700	421	15.6 %	25.8 %	699	-278

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-05-02

Aboriginal Peoples

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation		Availability		Gap #
		#	%	%	#	
01 : Senior Managers	10	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	116	0	0.0 %	2.2 %	3	-3
03 : Professionals	109	0	0.0 %	1.4 %	2	-2
04 : Semi-Professionals and Technicians	11	0	0.0 %	1.9 %	0	0
05 : Supervisors	8	0	0.0 %	3.0 %	0	0
06 : Supervisors: Crafts and Trades	112	0	0.0 %	2.4 %	3	-3
07 : Administrative and Senior Clerical Personnel	37	1	2.7 %	3.5 %	1	0
09 : Skilled Crafts and Trades Workers	209	1	0.5 %	4.5 %	9	-8
10 : Clerical Personnel	130	1	0.8 %	3.0 %	4	-3
11 : Intermediate Sales and Service Personnel	173	4	2.3 %	2.9 %	5	-1
12 : Semi-Skilled Manual Workers	1436	17	1.2 %	3.5 %	50	-33
13 : Other Sales and Service Personnel	2	0	0.0 %	0.8 %	0	0
14 : Other Manual Workers	347	14	4.0 %	4.7 %	16	-2
Total	2700	38	1.4 %	3.5 %	93	-55

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-05-02

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	10	1	10.0 %	10.1 %	1	0
02 : Middle and Other Managers	116	2	1.7 %	15.0 %	17	-15
03 : Professionals	109	15	13.8 %	26.6 %	29	-14
04 : Semi-Professionals and Technicians	11	1	9.1 %	30.3 %	3	-2
05 : Supervisors	8	1	12.5 %	29.6 %	2	-1
06 : Supervisors: Crafts and Trades	112	3	2.7 %	13.6 %	15	-12
07 : Administrative and Senior Clerical Personnel	37	2	5.4 %	15.4 %	6	-4
09 : Skilled Crafts and Trades Workers	209	13	6.2 %	7.5 %	16	-3
10 : Clerical Personnel	130	7	5.4 %	18.0 %	23	-16
11 : Intermediate Sales and Service Personnel	173	15	8.7 %	24.9 %	43	-28
12 : Semi-Skilled Manual Workers	1436	64	4.5 %	22.5 %	323	-259
13 : Other Sales and Service Personnel	2	0	0.0 %	24.3 %	0	0
14 : Other Manual Workers	347	12	3.5 %	18.5 %	64	-52
Total	2700	136	5.1 %	20.1 %	542	-406

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-05-02

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	126	1	0.8 %	4.3 %	5	-4
03 : Professionals	109	1	0.9 %	3.8 %	4	-3
04 : Semi-Professionals and Technicians	11	0	0.0 %	4.6 %	1	-1
05 : Supervisors	8	0	0.0 %	13.9 %	1	-1
06 : Supervisors: Crafts and Trades	112	1	0.9 %	7.8 %	9	-8
07 : Administrative and Senior Clerical Personnel	37	0	0.0 %	3.4 %	1	-1
09 : Skilled Crafts and Trades Workers	209	4	1.9 %	3.8 %	8	-4
10 : Clerical Personnel	130	3	2.3 %	7.0 %	9	-6
11 : Intermediate Sales and Service Personnel	173	0	0.0 %	5.6 %	10	-10
12 : Semi-Skilled Manual Workers	1436	10	0.7 %	4.8 %	69	-59
13 : Other Sales and Service Personnel	2	0	0.0 %	6.3 %	0	0
14 : Other Manual Workers	347	9	2.6 %	5.3 %	18	-9
Total	2700	29	1.1 %	5.0 %	135	-106

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-05-02

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2017-05-02

WFA Defaults - Persons with Disabilities

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

Summary of Goals					
Waste Connections of Canada					
May, 2017					
Numeric Goals for the underrepresented groups of: Women					
Workforce Analysis Results			Goals		
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years) # represents the amount of employees to hire	Long-term (3 years or more) # represents the amount of employees to hire	Comments
#	Description	#	# or %	# or %	
01	Senior Managers	-1	0 (no change)	0 (no change required)	Our numeric strategy is to focus on the largest pools first – Trades, Intermediate Sales, Semi-skilled manual workforce and other. We are keen to develop employees internally which means an increase in these groups as a short-term strategy should ultimately lend itself to success with our longer-term goals.
02	Middle and Other Managers	-31	0 (no change)	8 (decrease 2017 gap by < 25%)	
03	Professionals	20	Maintain	Maintain	
04	Semi-Professionals and Technicians	-1	0 (no change)	0 (no change required)	
05	Supervisors	-1	0 (no change)	0 (no change required)	
06	Supervisors: Crafts and Trades	-7	0 (no change)	2 (decrease 2017 gap by < 25%)	
07	Administrative and Senior Clerical Personnel	1	Maintain	Maintain	
08	Skilled Crafts and Trades Workers	-4	1 (decrease 2017 gap by < 25%)	2 (decrease 2017 gap by < 50%)	
09	Clerical Personnel	14	Maintain	Maintain	
10	Intermediate Sales and Service Personnel	-28	7 (decrease 2017 gap by < 25%)	7 (decrease 2017 gap by < 25%)	
11	Semi-Skilled Manual Workers	-233	58 (decrease 2017 gap by < 25%)	58 (decrease 2017 gap by < 25%)	
12	Other Sales and Service Personnel	-1	1 (decrease 2017 gap by < 100%)	Maintain	
13	Other Manual Workers	-6	2 (decrease 2017 gap by < 25%)	1 (decrease 2017 gap by < 12.5%)	

Non-Numeric Goals for the underrepresented groups of: Women

Recruitment, Selection and Hiring Policy guidelines					
EEOG#	Barrier Identified	Recommendation	Non-numerical goal (measure to be taken)	Time Frame	Manager Responsible
08, 10, 11, 12, 13	Hiring managers generally have little knowledge of corporate policy and guidelines that govern recruitment, selection and hiring and rely on unstructured interviews, word to mouth referral and “gut feeling” in the process, leaving little place to look at candidates from designated groups	Develop an inclusion strategy and hiring guide and distribute to all Managers as a pillar for hiring decisions going forward.	Recruitment team to ensure compliance with developing and distributing guidelines.	February 2019	Recruiter
08, 10, 11, 12, 13	Recruitment campaigns and targeted partnerships to increase exposure of open positions.	<ul style="list-style-type: none"> • Research and connect with groups such as: Women Building Futures and others. • Advertise with media outlets that already have a good following of women interested in trades or semi-skilled labour work. 	Recruitment team to partner with groups and explore media opportunities.	Ongoing	Recruiter
Retention Strategies					
EEOG#	Barrier Identified	Recommendation	Non-numerical goal (measure to be taken)	Time Frame	Manager Responsible
01, 02, 04, 05, 06, 08, 10, 11, 12, 13	The absence of a comprehensive retention strategy	<ul style="list-style-type: none"> • Exit interviews with women who exit key positions in markets where there is designated group under representation; • Monitoring of all terminations; • ‘Stay’ interviews with high performing women in key positions 	Human Resources to ensure compliance with exit interview program.	Ongoing	HR Manager

Numeric Goals for the underrepresented groups of: Aboriginal Peoples

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years) # represents the amount of employees to hire	Long-term (3 years or more) # represents the amount of employees to hire	
#	Description	#	# or %	# or %	
01	Senior Managers	0	Maintain	Maintain	Again, Our numeric strategy is to focus on the largest pools first – Trades, Clerical, Intermediate Sales, Semi-skilled manual workforce and other. We are keen to develop employees internally which means an increase in these groups as a short-term strategy should ultimately lend itself to success with our longer-term goals.
02	Middle and Other Managers	-3	0 (no change)	1 (decrease 2017 gap by < 25%)	
03	Professionals	-2	0 (no change)	1 (decrease 2017 gap by < 50%)	
04	Semi-Professionals and Technicians	0	Maintain	Maintain	
05	Supervisors	0	Maintain	Maintain	
06	Supervisors: Crafts and Trades	-3	0 (no change)	0 (decrease 2017 gap by < 0%)	
07	Administrative and Senior Clerical Personnel	0	Maintain	Maintain	
08	Skilled Crafts and Trades Workers	-8	2 (decrease 2017 gap by < 25%)	2 (decrease 2017 gap by < 25%)	
09	Clerical Personnel	-3	1 (decrease 2017 gap by < 25%)	1 (decrease 2017 gap by < 25%)	
10	Intermediate Sales and Service Personnel	-1	0	Maintain	
11	Semi-Skilled Manual Workers	-33	8 (decrease 2017 gap by < 25%)	8 (decrease 2017 gap by < 25%)	
12	Other Sales and Service Personnel	0	Maintain	Maintain	
13	Other Manual Workers	-2	1 (decrease 2017 gap by < 25%)	1 (decrease 2017 gap by < 25%)	

Non-Numeric Goals for the underrepresented groups of: Aboriginal Peoples

Recruitment, Selection and Hiring Policy guidelines					
EEOG#	Barrier Identified	Recommendation	Non-numerical goal (measure to be taken)	Time Frame	Manager Responsible
08, 09, 10, 11, 13	Hiring managers generally have little knowledge of corporate policy and guidelines that govern recruitment, selection and hiring and rely on unstructured interviews, word to mouth referral and “gut feeling” in the process, leaving little place to look at candidates from designated groups	Develop an inclusion strategy and hiring guide and distribute to all Managers as a pillar for hiring decisions going forward.	Recruitment team to ensure compliance with developing and distributing guidelines.	February 2019	Recruiter
08, 09, 10, 11, 13	Recruitment campaigns and targeted partnerships to increase exposure of open positions.	<ul style="list-style-type: none"> • Research and connect with groups local Aboriginal groups. • Participate in job readiness programs • Advertise with media outlets and in communities with large Aboriginal populations. 	Recruitment team to partner with groups and explore media opportunities.	Ongoing	Recruiter
Retention Strategies					
EEOG#	Barrier Identified	Recommendation	Non-numerical goal (measure to be taken)	Time Frame	Manager Responsible
02, 03, 06, 08, 09, 10, 11, 13	The absence of a comprehensive retention strategy	<ul style="list-style-type: none"> • Exit interviews with Aboriginal employees who exit key positions in markets where there is designated group under representation; • Monitoring of all terminations; • ‘Stay’ interviews with high performing Aboriginal people in key positions 	Human Resources to ensure compliance with exit interview program	Ongoing	HR Manager

Numeric Goals for the underrepresented groups of: Persons with Disabilities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years) # represents the amount of employees to hire	Long-term (3 years or more) # represents the amount of employees to hire	
#	Description	#	# or %	# or %	
01/02	Senior Managers / Middle and Other Managers	-4	0 (no change)	1 (decrease 2017 gap by < 25%)	Our numeric strategy is to focus on the Trades, Intermediate Sales, Clerical, Semi-skilled and Manual workforce immediately. We are keen to develop employees internally which means an increase in these workers should filter over to the other groups within the long term range.
03	Professionals	-3	0 (no change)	1 (decrease 2017 gap by < 25%)	
04	Semi-Professionals and Technicians	-1	0 (no change)	1 (decrease 2017 gap by < 25%)	
05	Supervisors	-1	0 (no change)	1 (decrease 2017 gap by < 25%)	
06	Supervisors: Crafts and Trades	-8	0 (no change)	2 (decrease 2017 gap by < 25%)	
07	Administrative and Senior Clerical Personnel	-1	0 (no change)	1 (decrease 2017 gap by < 50%)	
08	Skilled Crafts and Trades Workers	-4	1 (decrease 2017 gap by < 25%)	1 (decrease 2017 gap by < 25%)	
09	Clerical Personnel	-6	2 (decrease 2017 gap by < 25%)	2 (decrease 2017 gap by < 25%)	
10	Intermediate Sales and Service Personnel	-10	3 (decrease 2017 gap by < 25%)	3 (decrease 2017 gap by < 25%)	
11	Semi-Skilled Manual Workers	-59	15 (decrease 2017 gap by < 25%)	15 (decrease 2017 gap by < 25%)	
12	Other Sales and Service Personnel	0	Maintain	Maintain	
13	Other Manual Workers	-9	2 (decrease 2017 gap by < 25%)	2 (decrease 2017 gap by < 25%)	

Non - Numeric Goals for the underrepresented groups of: Persons with Disabilities

Recruitment, Selection and Hiring Policy guidelines					
EEOG#	Barrier Identified	Recommendation	Non-numerical goal (measure to be taken)	Time Frame	Manager Responsible
08, 09 10, 11, 13	Hiring managers generally have little knowledge of corporate policy and guidelines that govern recruitment, selection and hiring and rely on unstructured interviews, word to mouth referral and “gut feeling” in the process, leaving little place to look at candidates from designated groups	Develop an inclusion strategy and hiring guide and distribute to all Managers as a pillar for hiring decisions going forward	Recruitment team to ensure compliance with developing and distributing guidelines.	February 2019	Recruiter
08, 09, 10, 11, 13	Recruitment campaigns and targeted partnerships to increase exposure of open positions.	<ul style="list-style-type: none"> • Research and connect with potential partners representing persons with disabilities. • Advertise with media outlets that already have a good following of this group. 	Recruitment team to partner with groups and explore media opportunities.	Ongoing	Recruiter
Retention Strategies					
EEOG#	Barrier Identified	Recommendation	Non-numerical goal (measure to be taken)	Time Frame	Manager Responsible
01/02, 03, 04, 05, 06, 07, 08, 09, 10, 11, 13	The absence of a comprehensive retention strategy	<ul style="list-style-type: none"> • Assess current accommodation needs and determine if improvements are required. • Exit interviews with women who exit key positions in markets where there is designated group under representation; • Monitoring of all terminations; • ‘Stay’ interviews with high performing disabled people in key positions 	Human Resources to ensure compliance with accommodation and exit interview program	Ongoing	HR Manager

Numeric Goals for the underrepresented groups of: Members of Visible Minorities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
01	Senior Managers	0	Maintain	Maintain	Our numeric strategy is to focus on the largest pools of employees first: Trades, Intermediate Sales, Clerical, Semi-skilled and Manual workforce immediately. We are keen to develop employees internally which means an increase in these workers should filter over to the other groups within the long term range.
02	Middle and Other Managers	-15	0 (no change)	4 (decrease 2017 gap by < 25%)	
03	Professionals	-14	0 (no change)	4 (decrease 2017 gap by < 25%)	
04	Semi-Professionals and Technicians	-2	0 (no change)	1 (decrease 2017 gap by < 25%)	
05	Supervisors	-1	0 (no change)	1 (decrease 2017 gap by < 25%)	
06	Supervisors: Crafts and Trades	-12	0 (no change)	3 (decrease 2017 gap by < 25%)	
07	Administrative and Senior Clerical Personnel	-4	0 (no change)	1 (decrease 2017 gap by < 25%)	
08	Skilled Crafts and Trades Workers	-3	1 (decrease 2017 gap by < 25%)	1 (decrease 2017 gap by < 25%)	
09	Clerical Personnel	-16	4 (decrease 2017 gap by < 25%)	4 (decrease 2017 gap by < 25%)	
10	Intermediate Sales and Service Personnel	-28	7 (decrease 2017 gap by < 25%)	7 (decrease 2017 gap by < 25%)	
11	Semi-Skilled Manual Workers	-259	65 (decrease 2017 gap by < 25%)	65 (decrease 2017 gap by < 25%)	
12	Other Sales and Service Personnel	0	Maintain	Maintain	
13	Other Manual Workers	-52	13 (decrease 2017 gap by < 25%)	13 (decrease 2017 gap by < 25%)	

Non-Numeric Goals for the underrepresented groups of: Members of Visible Minorities

Recruitment, Selection and Hiring Policy guidelines					
EEOG#	Barrier Identified	Recommendation	Non-numerical goal (measure to be taken)	Time Frame	Manager Responsible
08, 09, 10, 11, 13	Hiring managers generally have little knowledge of corporate policy and guidelines that govern recruitment, selection and hiring and rely on unstructured interviews, word to mouth referral and “gut feeling” in the process, leaving little place to look at candidates from designated groups	Develop an inclusion strategy and hiring guide and distribute to all Managers as a pillar for hiring decisions going forward	Recruitment team to ensure compliance with developing and distributing guidelines.	February 2019	Recruiter
08, 09, 10, 11, 13	Recruitment campaigns and targeted partnerships to increase exposure of open positions.	<ul style="list-style-type: none"> • Research and connect with potential partners who are representing visible minorities • Advertise with media outlets in communities with large populations of visible minorities 	Recruitment team to partner with groups and explore media opportunities.	Ongoing	Recruiter
Retention Strategies					
EEOG#	Barrier Identified	Recommendation	Non-numerical goal (measure to be taken)	Time Frame	Manager Responsible
01, 02, 03, 04, 05, 06, 07, 08, 09, 10, 11, 13	The absence of a comprehensive retention strategy	<ul style="list-style-type: none"> • Exit interviews with key positions in markets where there is designated group under representation; • Monitoring of all terminations; • ‘Stay’ interviews with high performing visible minority employees in key positions 	Human Resources to ensure compliance with exit interview program	Ongoing	HR Manager



Progressive Waste Solutions

EMPLOYMENT EQUITY SELF-IDENTIFICATION SURVEY

As part of our employment equity program we are collecting information to create an accurate picture of our workforce. Your responses are confidential. You may answer "yes" to more than one question. If you have any questions, or need assistance in completing this form please contact your manager.

Employee Name:

Members of a visible minority are non-white in colour or non-Caucasian in race regardless of birthplace or citizenship. Aboriginal peoples are not included in this group. (See below for examples)

Are you a member of a visible minority group? Yes No

Persons with disabilities are those that have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment. (See below for examples)

Are you a person with a disability? Yes No

An Aboriginal person is a North American Indian, Inuit or Métis.

Are you an Aboriginal person? Yes No

Are you a woman? Yes No

I do not identify with any of the groups above. I agree with the statement

Disabilities can be both visible and non-visible. If you feel that you are disadvantaged in employment because of having a disability, you can self-identify. Some examples of disabilities:

- Blindness or visual impairment (note: if your glasses/contact lenses correct the vision loss, do not include yourself in this category)
- Coordination or dexterity impairment (e.g., difficulty using hands or arms, such as grasping objects or using a keyboard; disability may include: cerebral palsy, arthritis, etc.)
- Deaf, deafened or hard of hearing
- Learning disability (e.g. dyslexia)
- Speech impairment (unable to speak, or difficulty speaking and being understood)
- Mobility impairment (e.g. difficulty moving from one office to another, walking long distances or using stairs; disability may include: spinal cord injury, amputation, etc.)
- Non-visible physical disability (e.g. epilepsy, diabetes, asthma, heart condition, etc.)

Visible minorities are people in Canada (other than Aboriginal peoples) who are non-white in colour or non-Caucasian in race, regardless of their place of birth or citizenship. Some examples:

- Black
- Non-white Latin American (including Indigenous people from Central and South America)
- East Asian (e.g., Chinese, Japanese, Korean)
- South Asian/East Indian (e.g., Indian, Pakistani, Bangladeshi, or East Indian from Guyana, Trinidad or East Africa)
- Southeast Asian (e.g., Burmese, Cambodian, Filipino, Laotian, Thai, Vietnamese)
- Non-white West Asian, North African or Arab (e.g., Iranian, Lebanese, Egyptian, Libyan)
- People of mixed origin (e.g., with one parent in one of the visible minority groups listed above).

alternative
format

FAQs

Why is this information being collected?

The information is being collected to help PWS identify any under-representation of designated groups (compared to external availability) in our various occupations and levels. This will help us target our efforts to address any barriers that may inhibit hiring or advancement that is not based on qualifications or ability.

Why do I need to complete this questionnaire if I'm not a member of a designated group?

Even if you are not a designated group member, you are helping the organization to be an equitable workplace for all employees. By providing your information, you will enable us to determine how the composition of our workforce compares to the workforce in our area.

Will my information be kept confidential?

Yes. The information you provide is protected by the *Privacy Act*. Also, the *Employment Equity Act* states that self-identification information can only be used for employment equity purposes, and your information will be kept separate from your personnel file.

How can I correct, change or access information about myself?

You can change information about yourself by completing a new questionnaire (available from Human Resources), and also access your information.

Can anyone else identify me?

No. You are responsible for your own identification. By law, this information cannot be provided by your manager, your supervisor or your colleagues, unless you authorize them to do so.

What if I have been accommodated because of my disability (e.g. special computer). Should I still identify as a person with a disability?

Yes, even if you have been accommodated in the workplace, you should still self-identify as a person with a disability.

Who will see my information?

The Employment Equity Act states that self-identification data collected by an employer is confidential and can be used only for the purpose of implementing the employer's obligations under the Employment Equity Act. At PWS, we have assigned an Employment Equity Officer who will input data and produce aggregate reports.

Do I have to complete this?

This questionnaire must be returned. However, answering the questions is voluntary.

Begg, Suzanne SV [NC]

From: Albert Saltarelli <albert.saltarelli@progressivewaste.com>
Sent: 2017-03-31 1:41 PM
To: Begg, Suzanne SV [NC]
Cc: Craig Richardson
Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Hi Suzanne,

The information you requested is below.

The total number of employees surveyed - 2898

The total combined number of self-identification questionnaires that were returned blank, partially, and fully completed - 2898

The total number of fully completed and returned self-identification questionnaires – 2815

I've tried to run the workforce analysis through WEIMS and wasn't able to. Any support or guidance you can offer with this would be greatly appreciated.

Thanks,
Albert

From: suzanne.begg@labour-travail.gc.ca [mailto:suzanne.begg@labour-travail.gc.ca]
Sent: Friday, March 31, 2017 12:25 PM
To: Albert Saltarelli
Cc: Craig Richardson
Subject: FW: Government of Canada Certification 10000462 – Notification of First Compliance Assessment
Importance: High

Hi Albert,

Thank you, however, I don't need the return/response rates broken down by designated groups, just the total number of employees surveyed, the total combined number of self-identification questionnaires that were returned blank, partially, and fully completed, and the total number of fully completed and returned self-identification questionnaires. Could you please provide me with this information?

Regarding the goals, have you run your workforce analysis through WEIMS?

Kind regards,

Suzanne

From: Albert Saltarelli [mailto:albert.saltarelli@progressivewaste.com]
Sent: 2017-03-30 1:30 PM
To: Begg, Suzanne SV [NC]
Cc: Craig Richardson
Subject: FW: Government of Canada Certification 10000462 – Notification of First Compliance Assessment
Importance: High

Hi Suzanne,

The attached document has the information requested in 1 & 2 below and also contains our workforce analysis results. If you require additional information please advise.

With respect to the short and long-term goals, we are struggling to identify what a company in the Waste Industry should be targeting and are hoping you could provide some direction or advise of a resource we can utilize?

If you would like to discuss further I can be reached at 905-532-7538.

Best regards,
Albert

From: suzanne.begg@labour-travail.gc.ca [mailto:suzanne.begg@labour-travail.gc.ca]
Sent: Monday, March 20, 2017 1:58 PM
To: Dan Pio; Craig Richardson
Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment
Importance: High

Good afternoon,

Just following up to see if you require any assistance with your First Compliance Assessment which is due April 4th, 2017.

Kind regards,

Suzanne Begg

Agent de programmes, Programme du travail
Emploi et Développement social Canada / Gouvernement du Canada
suzanne.begg@labour-travail.gc.ca / Tél. : 819-654-4323

Program Officer, Labour Program
Employment and Social Development Canada / Government of Canada
suzanne.begg@labour-travail.gc.ca / Tel: 819-654-4323

From: Begg, Suzanne SV [NC]
Sent: 2017-03-01 10:30 AM
To: 'Dan.Pio@progressivewaste.com'; 'craig.richardson@progressivewaste.com'
Subject: Government of Canada Certification 10000462 – Notification of First Compliance Assessment
Importance: High

Good morning,

This is to inform you that Progressive Waste Solutions Canada Inc. is now subject to a first compliance assessment under the Federal Contractors Program (FCP) of the Employment Equity Act (EEA).

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

As part of the first compliance assessment, you are required to submit the following information by email to ee-eme@hrsdcc-rhdcc.gc.ca **no later than April 5th, 2017:**

1. The self-identification questionnaire used to conduct your workforce survey.
2. The results of your workforce survey including:

- the number of employees that were surveyed;
 - the combined number of self-identification questionnaires that were returned blank, partially, and fully completed; and,
 - the number of fully completed and returned self-identification questionnaires.
3. The workforce analysis results (Summary Report).
 4. Short- and long-term numerical goals to address the representation gap identified through your workforce analysis.

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

Tools and Resources

For your reference, please find attached the *Quick Reference Guide for Contractors: How to Complete a First Compliance Assessment Submission under the Federal Contractors Program*.

In order to support this work, we encourage you to use the Workplace Equity Information Management System (WEIMS). WEIMS is a secure, cost free, web-based reporting system available to assist your organization in meeting its obligations. Through this application, you can upload your workforce data, then conduct and submit your workforce analysis (step 3 above). This application has the capability to:

- Store and maintain your organization's employment equity information;
- Create backup files of your data; and,
- Generate a workforce analysis using the latest Census data.

If your organization doesn't have access to WEIMS, please complete and submit an Authorization Form to Access WEIMS, available [here](#).

We strongly recommend that you use the goal-setting tools available in WEIMS. These tools simplify the process of calculating and establishing short and long-term goals for addressing gaps in representation within your organization (Step 3 from above). Please refer to the attached *Quick Reference Guide* for details.

Should you have any questions, please contact your Program Officer, Suzanne Begg at suzanne.begg@labour-travail.gc.ca

Équipe de l'équité en emploi / Workplace Equity Team

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

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

Mr. Craig Richardson,

This email is to confirm that the compliance assessment initiated on April 5th, 2017 has been completed. As a result of the assessment, Waste Connections of Canada 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 Waste Connections of Canada's employment equity program:

- we acknowledge receipt of your explanation for establishing goals in largest pools first and encourage you to hire and promote more designated group members as opportunities arise.

Attached for your reference is a summary of Waste Connections of Canada's employment equity results compared against Employment Equity Occupational Group levels in your industry as well as overall Canadian labour market availability.

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. 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 Waste Connections of Canada is notified of a follow-up assessment, the following information will be required:

1. a completed Achievement Table;
2. a current workforce analysis; and
3. revised 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 first assessment. If reasonable progress has not been made, Waste Connections of Canada 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 Table, as well as a series of training modules.

Should you require any further information regarding your organization's obligations under the FCP, please contact Ward Normandin at ward.normandin@labour-travail.gc.ca.

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

Équipe de l'équité en emploi / Workplace Equity Team

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

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

From: Begg, Suzanne SV [NC] **On Behalf Of** EE-EME
Sent: October 11, 2016 11:17 AM
To: 'Albert Saltarelli' <albert.saltarelli@progressivewaste.com>
Subject: RE: federal contractors Program - Notice of Obligation -Progressive Waste Solutions Canada Inc. 10000462

Good morning,

We apologize for the delay. There has been a turnover in staff.

Yes your Self-Identification survey meets the requirements of the FCP. There is one recommendation I would suggest for future surveys:

- It is advisable to inform employees that the workforce survey can be made available in alternate format (e.g., paper or large font).

Kind regards,

Équipe des opérations des programmes / Programs Operations Team
Équité en milieu de travail / Workplace Equity
Programmes fédéraux/Federal Program / Programme du travail/Labour Program

From: Albert Saltarelli [<mailto:albert.saltarelli@progressivewaste.com>]
Sent: 2016-10-07 11:07 AM
To: EE-EME
Subject: FW: federal contractors Program - Notice of Obligation -Progressive Waste Solutions Canada Inc. 10000462

Hi,

I'm following up on the email I sent below. We have not received any feedback to date to confirm if the survey meets the mandatory criteria of the FCP.

Please advise.

Regards,
Albert

From: Albert Saltarelli
Sent: Thursday, July 07, 2016 9:41 AM
To: 'ee-eme@hrsdc-rhdcc.gc.ca'

Subject: FW: federal contractors Program - Notice of Obligation -Progressive Waste Solutions Canada Inc. 10000462

Hi,

Further to the email below please find attached a copy of our proposed self-identification questionnaire for your review.

Regards,
Albert

From: Craig Richardson
Sent: Thursday, June 09, 2016 5:14 PM
To: Albert Saltarelli
Subject: FW: federal contractors Program - Notice of Obligation -Progressive Waste Solutions Canada Inc. 10000462

From: sylvie.g.fortin@labour-travail.gc.ca [<mailto:sylvie.g.fortin@labour-travail.gc.ca>] **On Behalf Of** ee-eme@hrsdc-rhdcc.gc.ca
Sent: Thursday, June 09, 2016 3:51 PM
To: Dan Pio; Craig Richardson
Subject: federal contractors Program - Notice of Obligation -Progressive Waste Solutions Canada Inc. 10000462

Dear Pio,

Subject: Notice of Obligation to Implement Employment Equity under the Federal Contractors Program

You will find attached a letter confirming your obligation under the Federal Contractors Program (FCP) and a *Quick Reference Guide for Contractors: How to Complete a First Compliance Assessment* Submission under the FCP.

The First Compliance Assessment should be initiated **a year after the contract awarded**. When we will initiate the first compliance assessment, you will have a month to submit the required information.

The first step in your implementation of an employment equity program is to survey your employees with a voluntary self-identification questionnaire.

When your self-identification questionnaire is ready, we encourage you to share it with us so that we may provide timely feedback and guidance in advance of the assessment phase. This will provide the opportunity to ensure the survey meets the mandatory criteria of the FCP which will lead to the collection of more accurate survey information for your organization

Please note that you can also find additional information on the FCP at our website at the following link: http://www.labour.gc.ca/eng/standards_equality/eq/emp/fcp/.

Should you need further information, please do not hesitate to contact us through our email address ee-eme@hrsdc-rhdsc.gc.ca.

Sincerely,

Équipe des opérations des programmes / Programs Operations Team
Équité en milieu de travail / Workplace Equity
Programmes fédéraux/Federal Program / Programme du travail/Labour Program

From: Sue Muma <sue.muma@progressivewaste.com>
Sent: July 6, 2017 5:24 PM
To: Begg, Suzanne SV [NC] <suzanne.begg@labour-travail.gc.ca>
Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Hi,

Attached are the updated goals per our conversation.

Thank you,

Sue

Sue Muma

Human Resources Manager – Western Canada

C: 780-906-2315

Waste Connections of Canada

From: suzanne.begg@labour-travail.gc.ca [<mailto:suzanne.begg@labour-travail.gc.ca>]
Sent: Thursday, June 29, 2017 5:48 AM
To: Sue Muma
Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Sure that will be fine.

Sue

From: Sue Muma [<mailto:sue.muma@progressivewaste.com>]
Sent: 2017-06-28 3:42 PM
To: Begg, Suzanne SV [NC]
Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

How about tomorrow?

I could call you at 10am?

We a bargaining a collective agreement and I am in BC so that would be 7am over here.

Sue

Sue Muma

Human Resources Manager – Western Canada

C: 780-906-2315


Waste Connections of Canada

From: suzanne.begg@labour-travail.gc.ca [mailto:suzanne.begg@labour-travail.gc.ca]

Sent: Wednesday, June 28, 2017 12:59 PM

To: Sue Muma

Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

 Would you like to speak to one of my colleagues?

Sue

From: Sue Muma [mailto:sue.muma@progressivewaste.com]

Sent: 2017-06-28 2:29 PM

To: Begg, Suzanne SV [NC]

Subject: Re: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Hi Sue,

We did not connect last week. I am travelling this week but could catch up quickly on Friday morning if you are around?

I could try you at 1100am Eastern Time?

Sue

Sue Muma

Human Resources Manager - Western Canada

Waste Connections of Canada

C: 780-906-2315

On Jun 28, 2017, at 11:17 AM, "suzanne.begg@labour-travail.gc.ca" <suzanne.begg@labour-travail.gc.ca> wrote:

Hi Sue,

My apologies. I have notes written all over my desk – did we speak?

Kind regards,

Suzanne

From: Sue Muma [<mailto:sue.muma@progressivewaste.com>]

Sent: 2017-06-22 11:15 AM

To: Begg, Suzanne SV [NC]

Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Thank you,

Are you around tomorrow?

Can I give you a quick call at 9am?

Sue

Sue Muma

Human Resources Manager – Western Canada

C: 780-906-2315

Waste Connections of Canada

From: suzanne.begg@labour-travail.gc.ca [mailto:suzanne.begg@labour-travail.gc.ca]
Sent: Thursday, June 15, 2017 1:24 PM
To: Sue Muma
Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Hi Sue,

The short-term and long-term goals are to remove the gaps.

For example, Women – Senior Managers the gap is -1 so the short-term goal would be to hire 1 and 0 for long-term or vice versa. For Middle and Other Managers the gap is -31 so perhaps short-term the goal would be to hire 15 and the long-term to hire 16 or if the gap cannot be met, we need an explanation, i.e. hiring freeze, downsizing, etc.

I am away from the office tomorrow but would be happy to discuss on Monday if required.

Kind regards,

Suzanne

From: Sue Muma [mailto:sue.muma@progressivewaste.com]
Sent: 2017-06-14 6:05 PM
To: Begg, Suzanne SV [NC]
Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Hi Suzanne,

I have updated the form and hopefully it is more clear.

Basically, I converted the % to a number and that number represents the remaining gap based on 2017 values.

If required, please call me anytime! I can be reached on my cell at 780-906-2315

Thank you,

Sue

Sue Muma

Human Resources Manager – Western Canada

C: 780-906-2315

Waste Connections of Canada

From: suzanne.begg@labour-travail.gc.ca [mailto:suzanne.begg@labour-travail.gc.ca]

Sent: Wednesday, June 14, 2017 7:12 AM

To: Sue Muma

Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Hi Sue,

Is that the percentage of new hires? Perhaps it would be easier if 'raw' numbers were used.

Sue

From: Sue Muma [mailto:sue.muma@progressivewaste.com]

Sent: 2017-06-13 3:42 PM

To: Begg, Suzanne SV [NC]

Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Hi Suzanne,

The difference in total employees must be a result of fluctuation.

The percentages are our short and long term numeric goals for closing the gaps. Do you think they are too aggressive? Or, what are your thoughts?

Hope this clarifies..

Thank you,

Sue

Sue Muma

Human Resources Manager – Western Canada

C: 780-906-2315

Waste Connections of Canada

From: suzanne.begg@labour-travail.gc.ca [mailto:suzanne.begg@labour-travail.gc.ca]

Sent: Friday, June 09, 2017 8:00 AM

To: Sue Muma

Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Importance: High

Hi Sue,

Thank you. I have a couple of questions.

Albert said the total number of employees that were surveyed was 2,898, however the total number of employees on your workforce analysis is 2,700. Would that be because more than permanent full-time and permanent part-time employees were surveyed?

Also, on your Summary of Goals there are percentages (25%/50%) for your gaps. Are these percentages of availability?

Kind regards,

Suzanne

From: Sue Muma [mailto:sue.muma@progressivewaste.com]

Sent: 2017-05-30 1:04 PM

To: Begg, Suzanne SV [NC]

Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Hi Suzanne,

Attached is the summary report along with our goals.

Thank you,

Sue

Sue Muma

Human Resources Manager – Western Canada

C: 780-906-2315

Waste Connections of Canada

From: suzanne.begg@labour-travail.gc.ca [mailto:suzanne.begg@labour-travail.gc.ca]

Sent: Thursday, April 27, 2017 12:29 PM

To: Sue Muma

Subject: RE: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Hi Sue,

Some background information for you is attached. Albert had sent me the self-identification questionnaire and the return/response rates.

We require the Workforce Analysis – Summary Report (produced from WEIMS) and the Summary of Goals for short/long-term goals.

Sue

From: Sue Muma [mailto:sue.muma@progressivewaste.com]

Sent: 2017-04-27 1:41 PM

To: Begg, Suzanne SV [NC]

Subject: Government of Canada Certification 10000462 – Notification of First Compliance Assessment

Hi Suzanne,

As a follow up to my voice messages -

Can you please give me a call to discuss the requirements going forward? I am taking over for Albert on this initiative and would like to quickly connect regarding the expectation and deadlines.

Thank you,

Sue

Sue Muma

Human Resources Manager – Western Canada

C: 780-906-2315 | F: 780-464-9402

Waste Connections of Canada | 3410 74th Ave | Edmonton, AB, T6B 2P7

www.WasteConnectionsCanada.com

<image001.png>

From: Fortin, Sylvie SY [NC]
Sent: November 27, 2017 1:15 PM
To: 'Sue Muma' <sue.muma@progressivewaste.com>
Subject: FW: first year assessment under the Federal contractors Program

Sorry I have a typo error : percentage against the present Gap). Sylvie

From: Fortin, Sylvie SY [NC]
Sent: 27 novembre 2017 12:47
To: Sue Muma
Subject: RE: first year assessment under the Federal contractors Program

Hi Sue,

Thank you to have sent me your last version of Summary of Goals. I reviewed your document and make some changes according to our discussion about the present gap versus your Goals (percentage again the present Gap) ,can you please review it and let me know if the percentage and numbers are accurate? (changes are in Red)

Please feel free to contact me if you need to discuss further.

Sylvie

From: Sue Muma [<mailto:sue.muma@progressivewaste.com>]
Sent: 27 novembre 2017 11:34
To: Fortin, Sylvie SY [NC]
Subject: RE: first year assessment under the Federal contractors Program

Hi Sylvie,

Thank you for your time on the phone this morning, attached is the updated document for your review.

Thank you,

Sue

Sue Muma

Human Resources Manager – Western Canada

C: 780-906-2315

Waste Connections of Canada

From: sylvie.g.fortin@labour-travail.gc.ca [mailto:sylvie.g.fortin@labour-travail.gc.ca]

Sent: Wednesday, November 22, 2017 6:33 AM

To: Sue Muma

Cc: ee-eme@hrsdc-rhdcc.gc.ca

Subject: first year assessment under the Federal contractors Program

Importance: High

Good morning Ms Muma,

As per my voicemail left to you yesterday, I took over the files of my colleague, Sue Begg. I would greatly appreciate if you can contact me to discuss your file in a good timely matter in order to close it in compliance. My email address is sylvie.g.fortin@labour-travail.gc.ca and my phone number is 819-654-4324.

Thank you for your cooperation

Sylvie

Sylvie Fortin /Programme du travail

Emploi et Développement social Canada / Gouvernement du Canada

Sylvie.g.fortin@labour-travail.gc.ca / Tél. : 819-654-4324

Chief, Operations/Labour Program

Employment and Social Development Canada / Government of Canada

Sylvie.g.fortin@labour-travail.gc.ca / Tél. : 819-654-4324