Employment and Social Development Canada

Emploi et Développement social Canada Canada

OFFICIAL USE ONLY		1
Agreement N°:	,	

Labour Program Federal Contractors Program

#### **Agreement to Implement Employment Equity**

New Agreement	(All sections	must be complet	ted)		
Revised Agreement					
	ODO	ANIZATION			
Legal Name of Organization	ORG	ANIZATION	Parent company	is located outside	Canada
Atlantica Mecha	anical Contro	actors		Yes	No.
Jrcorporar Operating Name (If different from Legal Name			•		140
Operating Name (if different from Legal Name	of Organization)		Business Numb	oer	
		•	Total number of	employees in Can	eda
				Time and/or Part	
Organization's North American Industry Classi To find your organization's four-digit NAICS co	de please visit:		Federally F	Regulated	
http://www.statcan.gc.ca/subjects-sujets/stand	ard-norme/naics-scian/2007/	list-liste-eng.htm	Provincially	y Regulated	
<u> </u>		D OFFICE			
Address (building number, street, suite, etc.)	HEA	D OFFICE		Province	Postal Code
		Dartmo	outh	NS	B3B1H5
9 Raiston Avenue		Telephone Number	68 <i>3</i> 30	\A	
Name (print)	EMPLOYMENT	Title	ACT		
Tom Vincent		Presid	lent		
Telephone Number	E-mail Address				ge of Correspondence
903,468,2300	tvincent@	<del>Matlantia</del>	a Mechani	English	French
TL - L - L - L - L - L - L - L - L - L -	CERT	TFICATION			
The above-named organization:  • having a combined workforce of 100 c	or more norman ant full time	o and normanant n	ort time employe	on in Canada	AND
•	•			•	
<ul> <li>intending to bid on, or being in receipt Supply Arrangement, valued at \$1,000</li> </ul>			onuaci, siandin	g oner or contra	ce issued under a
hereby certifies its commitment to implement instrument, in keeping with the Federal Commitment to the federal Commitment	ontractors Program requir	ements. For more in			
please refer to: <a href="http://www.esdc.gc.ca/eng">http://www.esdc.gc.ca/eng</a> Important note: If an audit of the Agreem			ro mioronrocante	ation on the nort	of the prespiration
the procurement instrument(s) with the Go			is illisiepresent	ation on the past	of the organization,
	SIG	NATORY			
NOTE: The signatory must be the Chief E contract on behalf of the organiza		uthorized person in	an executive po	sition with legal	authority to sign a
Name (print)		Title Occide	<b>~</b> _L.		
Tom Vincent Telephone Number	E-mail Address	Preside	<u> </u>	Preferred Langua	age of Correspondence
9094683300	tvincent@atl			Englis	h French
Signature		Date (YYYY-MM-DD	•		
X Diversity of the second seco		2015-1	0-23		
Privacy Notice: The information you provide on this form is colle	acted under the authority of se	ection 42 of the Emple	nyment Faulty Act	to determine vour	eligibility for the Federal
Contractors Program (FCP),	·			_	
Completion of this form is mandatory. Refusal to to Bid List, loss of the right to bid on federal gov	ernment goods or services or	ontracts of any value a	and may also resul	t in the terminatio	n of the contract.
The information you provide may be used and/o disclosures of your personal information will nev	r disclosed for policy analysis er result in an administrative	s, research and/or eva decision being made	about you.	However, these a	dditional uses and/or
Your personal information is administered in acc your personal information, which is described in government publication entitled <i>Info Source</i> , wh accessed online at any Service Canada Centre,	Personal Information Bank E ich is available at the followin	SDC PPU 721. Instru	ctions for obtainin	a this information :	are outlined in the
		NSTRUCTIONS		_	
MPORTANT					
The signed Agreement to Implement e-mail at: ee-eme@hrsdc-rhdcc.gc.c.		m must be sent to	the Labour Pro	ogram by	

From: Dobney, Alicia A <alicia.dobney@labour-travail.gc.ca>

Sent: May 16, 2018 11:02 AM

To: 'Clarke, Jane' <JClarke@atlanticacontractors.ca>

Subject: RE: Atlantica Mechanical Contractors Incorporated - 2nd Compliance Assessment under the

**Federal Contractors Program** 

Hi Jane,

My Director has approved the new extension date of Wednesday June 13, 2018.

I will send you the Achievement Report (pre-populated with details from your last assessment), the Quick Reference Guide, and the step-by-step PowerPoint explaining how to create your .txt files by early next week. These documents will assist you in completing your 2<sup>nd</sup> Compliance Assessment submission.

Note that these documents are also all available on the WEIMS Help Page.

Feel free to call me when you are back if you need assistance with completing your submission.

Α.

From: Clarke, Jane [mailto:JClarke@atlanticacontractors.ca]

**Sent:** May-15-18 1:46 PM **To:** Dobney, Alicia A

Subject: RE: Atlantica Mechanical Contractors Incorporated - 2nd Compliance Assessment under the

Federal Contractors Program

Hi Alicia,

I am requesting an extension to June 13<sup>th</sup>.

require the additional time for collect the

survey and complete the reports.

Please let me know.

Thanks.

**Jane Clarke**, CMA,CPA **VP Finance, Atlantica.**T 902.468.2300 x 267 C 902.441.9912 F 902.468.3289

atlanticacontractors.ca



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Due to the inherent risks associated with the Internet, we assume no responsibility for unauthorized

interception

of any Internet communication with you or the transmission of computer viruses. Thank you,

From: alicia.dobney@labour-travail.qc.ca [mailto:alicia.dobney@labour-travail.qc.ca]

**Sent:** Tuesday, May 15, 2018 11:49 AM

To: Clarke, Jane

Subject: Atlantica Mechanical Contractors Incorporated - 2nd Compliance Assessment under the Federal

**Contractors Program** 

Good morning Jane!

My name is Alicia and I am the new Program Officer assigned to your file. Nice to virtually meet you!

I understand that the due date (August 26<sup>th</sup>, 2018) and the extension date (January 26<sup>th</sup>, 2018) assigned to your organization to submit documents for your second compliance assessment have elapsed. My Director, Gert Zagler, who I believe you spoke to over the phone recently has asked me to connect with you regarding this matter.

I would like to set up some time for us to chat as soon as possible so that I can answer any questions you might have regarding the documents you are required to submit for your upcoming assessment. We can also discuss a new deadline date for your organization at that time.

Please let me know when you might be free for a quick phone conversation. I am available any time this afternoon from 1:30pm – 3:00pm, EST if that works for you. If not, I can connect on Wednesday afternoon or any time on Thursday during the day.

Looking forward to hearing from you! Speak soon.

#### Alicia Dobney

Program Officer | Agente de programme

Workplace Equity Division | Labour Program Employment and Social Development Canada | Government of Canada Phone: (819) 654-5735 | Office: 11D367

Direction de l'équité en milieu de travail | Programme du travail Emploi et Développement social Canada | Gouvernement du Canada

Téléphone: (819) 654-5735 | Bureau: 11D367



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

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

#### Reporting Period 2016-06-11 to 2018-05-31

GEOGRAPHICAL AF	REAS
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(INDICATE NUMBER OF **EMPLOYEES LOCATED IN** EACH AREA)

		Province				Cens	us Metropolitar	Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees		Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Nova Scotia	136	0	0	136	Halifax	136	0	0	136
Newfoundland and Labrador	2	0	0	2	St. John's	2	0	0	2
Total Employees in C	Canada			138	Total Emplo	yees in Canada	•		138



Employment and Social Emploi et Développement
Development Canada social Canada

#### Atlantica Mechanical Contractors Incorporated (certificate # 10000370) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

#### Full-Time / National Reporting Period 2016-06-11 to 2018-05-31

Occupational Group			All Employee:			original Peor			ns with Disa			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	19	17	2									
	Total	19	17	2									
Professionals	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	1		1							1		1
	Total	1		1							1		1
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	35	26	9	1		1	1		1	3	1	2
	Total	35	26	9	1		1	1		1	3	1	2
Supervisors: Crafts and Trades	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	5	5								1	1	
	Total	5	5								1	1	

Page 1 of 3 Canada

# Atlantica Mechanical Contractors Incorporated (certificate # 10000370) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National Reporting Period 2016-06-11 to 2018-05-31

Form 2 A

001043

Occupational Group	3		All Employees			Aboriginal Peoples	les	Perso	Persons with Disabilities	bilities	Member	Members of Visible Minorities	finorities
Salary Range Col. 1	ž	lotal Col. 2	Men Col. 3	Women Col. 4	l otal Col. 5	Men Col. 6	Women Col. 7	Lotal Col. 8	Col. 9	Women Col. 10	Lotal Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	1	2	1	1									
	Total	2	1	J									
Skilled Crafts and Trades Workers	4												
Top Range: Under \$5,000	ω												
Bottom Range: Under \$5,000	2												
	1	65	64	1	2	2					4	4	
	Total	65	64	1	2	2					4	4	
Clerical Personnel	4												
Top Range: Under \$5,000	သ												
Bottom Range: Under \$5,000	2												
	1	5	1	4									
	Total	5	1	4									
Semi-Skilled Manual Workers	4												
Top Range: Under \$5,000	သ												
Bottom Range: Under \$5,000	2												
	1	6	6		1	1							
	Total	6	6		1	1							

#### FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

#### Reporting Period 2016-06-11 to 2018-05-31

Occupational Group		A	All Employees	S	Ab	original Peop	les	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Total Number of Employees		138	120	18	4	3	1	1		1	9	6	3

#### FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

#### Reporting Period 2016-06-11 to 2018-05-31

		All Employees		Al	original Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	138	120	18	4	3	1	1		1	9	6	3
Total Number of Employees	138	120	18	4	3	1	1		1	9	6	3

#### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

#### Reporting Period 2016-06-11 to 2018-05-31

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	2	2										
Professionals	1		1							1		1
Semi-Professionals and Technicians	6	4	2							3	1	2
Supervisors: Crafts and Trades	2	2								1	1	
Administrative and Senior Clerical Personnel	2	1	1									
Skilled Crafts and Trades Workers	4	3	1							1	1	
Total Number of Employees Hired	17	12	5							6	3	3

#### FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / National

#### Reporting Period 2016-06-11 to 2018-05-31

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors: Crafts and Trades	1	1										
Skilled Crafts and Trades Workers	1	1										
Total Number of Employees Terminated	2	2										

#### Workplace Equity Information Management System - Atlantica Mechanical Contractors Incorporated

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

Date: 2018-05-31

#### Women

				Women		
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	lability	Gap
	#	#	%	%	#	#
02 : Middle and Other Managers	19	2	10.5 %	38.9 %	7	-5
03 : Professionals	1	1	100.0 %	55.1 %	1	0
04 : Semi-Professionals and Technicians	35	9	25.7 %	4.4 %	2	7
06 : Supervisors: Crafts and Trades	5	0	0.0 %	12.2 %	1	-1
77 : Administrative and Senior Clerical Personnel	2	1	50.0 %	81.4 %	2	-1
9 : Skilled Crafts and Trades Workers	65	1	1.5 %	1.1 %	1	0
10 : Clerical Personnel	5	4	80.0 %	67.7 %	3	1
12 : Semi-Skilled Manual Workers	6	0	0.0 %	12.1 %	1	-1
Total	138	18	13.0 %	12.0 %	18	0
ı Ulai	138	10	13.0 %	12.0 %	10	U

Total may not equal sum of components due to rounding.



# Workplace Equity Information Management System - Atlantica Mechanical Contractors Incorporated

001049

# Workforce Analysis - Summary Report

Date: 2018-05-31

## **Aboriginal Peoples**

			Aborigi	Aboriginal Peoples			
Employment Equity Occupational Group	All Employees	Represe	Representation	Availability	bility	Gap	
	#	#	%	%	#	#	
02 : Middle and Other Managers	19	0	0.0 %	2.2 %	0	0	
03 : Professionals	_	0	0.0 %	1.3 %	0	0	
04 : Semi-Professionals and Technicians	35	_	2.9 %	3.5 %	<u> </u>	0	
06 : Supervisors: Crafts and Trades	C5	0	0.0 %	0.0 %	0	0	
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	2.2 %	0	0	
09 : Skilled Crafts and Trades Workers	65	2	3.1 %	2.3 %	<u> </u>	<u> </u>	
10 : Clerical Personnel	5	0	0.0 %	2.7 %	0	0	
12 : Semi-Skilled Manual Workers	O	_	16.7 %	2.9 %	0		
Total	138	4	2.9 %	2.5 %	2	2	

Total may not equal sum of components due to rounding.



# Workplace Equity Information Management System - Atlantica Mechanical Contractors Incorporated

# Workforce Analysis - Summary Report

Date: 2018-05-31

# **Members of Visible Minorities**

			Members of	Members of Visible Minorities	ities		
Employment Equity Occupational Group	All Employees	Repres	Representation	Availability	bility	Gap	
	#	#	%	%	#	#	
02 : Middle and Other Managers	19	0	0.0 %	15.0 %	3	రు	
03 : Professionals	_	<u> </u>	100.0 %	27.5 %	0	<u> </u>	
04 : Semi-Professionals and Technicians	35	ω	8.6 %	0.0 %	0	ω	
06 : Supervisors: Crafts and Trades	<b>C</b> ī	<u> </u>	20.0 %	0.0 %	0	<u>.</u>	
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	5.8 %	0	0	
09 : Skilled Crafts and Trades Workers	65	4	6.2 %	0.5 %	0	4	
10 : Clerical Personnel	5	0	0.0 %	7.3 %	0	0	
12 : Semi-Skilled Manual Workers	Ø	0	0.0 %	6.1 %	0	0	
Total	138	9	6.6 %	3.1 %	ω	O	

Total may not equal sum of components due to rounding.



2018-06-11

# Workplace Equity Information Management System - Atlantica Mechanical Contractors Incorporated

# **Workforce Analysis - Summary Report**

Date: 2018-05-31

## **Persons with Disabilities**

Employment Equity Occupational Group	All Employees	Perso Representation	Persons ventation	Persons with Disabilities tation Availability	es bility Gap	
	#	#	%	%	**	
01/02 : Managers	19	0	0.0 %	4.3 %	1 -1	
03 : Professionals	_	0	0.0 %	3.8 %	0 0	
04 : Semi-Professionals and Technicians	35	_	2.9 %	4.6 %	2 -1	
06 : Supervisors: Crafts and Trades	O <sub>1</sub>	0	0.0 %	7.8 %	0 0	
07 : Administrative and Senior Clerical Personnel	2	0	0.0 %	3.4 %	0 0	
09 : Skilled Crafts and Trades Workers	65	0	0.0 %	3.8 %	2 -2	
10 : Clerical Personnel	O <sub>1</sub>	0	0.0 %	7.0 %	0 0	
12 : Semi-Skilled Manual Workers	O	0	0.0 %	4.8 %	0 0	
Total	138	1	0.7 %	4.4 %	5 -4	

Total may not equal sum of components due to rounding.



2018-06-11

Workplace Equity Information Management System - Atlantica Mechanical Contractors Incorporated

001052

# **Workforce Analysis - Summary Report**

Date: 2018-05-31

# WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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

#### Workplace Equity Information Management System - Atlantica Mechanical Contractors Incorporated

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

Date: 2018-05-31

#### 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
10 : Clerical Personnel	EEOG	National
12 : Semi-Skilled Manual Workers	EEOG	National



Part 1: Workforce Analysis

**Atlantica Mechanical Contractors Inc.** 

|Date: 2018-05-31

#### Data from First/Previous Workforce Analysis

**1 1** 

Data from Fi	rst/Previous Workf	force Analysis
YYYY	MM	DD
2,016	6	10

		Analysis	
Data fr	om Subse	quent/Curr	ent Workforce

Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2018	05	31

		Table 1: Women			
		First/Previous Workforce Analysis			
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Wor	men	
եահտ	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	0	0	0.00	
02	Middle & Other Managers	13	2	38.90	
03	Professionals	0	0	0.00	
04	Semi-Professionals & Technicians	25	7	5.20	
05	Supervisors	0	0	0.00	
06	Supervisors: Crafts & Trades	3	0	11.80	
07	Administrative & Senior Clerical Personnel	0	0	0.00	
08	Skilled Sales & Service Personnel	0	0	0.00	
09	Skilled Crafts & Trades Workers	53	1	0.90	
10	Clerical Personnel	5	4	67.70	
11	Intermediate Sales & Service Personnel	0	0	0.00	
12	Semi-Skilled Manual Workers	6	0	12.10	
13	Other Sales & Service Personnel	0	0	0.00	
14	Other Manual Workers	0	0	0.00	
Total		105	14	10.8	

Table 5: Women					
Subsequent	/Current Workford	e Analysis			
All Employees	Won	ien			
	Representation	Availability*			
#	#	%			
0	0	0.00			
19	2	38.90			
1	1	55.10			
35	9	4.40			
0	0	0.00			
5	0	12.20			
2	1	81.40			
0	0	0.00			
65	1	1.10			
5	4	67.70			
0	o	0.00			
6	0	12.10			
0	o	0.00			
0	0	0.00			
138	18	12.0			

* Source:			
2011 Natio	onal Househo	old Survey	

* Source:			
2011 Nation	nal Household	Survey	

Part 1: Workforce Analysis

**Atlantica Mechanical Contractors Inc.** 

|Date: 2018-05-31

#### Data from First/Previous Workforce Analysis

Data from Fi	rst/Previous Workf	orce Analysis
YYYY	MM	DD
2016	6	10

#### Data from Subsequent/Current Workforce Analysis

2018	05	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

			2: Aboriginal P	
ļ		First/Previous Workforce Analysis		
Employment Equity Occupational Group (EEOG)		All Employees	Aborigina	al Peoples
			Representation	Availability*
		#	#	%
01	Senior Managers	0	0	0.00
02	Middle & Other Managers	13	0	2.20
03	Professionals	0	0	0.00
04	Semi-Professionals & Technicians	25	1	4.20
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	3	0	0.00
07	Administrative & Senior Clerical Personnel	0	0	0.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	53	2	2.30
10	Clerical Personnel	5	0	2.70
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	6	1	2.90
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		105	4	2.7

Table	Table 6: Aboriginal Peoples	
Subsequent/Current Workforce Analysis		
All Employees	Aboriginal Peoples	
	Representation	Availability*
#	#	%
0	0	0.00
19	0	2.20
1	0	1.30
35	1	3.50
5	0	0.00
0	0	0.00
2	0	2.20
0	0	0.00
65	2	2.30
5	0	2.70
0	0	0.00
6	1	2.90
0	0	0.00
0	0	0.00
138	4	2.9

* Sour	te:	
	ational Household Survey	

* Source:	
2011 National Household Survey	

Part 1: Workforce Analysis

**Atlantica Mechanical Contractors Inc.** 

[Date: 2018-05-31

#### Data from First/Previous Workforce Analysis

2016	6	10
YYYY	MM	DD
Data from Fi	rst/Previous Workf	orce Analysis

#### Data from Subsequent/Current Workforce Analysis

2018	05	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 3: Members of Visible Minorities First/Previous Workforce Analysis		
Employment Equity Occupational Group (EEOG)		All Employees	Members of Vis	ible Minorities
			Representation	Availability*
		#	#	%
01	Senior Managers	0	0	0.00
02	Middle & Other Managers	13	0	15.00
03	Professionals	0	0	0.00
04	Semi-Professionals & Technicians	25	0	0.00
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	3	0	0.00
07	Administrative & Senior Clerical Personnel	0	0	0.00
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	53	2	0.40
10	Clerical Personnel	5	0	7.30
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	6	0	6.10
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00

Total

Table 7: Members of Visible Minorities		
Subsequent/Current Workforce Analysis		
All Employees	Members of Visi	ible Minorities
	Representation	Availability*
#	#	%
0	0	0.00
19	0	15.00
. 1	1	27.50
35	3	8.60
0	0	0.00
5	1	20.00
2	0	5.80
0	0	0.00
65	4	0.50
5	0	7.30
0	0	0.00
6	o	6.10
o	o	0.00
0	0	0.00
138	9	3.1

* Source:			
2011 Nati	onal Household	l Survey	

2.8

105

* Source:	
2011 National Household Survey	

**Part 1: Workforce Analysis** 

**Atlantica Mechanical Contractors Inc.** 

[Date: 2018-05-31

#### Data from First/Previous Workforce Analysis

I	2016	6	10
	YYYY	MM	DD
	Data from Fi	rst/Previous Workf	force Analysis

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2018	05	31
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		Table 4: Persons with Disabilities			
		First/Previous Workforce Analysis			
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Persons with	Disabilities	
Embio	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01/02	Managers	13	0	4.30	
03	Professionals	0	0	0.00	
04	Semi-Professionals & Technicians	25	2	4.60	
05	Supervisors	0	0	0.00	
06	Supervisors: Crafts & Trades	3	0	7.80	
07	Administrative & Senior Clerical Personnel	0	0	0.00	
08	Skilled Sales & Service Personnel	0	0	0.00	
09	Skilled Crafts & Trades Workers	53	0	3.80	
10	Clerical Personnel	5	0	7.00	
11	Intermediate Sales & Service Personnel	0	0	0.00	
12	Semi-Skilled Manual Workers	6	0	4.80	
13	Other Sales & Service Personnel	0	0	0.00	
14	Other Manual Workers	0	0	0.00	
Total		105	2	4.4	

Table 8:	Persons with Dis	sabilities		
Subsequent/Current Workforce Analysis				
All Employees Persons with Disabilities				
	Representation	Availability*		
#	#	%		
19	0	4.30		
1	0	3.80		
35	1	4.60		
0	0	0.00		
5	0	7.80		
2	0	3.40		
0	0	0.00		
65	0	3.80		
5	0	7.00		
0	0	0.00		
6	0	4.80		
0	0	0.00		
0	0	0.00		
138	1	4.4		

* Source:	
2012 Canadian Survey on Disal	bility

\* Source:
2012 Canadian Survey on Disability

#### Part 2: Flow Data Analysis

#### **Atlantica Mechanical Contractors Inc.**

[Date: 2018-05-31

Start	Date of Flow	Data
YYYY	MM	DD
2016	06	11

End	Date of	Flow	Data	
YYYY	M	М	D	D
2018	0:	5	3	31

#### **Data from Form 4 - Employees** Hired

#### $\overline{\downarrow}$ $\overline{\downarrow}$

#### Data from Form 5 - Employees Promoted

#### **Data from Form 6 - Employees** Terminated

	Table 1: Women			
	Full-time /	National	Part-time / National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	0	0	0	(
02 Middle & Other Managers	2	0	0	(
03 Professionals	1	1	0	(
04 Semi-Professionals & Technicians	6	2	0	(
05 Supervisors	0	0	0	(
06 Supervisors: Crafts & Trades	2	0	0	(
07 Administrative & Senior Clerical Personnel	2	1	0	(
08 Skilled Sales & Service Personnel	0	0	0	(
09 Skilled Crafts & Trades Workers	4	1	0	(
10 Clerical Personnel	0	0	0	(
11 Intermediate Sales & Service Personnel	0	0	0	(
12 Semi-Skilled Manual Workers	0	0	0	(
13 Other Sales & Service Personnel	0	0	0	(
14 Other Manual Workers	0	0	0	(

Total

Table 5: Women				
Full-time /	National	Part-time	National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	

	Table 9:	Women	
Full-time	/ National	Part-time	/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0

#### Part 2: Flow Data Analysis

#### **Atlantica Mechanical Contractors Inc.**

[Date: 2018-05-31

Start Date of Flow Data				
YYYY	MM	DD		
2016	06	11		

End I	Date of Flow	Data
YYYY	MM	DD
2018	05	31

#### Data from Form 4 - Employees Hired

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

		Table 2: Aboriginal Peoples				
		Full-time	/ National	Part-time	/ National	
Employment Equity Occupational Group (EEOG)		All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	
		#	#	#	#	
01	Senior Managers	0	0	0	0	
02	Middle & Other Managers	2	0	0	0	
03	Professionals	1	0	0	0	
04	Semi-Professionals & Technicians	6	0	0	0	
05	Supervisors	0	0	0	0	
06	Supervisors: Crafts & Trades	2	0	0	0	
07	Administrative & Senior Clerical Personnel	2	0	0	0	
08	Skilled Sales & Service Personnel	0	0	0	0	
09	Skilled Crafts & Trades Workers	4	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

Total

Full-time		iginal Peoples  Part-time / National			
i un-time /	National	rari-unic/ National			
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted		
#	#	#	#		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		
0	0	0	0		

Table 10: Aboriginal Peoples				
Full-time	/ National	Part-time	/ National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated	
#	#	#	#	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
1	0	0	0	
0	0	0	0	
0	0	0	0	
1	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
0	0	0	0	
2	0	0	0	

#### Part 2: Flow Data Analysis

#### **Atlantica Mechanical Contractors Inc.**

[Date: 2018-05-31

Start	Date of Flow	/ Data
YYYY	MM	DD
2016	06	11

End I	Date of Flow	Data
YYYY	MM	DD
2018	05	31

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

**Data from Form 6 - Employees** Terminated

	Table 3: Persons with Disabilities				
	Full-time	/ National	Part-time / National		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	
	#	#	#	#	
01 Senior Managers	0	0	0	0	
02 Middle & Other Managers	2	0	0	0	
03 Professionals	1	0	0	0	
04 Semi-Professionals & Technicians	6	0	0	0	
05 Supervisors	0	0	0	0	
06 Supervisors: Crafts & Trades	2	0	0	0	
07 Administrative & Senior Clerical Personnel	2	0	0	0	
08 Skilled Sales & Service Personnel	0	0	0	0	
09 Skilled Crafts & Trades Workers	4	0	0	0	
10 Clerical Personnel	0	0	0	0	
11 Intermediate Sales & Service Personnel	0	0	0	0	
12 Semi-Skilled Manual Workers	0	0	0	0	
13 Other Sales & Service Personnel	0	0	0	0	
14 Other Manual Workers	0	0	0	0	

Total

17

Ψ	Ψ	Ψ	Ψ			•	Ψ
Table	7: Persons	with Disa	bilities	Table 1	1: Persons	s with Disa	abilities
Full-time	/ National	Part-time	/ National	Full-time	/ National	Part-time	/ National
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	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	1	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	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	2	0	0	

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
1	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
2	0	0	0

#### Part 2: Flow Data Analysis

#### **Atlantica Mechanical Contractors Inc.**

Date: 2018-05-31

Start	Date of Flow	Data
YYYY	MM	DD
2016	06	11

End I	Date of Flow	Data
YYYY	MM	DD
2018	05	31

Data from Form 4 - Employees Hired

Table 4: Members of Visible Minorities

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓ able 8: Members of Visible Minorities

	Full-time	/ National	Part-time / National		
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	
	#	#	#	#	
01 Senior Managers	0	0	0	0	
02 Middle & Other Managers	2	0	0	0	
03 Professionals	1	1	0	0	
04 Semi-Professionals & Technicians	6	3	0	0	
05 Supervisors	0	0	0	0	
06 Supervisors: Crafts & Trades	2	1	0	0	
07 Administrative & Senior Clerical Personnel	2	0	0	0	
08 Skilled Sales & Service Personnel	0	0	0	0	
09 Skilled Crafts & Trades Workers	4	1	0	0	
10 Clerical Personnel	0	0	0	0	
11 Intermediate Sales & Service Personnel	0	0	0	0	
12 Semi-Skilled Manual Workers	0	0	0	0	
13 Other Sales & Service Personnel	0	0	0	0	
14 Other Manual Workers	0	0	0	0	
Total	17	6	0	0	

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

Table 12:	Members	of Visible	Minorities
Full-time	/ National	Part-time	/ National
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0

**Data from Form 6 - Employees** 

Terminated

									Data	or First/I	Previous (	Goals							
A B	C	D	Е	F	G	Н	I	J	K	L	М	N	О	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	Ţ	1	1	Ţ	1	<b>↓</b>	1	<b>1</b>	Ţ	Ţ	1	1	Ţ	Ţ	1	1	Ţ	1	<b>1</b>
										Table 1:									
									First	Previous SI	iort-term G	loals							
				All En	ployees										omen				
Employment Equity Occupational	Number	Grov	wth (New Posit	ions)	Turnover (Re	placement of Employees)	Terminated	Anticipated	Number		eplacement of I Employees)	Hires Required		r Goals n - To				р	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3	YYYY-MM-DD			Over 3	YYYY	- YYYY	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Foup (EEOG)	2016-6-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2016-6-10	Annually	Over 3 Years	Years	2016	2019					Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	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	13			0	0.0%		0	0	2	0.0%	0	3	0		38.9%	-3	-3	15.4%	15.4%
03 Professionals	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	25	1		0	0.0%		0	0	7	0.0%	0	-6	0		5.2%	6	6	28.0%	28.0%
05 Supervisors	0	0.0%	L.	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	3	18.6%		0	25.0%		0	0	0	0.0%	0	0	0		11.8%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	53	1		0	1.7%		0	0		0.0%	0	-1	0		0.9%	1	1	1.9%	1.9%
10 Clerical Personnel	3	0.0%		0	0.0%		0	0	4	0.0%	0	-1	0		67.7%	1	1	80.0%	80.0%
11 Intermediate Sales & Service	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	6	0.0%		"	0.0%		"	0		0.0%	0	1	"		12.1%	-1	-1	0.0%	0.0%
13 Other Sales & Service 14 Other Manual Workers	0	0.0%		0	0.0%			0		0.0%	1 0				0.0% 0.0%		0	#DIV/0! #DIV/0!	#DIV/0!
14 Other Manual Workers Total	105			0	1.6%		0	0	14		0	-3	0		10.8%	3	3	#DIV/0!	#DIV/0! 13.3%
1 Otal	103	3.370	1	1 0	1.070		1 0	ı	14	1 0.070	1 0	1 -3	1 0		10.070	1 3	ا ا	13.370	13.370

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

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

						Table 2: Women
Employma	ent Equity Occupational		Wom	en		
Group (EF		Short-ter	m Goals	Long-term G	oals	Comments
		#	%	#	%	
01 Seni	ior Managers	0	0.0	0	0.0	
02 Mide	idle & Other Managers	1	0.0	2	0.0	Dependent on Interest in Industry and Engineering programs (basis for industry)
03 Profe	fessionals	0	0.0	0	0.0	
04 Semi	ni-Professionals & Tech	0	0.0	0	0.0	
05 Supe	pervisors	0	0.0	0	0.0	
06 Supe	ervisors: Crafts & Trades	0	0.0	0	0,0	
07 Adm	ministrative & Sr Clerical	0	0,0	0	0.0	
08 Skill	lled Sales & Service	0	0,0	0	0.0	
09 Skill	lled Crafts & Trades	0	0.0	0	0.0	
10 Cleri	rical Personnel	0	0.0	0	0.0	
11 Inter	ermediate Sales & Service	0	0.0	0	0.0	
12 Semi	ni-Skilled Manual	1	0.0	1	0.0	Rare in Industry
13 Othe	er Sales & Service	0	0.0	0	0,0	
14 Othe	er Manual Workers	0	0.0	0	0,0	
Total		2		3		

									Data 1	or First/F	Previous C	Goals							
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	↓	Ţ	1	Ţ	1	<b>↓</b>	1	1	1	Ţ	1	1	Ţ	Ţ	1	Ţ	Ţ	1	<b>1</b>
											iginal Peo								
									First/	Previous SI	iort-term G	oals							
				All En	ployees										nal Peoples				
	Number	Grov	wth (New Posit	ions)	Turnover (R		Terminated		Number	Turnover (R	eplacement of			r Goals					
<b>Employment Equity Occupational</b>						Employees)		Anticipated			Employees)	Hires Required	<u></u>	n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2016-6-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-6-10	Annually	Over 3 Years	Years	2016	2019					
	#	%	9/0	#	%	%	#	Ħ	Ħ	%	##	#	Ħ	%	%	#	#	%	%
01 Senior Managers	0	0.0%	/,	0	0.0%	70	0	0	7 0	0.0%	0	0	0	79	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	13	13.5%		0	0.0%		0	0	0	0.0%	0	0	0		2.2%	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	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	25	11.9%		0	0.0%		0	0	1	0.0%	0	0	0		4.2%	0	0	4.0%	4.0%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	3	18.6%		0	25.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	53	7.0%		0	1.7%		0	0	2	0.0%	0	-1	0		2.3%	1	1	3.8%	3.8%
10 Clerical Personnel	5	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		2.7%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	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	6	0.0%		0	0.0%		0	0	1	0.0%	0	-1	0		2.9%	1	1	16.7%	16.7%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	105	9.5%		0	1.6%		0	0	4	0.0%	0	-1	0		2.7%	1	1	3.8%	3.8%

<sup>†</sup> 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.

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

	Workforce / thanysis) + 2) x 10					Table 4: Aboriginal Peoples
F1.	yment Equity Occupational		Aboriginal	Peoples		
	(EEOG)	Short-ter	m Goals	Long-te	rm Goals	Comments
		#	%	#	%	
01	Senior Managers	0	0.0	(	0.0	
02	Middle & Other Managers	0	0.0	(	0.0	
	Professionals	0	0.0		0.0	
	Semi-Professionals & Tech	0	0.0		0.0	
	Supervisors	0	0.0		0.0	
	Supervisors: Crafts & Trades	0	0.0		0.0	
07	Administrative & Sr Clerical	0	0,0	(	0.0	
1 1	Skilled Sales & Service	0	0.0		0.0	
	Skilled Crafts & Trades	0	0.0		0.0	
	Clerical Personnel	0	0.0		0.0	
	Intermediate Sales & Service	0	0.0		0.0	
12	Semi-Skilled Manual	0	0.0		0.0	
	Other Sales & Service	0	0.0		0.0	
14	Other Manual Workers	0	0,0	(	0.0	
Total		0		(	)	

									Data	for First/P	revious (	Foals							
A B	C	D	Е	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
		1	1	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	<b>1</b>	Ţ	Ţ	Ţ	<b>1</b>	Ţ	1
										: Persons									
									First	Previous Sh	ort-term G	oals							
				All En	ployees					,					th Disabilities	S			
	Number	Grov	wth (New Posit	ions)	Turnover (Re		f Terminated		Number	Turnover (Re	natacament of		3 Yea	r Goals					
<b>Employment Equity Occupational</b>						Employees)		Anticipated		Terminated		Hires Required		n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual	Pro	jected	Hires Over 3 Years	YYYY-MM-DD	<u> </u>		Over 3	VYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2016-6-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	icais	2016-6-10	Annually	Over 3 Years	Years	2016	2019					icars
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	13			0	0.0%		0	0	0	0.0%	0	1	0		4.3%	-1	-1	0.0%	0.0%
03 Professionals	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	25	11.9%		0	0.0%		0	0	2	0.0%	0	-1	0		4.6%	1	1	8.0%	8.0%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	)	0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	3	18.6%		0	25.0%		0	0	0	0.0%	0	0	0	)	7.8%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	)	0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	)	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	53	7.0%		0	1.7%		0	0	0	0.0%	0	2	0	)	3.8%	-2	-2	0.0%	0.0%
10 Clerical Personnel	5	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	)	7.0%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	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	6	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		4.8%	0	0	0.0%	0.0%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	)	0.0%	0	0	#DIV/0!	#DIV/0!
Total	105	9.5%		0	1.6%		0	0	2	0.0%	0	3	0		4.4%	-3	-3	1.9%	1.9%

<sup>†</sup> 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) v. 100

Workforce Analysis) ÷ 2) x 10	)0.				
					Table 6: Persons with Disabilities
Facility Committee (	I	ersons with l	Disabilities		
Employment Equity Occupational Group (EEOG)	Short-te	rm Goals	Long-term	ı Goals	Comments
-	#	%	#	%	
01/02 Managers	1	0.0	0	0.0	Dependent on Interest in Industry and Engineering programs (basis for industry)
03 Professionals	(	0.0	0	0.0	
04 Semi-Professionals & Tech	(	0.0	0	0.0	
05 Supervisors	(	0.0	0	0,0	
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	(	0.0	0	0.0	
08 Skilled Sales & Service	(	0.0	0	0,0	
09 Skilled Crafts & Trades	1	0.0	0	0,0	Driven by available pool of Union Labour
10 Clerical Personnel	(	0.0	0	0,0	
11 Intermediate Sales & Service	(	0.0	0	0.0	
12 Semi-Skilled Manual	C	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	(	0.0	0	0.0	
Total	2		0		

									Data	or First/F	Previous (	Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	Ţ	1	1	Ţ	<b>↓</b>	<b>↓</b>	1	1	Ţ	1	1	1	Ţ	Ţ	1	Ţ	Ţ	1	1
									Table 7: M				S						
									First	Previous Sh	iort-term G	oals							
				All En	ployees										/isible Minori	ties			
	Number	Gree	wth (New Posit	ions)	Turnover (Re		Terminated		Number	Turnover (R	eplacement of	Hires		r Goals					
<b>Employment Equity Occupational</b>			1			Employees)		Anticipated			Employees)	Required	<u> </u>	n - To	Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proj	ected	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	- YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2016-6-10	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2016-6-10	Annually	Over 3 Years	Years	2016	2019					
	#	%	9/0	#	%	%	#	H	H	%	#	#	Ħ	%	%	#	#	%	%
01 Senior Managers	0	0.0%	,	0	0.0%	76	- 0	0	, 0	0.0%	0	0	0	79	0.0%	0	0	#DIV/0!	#DIV/0!
02 Middle & Other Managers	13			0	0.0%		0	0	0	0.0%	0	2	0		15.0%	-2	-2	0.0%	0.0%
03 Professionals	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
04 Semi-Professionals & Tech	25	11.9%		0	0.0%		0	0	0	0.0%	0	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	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	3	18.6%		0	25.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	53	7.0%		0	1.7%		0	0	2	0.0%	0	-2	0		0.4%	2	2	3.8%	3.8%
10 Clerical Personnel	5	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		7.3%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	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	6	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		6.1%	0	0	0.0%	0.0%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%	1	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	105	9.5%		0	1.6%		0	0	2	0.0%	0	1	0		2.8%	-1	-1	1.9%	1.9%

<sup>†</sup> 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) + ((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
F	James J. Francis Communication of	Men	nbers of Visi	ble Minorities		
	oloyment Equity Occupational up (EEOG)	Short-ter	m Goals	Long-term (	Goals	Comments
Gru	ilp (EEOO)	#	%	#	%	
01	Senior Managers	0	0.0	0	0.0	
02	Middle & Other Managers	1	0.0	1	0.0	Dependent on Interest in Industry and Engineering programs (basis for industry)
03	Professionals	0	0.0	0	0.0	
04	Semi-Professionals & Tech	0	0.0	0	0.0	
05	Supervisors	0	0.0	0	0.0	
06	Supervisors: Crafts & Trades	0	0,0	0	0,0	
07	Administrative & Sr Clerical	0	0,0	0	0,0	
08	Skilled Sales & Service	0	0,0	0	0.0	
09	Skilled Crafts & Trades	0	0.0	0	0.0	
10	Clerical Personnel	0	0.0	o	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	
Tota	1	1		1		

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	E	F	G	Н	ī	ī	K	L	М	N	0	P	0	R	S	т	U
A		υ		<u>r</u>	<u></u>	11	<u> </u>	J	<u> </u>	i	171		<u>:</u>	it	······································	N.	<u>:</u>	1	<u>i                                     </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	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	<b>↓</b>	Ţ	Ų	Ţ	Ţ	<b>1</b>	Ţ	Ţ	Ţ	1	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	1	Ţ	<b>1</b>
										Table 9:									
									Subsequ	ent/Current	Short-tern	n Goals							
				All En	ployees					,					omen				
Employment Equity Occupational	Number	CYY-MM-DD Actual Projected Actual Projected  Over 3						Anticipated Hires Over 3	Number VYVY-MM-DD		eptacement of (Employees)	Hires Required	Fron	r Goals n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	YYYY-MM-DD	Actual	Proje		Actual	Proj		Years	YYYY-MM-DD			Over 3	****	-	Availability	rresem Gap	Gap	Representation	Years
	2018-05-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-05-31	Annually	Over 3 Years	Years	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	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	19	13.5%	1.0%	1	0.0%	5.0%	3	4	2	5.0%	0	6	2	40.0%	38.9%	-5	-4	10.5%	20.0%
03 Professionals	1	0.0%		0	0.0%		0	0	1	0.0%	0	0	0		55.1%	0	0	100.0%	100.0%
04 Semi-Professionals & Tech	35	11.9%	2.0%	2	0.0%	1.0%	1	3	9	1.0%	0	-7	0		4.4%	7	7	25.7%	24.3%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	5	18.6%		1	25.0%	2.0%	0	1	0	2.0%	0	1	0	15.0%	12.2%	-1	-1	0.0%	0.0%
07 Administrative & Sr Clerical	2	0.0%		0	0.0%		0	0	1	0.0%	0	1	0		81.4%	-1	-1	50.0%	50.0%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	65	7.0%	2.0%	4	1.7%	2.0%	4	8	1	2.0%	0	0	0		1.1%	0	0	1.5%	1.4%
10 Clerical Personnel	5	0.0%	5.0%	1	0.0%	0.0%	0	1	4	0.0%	0	0	0		67.7%	1	0	80.0%	66.7%
11 Intermediate Sales & Service	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	6	0.0%		0	0.0%	0.0%	0	0	0	0.0%	0	1	0	12.1%	12.1%	-1	-1	0.0%	0.0%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	138	9.5%	3.0%	12	1.6%	0.5%	2	14	18	0.5%	0	0	2	12.0%	12.0%	1	] 2	13.0%	13.3%

<sup>†</sup> Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.

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

	• • •					Table 10: Women
Employ	ment Equity Occupational		Wom	ien		
	(EEOG)	Short-teri	m Goals	Long-term Go	als	Comments
			%	9/	6	
	Senior Managers		0.0%			
02 N	Middle & Other Managers		4000.0%			Dependent on Interest in Industry and Engineering programs (basis for industry)
03 F	Professionals		0.0%			
04 S	Semi-Professionals & Tech		0.0%			
05 S	Supervisors		0.0%			
06 S	Supervisors: Crafts & Trades		1500.0%			Rare in Industry (trade oriented - union labour pool)
07 A	Administrative & Sr Clerical		0.0%			
08 S	skilled Sales & Service		0.0%			
09 S	skilled Crafts & Trades		0.0%			
10 (	Clerical Personnel		0.0%			
11 h	ntermediate Sales & Service		0.0%			
12 S	Semi-Skilled Manual		1210.0%			Rare in Industry (trade oriented - union labour pool)
13 (	Other Sales & Service		0.0%			
14 (	Other Manual Workers		0.0%			
Total			1200.0%			

									Data for	Subseque	nt/Currei	nt Goals							
				,					,	.,					,				,
A B	С	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
-	Ţ	<b>↓</b>	Ţ	Ţ	Ţ	Ţ	1	Ţ	1	1	<b>1</b>	Ţ	<b>1</b>	<b>↓</b>	Ţ	Ţ	Ţ	Ţ	1
											iginal Pec								
									Subsequ	ent/Current	Short-tern	1 Goals							
				All En	ployees									· ·	nal Peoples				
Employment Equity Occupational	Number YYYY-MM-DD	Grov Actual	wth (New Posit	ions)	Turnover (Re	Employees)	Terminated ected	Anticipated Hires Over 3	Number YYYY-MM-DD		eplacement of Employees)	Hires Required	Fror	r Goals n - To - YYYY	Present	Present Gap	Projected	Present	Projected Representation in 3
Group (EEOG)	2018-05-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-05-31	Annually	Over 3 Years	Over 3 Years	2018	2021	Availability	,	Gap	Representation	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	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	19	13.5%	1.0%		0.0%	5.0%	3	4	0	5.0%	0	0	0		2.2% 1.3%	0	0	0.0%	0.0%
03 Professionals 04 Semi-Professionals & Tech	35	0.0% 11.9%	2.0%	"	0.0% 0.0%	1.0%	"	0	"	0.0% 1.0%	0	0	0		3.5%	0	0	0.0% 2.9%	0.0% 2.7%
05 Supervisors	33	0.0%		2	0.0%	1.076	1	] 3	1	0.0%	0	0	"		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	5	18.6%	L.	1 1	25.0%	2.0%	0	'1	١	2.0%	0	١	١		0.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	2	0.0%		0	0.0%	2.070		0	ا ٥	0.0%	0	0	0		2.2%	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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	65	7.0%	2.0%	4	1.7%	2.0%	4	8	2	2.0%	0	0	0		2.3%	1	0	3.1%	2.9%
10 Clerical Personnel	5	0.0%	5.0%	1	0.0%	0.0%	0	1	0	0.0%	0	0	0		2.7%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	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	6	0.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	-1	0		2.9%	1	1	16.7%	16.7%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%	1	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	138	9.5%	3.0%	12	1.6%	5.0%	21	33	4	5.0%	1	1	0		2.9%	0	-1	2.9%	2.0%

† 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.

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

				Table 12: Aboriginal Peoples
Employment Equity Occupational		Aboriginal	Peoples	
Group (EEOG)	Short-term	ı Goals	Long-term Goa	Comments
•		%	%	
01 Senior Managers		0.0%		
02 Middle & Other Managers		0.0%		
03 Professionals		0.0%		
04 Semi-Professionals & Tech		0.0%		
05 Supervisors		0.0%		
06 Supervisors: Crafts & Trades		0.0%		
07 Administrative & Sr Clerical		0.0%		
08 Skilled Sales & Service		0.0%		
09 Skilled Crafts & Trades		0.0%		
10 Clerical Personnel		0.0%		
11 Intermediate Sales & Service		0.0%		
12 Semi-Skilled Manual		0.0%		
13 Other Sales & Service		0.0%		
14 Other Manual Workers		0.0%		
Total		0.0%		

									Data for	Subseque	nt/Currei	nt Goals							
A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	P	Q	R	S	T	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
2	<b>1</b>	Ţ	↓	Ţ	Ţ	Ţ	Ţ	Ţ	Ţ	↓	↓	↓	Ų.	Ţ	Ų	Ţ	Ų	Ţ	<b>1</b>
									Table 13	: Persons	with Dis:	abilities							
									Subsequ	ent/Current	Short-tern	ı Goals							
				All En	nployees									Persons wi	th Disabilities	;			
	Number	Grov	vth (New Posit	ions)	Turnover (Re	placement of Employees)	f Terminated		Number		eplacement of	Hires	3 Yea	r Goals n - To					
Employment Equity Occupational	YYYY-MM-DD	Actual	Proj	ected	Actual	Pro	jected	Anticipated Hires Over 3	YYYY-MM-DD	Terminated	(Employees)	Required Over 3		- YYYY	Present Availability	Present Gap	Projected	Present Representation	Projected Representation in 3
Group (EEOG)	2018-05-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-05-31	Annually	Over 3 Years	Years	2018	2021	Avaiianiniy		Gap	Representation	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	19	6.7%	1.0%	1	0.0%	5.0%	3	4	0	5.0%	0	1	0	4.3%	4.3%	-1	-1	0.0%	0.0%
03 Professionals	1	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		3.8%	0	0	0.0%	0.0%
04   Semi-Professionals & Tech	35	11.9%	2.0%	2	0.0%	1.0%	1	3	1	1.0%	0	1	0	4.6%	4.6%	-1	-1	2.9%	2.7%
05 Supervisors	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	5	18.6%	4.0%	1	25.0%	2.0%	0	1	0	2.0%	0	0	0		7.8%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	2	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		3.4%	0	0	0.0%	0.0%
08 Skilled Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	65	7.0%	2.0%	4	1.7%	2.0%	4	8	0	2.0%	0	3	0	3.8%	3.8%	-2	-3	0.0%	0.0%
10 Clerical Personnel	5	0.0%	5.0%	1	0.0%	0.0%	0	1	0	0.0%	0	0	0		7.0%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
12 Semi-Skilled Manual	6	0.0%	0.0%	C	0.0%	0.0%	0	0	0	0.0%	0	0	0		4.8%	0	0	0.0%	0.0%
13 Other Sales & Service	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	138	9.5%	3.0%	12	1.6%	5.0%	21	33	1	5.0%	0	6	1	4.4%	4.4%	-5	-5	0.7%	1.3%

<sup>†</sup> 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 10	00.				
					Table 14: Persons with Disabilities
E 1 (E '(O ) )	Per	rsons with I	Disabilities		
Employment Equity Occupational Group (EEOG)	Short-term	ı Goals	Long-term	Goals	Comments
		%		%	
01/02 Managers		430.0%			
03 Professionals		0.0%			
04 Semi-Professionals & Tech		460.0%			
05 Supervisors		0.0%			
06 Supervisors: Crafts & Trades		0.0%			
07 Administrative & Sr Clerical		0.0%			
08 Skilled Sales & Service		0.0%			
09 Skilled Crafts & Trades		380.0%			
10 Clerical Personnel		0.0%			
11 Intermediate Sales & Service		0.0%			
12 Semi-Skilled Manual		0.0%			
13 Other Sales & Service		0.0%			
14 Other Manual Workers		0.0%			
Total		440.0%			

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	т	т	K	L	M	N	0	P	0	R	S	Т	U
A B	·	<u>u</u>	Е	Г	G	- 11	1	J	K	<u> </u>	171	11	<u> </u>	Г	νν	<u> </u>	<u>.</u>	1	U
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis <sup>‡</sup>	Data Entry	СхНх3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
5	Ţ	<b>1</b>	<b>\</b>	Ţ	Ţ	Ţ	Ţ	Ţ	↓ ↓	Ţ	Ţ	↓	Ţ	1	↓	↓	Ţ	Ţ	Ţ
								Ί	able 15: N	lembers o	of Visible	Minoritie	:S						
									Subsequ	ent/Current	Short-tern	n Goals							
				All Em	ployees								M	embers of V	isible Minori	ties			
	Number Growth (New Positions)			ons)	Turnover (Re		Terminated		Number	Turnover (R	entacement of		3 Year						
Employment Equity Occupational						Employees)		Anticipated			(Employees)	Hires Required	Fron		Present		Projected	Present	Projected
Group (EEOG)	YYYY-MM-DD	Actual	Proje	cted	Actual	Proj	ected	Hires Over 3 Years	YYYY-MM-DD			Over 3	YYYY	·YYYY	Availability	Present Gap	Gap	Representation	Representation in 3 Years
	2018-05-31	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	itais	2018-05-31	Annually	Over 3 Years	Years	2018	2021					rears
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	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	19	13.5%	1.0%	1	0.0%	5.0%	3	4	0	5.0%	0	3	1	15.0%	15.0%	-3	-2	0.0%	5.0%
03 Professionals	1	0.0%		0	0.0%		0	0	1	0.0%	0	-1	0		27.5%	1	1	100.0%	100.0%
04   Semi-Professionals & Tech	35	11.9%	2.0%	2	0.0%	1.0%	1	3	3	1.0%	0	0	0		8.6%	0	0	8.6%	8.1%
05 Supervisors	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	5	18.6%	4.0%	1	25.0%	2.0%	0	1	1	2.0%	0	0	0		20.0%	0	0	20.0%	16.7%
07 Administrative & Sr Clerical	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		5.8%	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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	65	7.0%	2.0%	4	1.7%	2.0%	4	8	4	2.0%	0	-4	0		0.5%	4	4	6.2%	5.8%
10 Clerical Personnel	5	0.0%	5.0%	1	0.0%	0.0%	0	1	0	0.0%	0	0	0		7.3%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	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	6	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		6.1%	0	0	0.0%	0.0%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	138	9.5%	3.0%	12	1.6%	5.0%	21	33	9	5.0%	1	-3	5	15.0%	3.1%	5	8	6.5%	8.7%

<sup>†</sup> 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) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

Workforce / marysis) · 2) x re					Table 16: Members of Visible Minorities
Employment Equity Occupational	Mem	bers of Visi	ble Minorii	ies	
Group (EEOG)	Short-teri	m Goals	Long-ter	m Goals	Comments
•		%		%	
01 Senior Managers		0.0%			
02 Middle & Other Managers		1500.0%		20.0%	Dependent on Interest in Industry and Engineering programs (basis for industry)
03 Professionals		0.0%			
04 Semi-Professionals & Tech		0.0%			
05 Supervisors		0.0%			
06 Supervisors: Crafts & Trades		0.0%			
07 Administrative & Sr Clerical		0.0%			
08 Skilled Sales & Service		0.0%			
09 Skilled Crafts & Trades		0.0%			Dependent on interest in industry and availability of union trade personnel
10 Clerical Personnel		0.0%			
11 Intermediate Sales & Service		0.0%			
12 Semi-Skilled Manual		0.0%			
13 Other Sales & Service		0.0%			
14 Other Manual Workers		0.0%			
Total		1500.0%			

										F	'art 4: I	Results	- Wome	n										
										Atlantic	a Mech	anical	Contrac	tors Inc										
											[Date	e: 2018	-05-31											
,							,			,			.,	,							,			
A	В	C	D	E	F	G	Н	I	J	K	L	M	N	O	Р	Q	R	S	T	U	V	W	X	Y
D.,			Part 1:	Part 1:	E÷D	Part 1:	DxG	еп	E÷H	Part 2: Flow	Part 2:	L÷K	V C . 100	L-N	Part 2: Flow	Part 2:	Q ÷ P x	D F . 100	0.6	Part 2: Flow	Part 2:	V ÷ U x	II E . 100	V V
Data	sources:		Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	÷ 100	E-H	x 100	Data Analysis	Flow Data Analysis	x 100	K x G ÷ 100	L-N	Data Analysis	Flow Data Analysis	100	P x F ÷ 100	Q - S	Data Analysis	Flow Data Analysis	100	U x F ÷ 100	V - X
3			<b>.</b>	<b>1</b>	1	<u> </u>	1	<b></b>	<b>\</b>	↓	<b>\</b>	<u> </u>	<u> </u>	↓	Ţ	<u> </u>	1	<b>1</b>	Ţ	↓	<b></b>	1	<b></b>	
				'		orce An											Data Aı							
	ployment Equity supational Group	Year			W	orkforce					1	Hires				P	romotio				Ter	minatio		
	OG)		All Employees	Represe	entation	Wor Avail:		Gap	EE Result	All Employees	Aci	tual	/omen Expected	Difference	All Employees	Act		omen Expected	Difference	All Employees	Actu		omen Expected	Difference
		#	#	H	%	9/6	#	#	%	H	Ħ	%	#	#	H	#	%	#	#	H	#	%	#	#
01	Senior Managers	2016	0	0		0.0		0	0.0															
	·	2018 2016	13	0		0.0 38.9		-3	0.0 39.5	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
02	Middle & Other Managers	2018	19	2		38.9	7	-5 -5		2	0	0.0	1	-1	0	0	0.0	0	0	0	0	0.0	0	0
03	Professionals	2016	0	0		0.0	0	0	0.0															
03		2018	1	1		55.1		0	181.5	1	1	100.0	1	0	0	0	0.0	0	0	0	0	0.0	0	0
04	Semi-Professionals & Technicians	2016 2018	25 35	7 9		5.2 4.4		7	538.5 584.4	6	2.	33.3	- 0	2		0	0.0	0	0	0	0	0.0	0	0
05		2016	0	0				0	0.0			33.3	Ť		Ť	Ů	0.0				Ů	0.0	Ť	
03	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
06	Supervisors: Crafts & Trades	2016 2018	3	0		11.8 12.2		0	0.0	2	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	
_	1111111	2010		<u> </u>	0.0	12.2			0.0			1 0.0		U		ļ	0.0	U		1 1	<u>V</u> :	0.0		
			Part 2: Flow	Part 2:	E÷Dx	Part 3:	E÷Gx	Part 3:	F . I . 100	D . 2 C . 1	E÷Kx	Part 3:	E 14 100											
Data	sources:		Data Analysis	Flow Data Analysis	100	Goals	100	Goals	F÷1x100	Part 3: Goals	100	Goals	F ÷ M x 100											
3			<u> </u>	<b>\</b>	1	<b>.</b>	1	<b>\</b>	↓	<b>\</b>	\	<b>\</b>	<u> </u>											
			New	Entrar	nts				G	oals														
	ployment Equity	Year	F	ow Data			Short-ter		S		Long-ter													
	cupational Group COG)		All	Wor			Percent of	men	Percent of		Won Percent of		Percent of					(	Commen	ts				
\ x.x	.00)		Employees	Act		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
		# 2018	# 0	# 0	% 0.0	# ()	% 0.0	% 0.0	0.0	# ()	0.0	% 0.0	0.0											
01	Senior Managers	2018	0	0		U	0.0	0.0	0.0	0	0.0	0.0												
02	Middle & Other	2018	2	0	0.0		0.0	0.0	0.0	2	0.0	0.0	0.0											
Ľ.	Managers	2021	2	0				40.0	0.0	^	0.0	0.0												
03	Professionals	2018	1	1 1		0	0.0	0.0	0.0	0	0.0	0.0												
04	Semi-Professionals &	2018	6	2		0	0.0	0.0	0.0	0	0.0	0.0												
L <sup>04</sup>	Technicians	2021	6	2				0.0	0.0			0.0												
05	Supervisors	2018	0	0			0.0	0.0	0.0	0	0.0	0.0												
	Supervisors: Crafts &	2018	1	0			0.0	0.0	0.0	0	0.0	0.0												
06	Trades	2021	1	0				15.0	0.0			0.0												

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										Atlantic	a Mech	anical	Contrac	tors Inc	•									
											[Dat	e: 2018	-05-31											
	В	С	D	Е	F	G	Н	<u>r</u>	J	K	L	М	N	0	Р	O	R	S	Т	U	V	W	X	Y
I	і В				i		11		<b>y</b>	X		<u>;171</u>	ii.N		i	·/	17					**	A	i
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
İ			J	J		J Alialysis	T	J	.i	<u> </u>	J. Allalysis	<u> </u>	<u> </u>	J	J	Į Analysis J	Ţ	J	Ţ		J.		T	 J
			•	•	Workfo	orce An	alysis		·			·		•	•	•	Data A	•		•	•		•	
	ployment Equity	Year			W	orkforce					,	Hires				P	romotio				Ter	minatio		
	cupational Group EOG)		All Employees	D	entation	Wor Avail:			Teen ii	All Employees			/omen	T nee	All Employees		Wual	omen	Difference	All Employees	Actu		omen	D.G.
<b>\</b>	,	H	#	#	entation %	%	(DHR) #	Gap #	EE Result	#	#	tual %	Expected #	Difference #	#	#	uai %	Expected #	##	H	#	u %	Expected #	Difference #
07	Administrative &	2016	0	0	:	0.0		0	0.0															
<u> </u>	Senior Clerical Skilled Sales &	2018 2016	0	0		81.4 0.0		-1	61.4	2	1	50.0	2	-1	C	0	0.0	0	0	0	0	0.0	0	0
08	Service Personnel	2018	0	0		0.0		0	0.0	0	0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
09	Skilled Crafts &	2016	53					1	209.6															
-	Trades Workers	2018 2016	65	1 4		1.1 67.7		0	139.9	4	1	25.0	0	1	C	0	0.0	0	0	1	0	0.0	0	0
10	Clerical Personnel	2018	5	4	<del>.</del>	67.7	3	1	118.2	0	0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
11	Intermediate Sales &	2016	0	0		0.0		0	0.0								0.0							
	Service Personnel Semi-Skilled Manual	2018 2016	6	0		0.0	1	-1	0.0	0	0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	0
12	Workers	2018	6	0	:	12.1	1	-1	0.0	0	0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
ļ				D . 2						[	·		1											
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											
<u>[</u>			J	Analysis		<u> </u>	T	<b>J</b>	<u> </u>	<u> </u>	J	<u> </u>	!↓											
			•	Entra	•		•	•	•	oals	•	•	<b>V</b>											
En	ployment Equity	V	F	low Data	ì		Short-tei	m Goal	S		Long-ter	m Goals												
	cupational Group	Year	All	We	men		Wor Percent of	nen	Percent of		Wor Percent of	nen	Percent of					C	Commen	ts				
(10.1	EOG)		Employees	Ac	tual	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
	Administrative &	# 2018	# 2	#	50.0	# ()	% 0.0	0.0	0.0	# 0	0.0	% 0.0	0.0											
07	Senior Clerical	2021	2	1		U	0.0	0.0		· ·	0.0	0.0												
08	Skilled Sales &	2018	0	0		0	0.0	0.0		0	0.0	0.0												
-	Service Personnel Skilled Crafts &	2021 2018	3	0	-	0	0.0	0.0		0	0.0	0.0												
09	Trades Workers	2021	3	1	33.3			0.0				0.0												
10	Clerical Personnel	2018 2021	0	0			0.0	0.0		0	0.0	0.0												
1,	Intermediate Sales &	2018	0	0	-		0.0	0.0	_	0	0.0	0.0												
<u> </u>	Service Personnel	2021	0	0				0.0			0,0	0.0												
12	12 Semi-Skilled Manual Workers 2021 0 0 0.0 1 0.0 0.0 0.0 0.0 0.0 0.0 0.0											0.0												
_	ı			·	: 0.0			.2.1	1 0.0	i i		a	1 0.0											

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									Atlantic	a Mech	anical (	Contrac	tors Inc	•									
										[Date	e: 2018-	05-31											
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A B	С	D	Е	F	G	Н	I	J	K	L	M	N	0	Р	Q	R	S	T	U	V	W	X Y	
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		Analysis	Analysis	x 100	Analysis	÷ 100		x 100	Data Analysis	Analysis	x 100			Data Analysis	Analysis	100		·	Data Analysis	Analysis	100		
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Employment Equity Occupational Group	Year	All		W	orkforce Wor				All		Hires w	omen		All	P	romotio w	omen		All	Teri	minatio w	omen	
(EEOG)	EEOG)  Representation Availability Gap EE Result Employees Actual Expected Difference Employees Emplo															· · · · · · · · · · · · · · · · · · ·	ence						
																# #							
Other Sales & Service Personnel	2016 2018	0	0	0.0	0.0		0	0.0		0	0.0				0	0.0				0	0.0		
Other Manual	2018	0	0	0.0	0.0		0	0.0		0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	$\dashv$
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
Total	2016	105	14	13.3	10.8		3	123.5											2				
	2018	138	18	13.0	12.0	17	1	108.7	17	5	29.4	2	3	0	0	0.0	0	0	[ 2]	0	0.0	0	0
		Part 2: Flow	Part 2:	÷ D x	Part 3:	E÷Gx	Part 3:			E÷Kx	Part 3:												
Data sources:		Data Analysis	Flow Data Analysis	100	Goals	100	Goals	F ÷ I x 100	Part 3: Goals	100	Goals	F÷M x 100											
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		New	Entrant	s				G	oals														
Employment Equity	Year	F	low Data			Short-tei				Long-ter													
Occupational Group	ıtaı	All	Womer			Wor Percent of	nen	Percent of		Won Percent of		Percent of					(	Commen	ts				
(EEOG)		Employees	Actual		Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met											
OH 61 66 :	# 2019	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service   2018   0   0   0.0																							
Other Manual	2018	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
Workers	2021	0	0	0.0	2	250.0	0.0	0.0		166.5	0.0	0.0											
Total	2018 2021	15 15	5	33.3	2	250.0	0.0 12.0	277.8		166.7	0.0	0.0											
	2021	13	J.	33.3			12.0	211.0			0.0	0.0											

										Part 5:	Result	s - Abo	riginal	Peoples										
										Atlantic	a Mech	anical	Contrac	tors Inc										
											[Date	e: 2018	-05-31											
A	В	C	D	E	F	G	H	I	J	K	L	M	N	O	Р	Q	R	S	T	U	V	W	X	Y
			Part 1:	Part 1:	E÷D	Part 1:	DxG		E÷ H	Part 2: Flow	Part 2:	L÷K			Part 2: Flow	Part 2:	Q ÷ P x			Part 2: Flow	Part 2:	V ÷ U x		
Data	sources:		Workforce Analysis	Workforce Analysis	x 100	Workforce Analysis	÷ 100	E-H	x 100	Data Analysis	Flow Data Analysis	x 100	K x G ÷ 100	L-N	Data Analysis	Flow Data Analysis	100	P x F ÷ 100	Q - S	Data Analysis	Flow Data Analysis	100	U x F ÷ 100	V - X
3			1	<u> </u>	<u> </u>	<u> </u>	1	<b>\</b>	` ↓	<b>\</b>	<b>\</b>	<u> </u>	<u> </u>	<b>1</b>	1	<b>\</b>	Ų.	1	<u> </u>	<u> </u>	<b>\</b>	<b>V</b>	Ţ	<u> </u>
					Workf	orce An	alysis									Flow I	Data Ai	nalysis						
	ployment Equity	Year			N	orkforce/						Hires				P	romotio				Tei	minatio		
	upational Group OG)		All Employees	Represe	entation	Aborigina Availa		Gap	EE Result	All Employees	A co	Aborig tual	Expected	Difference	All Employees	Act		nal Peoples  Expected	Difference	All Employees	Acti	-	nal Peoples	Difference
ľ		#	#	#	%	%	#	Gap #	EE RESUR	#	#		Expected #	#	#	#	uai %	##	#	#	#	%	Expected #	#
0.1	Sanjar Managara	2016	0	0		0.0	0	0	0.0															
	Senior Managers	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
02	Middle & Other	2016	13					0	0.0								0.0					0.0		
	Managers	2018 2016	19			2.2 0.0		0	0.0	2	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
03	Professionals	2018	1	0	:	1.3		0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
04	Semi-Professionals &	2016	25	1		4.2	1	0	95.2															
L	Technicians	2018	35					0	81.6	6	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
05	Supervisors	2016 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
	Supervisors: Crafts &	2016	3		<del></del>	0.0		0	0.0	0	0	0.0	<del>                                     </del>	0		"	0.0	0	0		0	0.0	0	0
06	Trades	2018	5	0	0.0	0.0	0	0	0.0	2	0	0.0	0	0	0	0	0.0	0	0	1	0	0.0	0	0
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Data	sources:		Part 2: Flow Data Analysis	Part 2: Flow Data	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											
<u></u>			Data Anaiysis	Analysis	100	L			<u> </u>	<u> </u>	100	Goals	<u> </u>											
			<u> </u>			<del>,                                    </del>																		
				Entrai			GI			oals														
	ployment Equity upational Group	Year	F	low Data Aborigina			Short-te	rm Goal al Peoples	S		Long-teri Aboriginal							,		4				
	OG)		All Employees	Act		Goal	Percent of	Goal	Percent of	Goal	Percent of	Goal	Percent of					,	ommen	LS				
		#	#	#	%	#	Goal Met %	%	Goal Met	#	Goal Met	%	Goal Met											
		2018	# 0			# 0	0.0	0.0	0.0	# ()	0.0	0.0	0.0											
01	Senior Managers	2021	0	0		Ů	V.0	0.0	0.0		0.0	0.0												
02	Middle & Other	2018	2	0		0	0.0	0.0	0.0	0	0.0	0.0												
Ě	Managers	2021	2	0			^ ^	0.0	0.0	_	0.0	0.0												
03	Professionals	2018 2021	1	0			0.0	0.0		0	0.0	0.0												
	Semi-Professionals &	2018	6	0			0.0	0.0	<del>                                     </del>	0	0.0	0.0												
04	Technicians	2021	6	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												
	Supervisors: Crafts &	2021 2018	0	0			0.0	0.0	0.0	0	0.0	0.0												
06	Trades	2018 1 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0																						
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			Analysis	Analysis	x 100	Analysis	÷ 100		x 100	Data Analysis	Analysis	x 100		2 11	Data Analysis	Analysis	100		X -	Data Analysis	Analysis	100		
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F	ployment Equity					orce An									T		Data A	•		Т		·		
	cupational Group	Year	All		·	orkforce Aborigina				All		Hires Aborig	inal Peoples		All	P	romotio Aberigi	18 nal Peoples		All	1 61	minatio	ons nal Peoples	
(EF	EOG)		Employees	Represe	entation	Availa		Gap	EE Result	Employees	Act	tual	Expected	Difference	Employees	Act		Expected	Difference	Employees	Acti		Expected	Difference
_	T	#	#	Ħ	%	%	#	#	%	#	#	%	#	#	#	#	%	Ħ	#	#	#	%	#	#
07	Administrative & Senior Clerical	2016 2018	0	0		0.0		0	0.0	2	0	0.0	0	0	1	0	0.0	n	<u> </u>	0	0	0.0	0	
08	Skilled Sales &	2016	0	0		0.0		0	0.0			0.0					0.0			,	, ,	0.0		
08	Service Personnel	2018	0	0		0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2016 2018	53 65	2 2	3.8 3.1	2.3		1	164.1 133.8	4	0	0.0	0	0	- 0	0	0.0	0		) 1	0	0.0	0	
10	Clerical Personnel	2016	5	0		2.7	0	0				0.0	Ť	Ů	Ť	Ť	0.0				Ť	0.0	Ť	
		2018	5	0		2.7		0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
11	Intermediate Sales & Service Personnel	2016 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	
12	Semi-Skilled Manual	2016	6	1	16.7	2.9		1	574.7						_									
L"	Workers	2018	6	1	16.7	2.9	0	1	574.7	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
·				Part 2:					<u> </u>															
Data	sources:		Part 2: Flow Data Analysis	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											
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			······	Entrai	nts		•	*	G	oals	•	•	•											
Em	ployment Equity	.,		ow Data			Short-te	rm Goals	S		Long-ter	m Goals												
Oce	cupational Group	Year	All	Aborigina	il Peoples			al Peoples	I		Aborigina	l Peoples	I					C	Commen	ts				
(EE	EOG)		Employees	Act	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	latitizati e	#	#	#	%	#	%	%	%	#	%	%	%											
07	Administrative & Senior Clerical	2018 2021	2	0		0	0.0	0.0	0.0	0	0.0	0.0												
08	Skilled Sales &	2018	0	0	0.0		0.0	0.0	0.0	0	0.0	0.0												
L"	Service Personnel	2021	0	0			0.0	0.0	0.0	,	2.2	0.0												
09	Skilled Crafts & Trades Workers	2018 2021	3	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												
		2021	0	0			0.0	0.0		,	0.0	0.0												
11	Intermediate Sales & Service Personnel	2018 2021	0	0			0.0	0.0	0.0	0	0.0	0.0												
12	Semi-Skilled Manual	2018	0	0			0.0	0.0		0	0.0	0.0												
	Workers	2021	0	0	0.0			0.0	0.0			0.0	0.0											

								Feder	al Contr	actors l	Progran	n Achie	vement	Report									
									Part 5	Result	s - Abo	riginal l	Peoples										
									Atlantic	a Mech	anical (	Contrac	tors Inc	<b>'•</b>									
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ces:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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	Flow Data	Q ÷ P x 100	P x F ÷ 100	Q-S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$\begin{array}{c} V \div U \ x \\ 100 \end{array}$	U x F ÷ 100	V - X
	i	Ψ	↓		<b></b>	<b>T</b>	 J		<b>J</b>	<u> </u>	↓	<b></b>	<b>↓</b>	.i↓	i↓	<b>↓</b>	······↓	<b>\</b>	↓	↓	<b>\</b>	<b></b>	
			V	Vorkfo	orce An	alysis									Flow	Data A	nalysis						
yment Equity	Year			W							Hires				P					Tei			
ational Group 3)		All Employees	Population	totion			6	EE D k	All Employees	Ani			Diff.	All Employees	4.0			Diff	All Employees	Anto	-		Difference
,	#	#	# #	%	%	#	gap #	%	#	#		Expected #	#	#	#	wai %	Expecteu #	#	#	#	%	##	#
her Sales & Service	2016	0	0	0.0	0.0	0	0	0.0															
rsonnel	2018	0					0			0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
her Manual orkers		0					0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	2016	105	4	3.8			1	141.1			0.0					0.0		ı -			0.0		
	2018	138	4	2.9	2.9	4	0	100.0	17	0	0.0	0	0	0	0	0.0	0	0	2	0	0.0	0	0
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ces:			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÷Kx 100	Part 3: Goals	F ÷ M x 100											
	i	Ţ	·	<b>\</b>	<b>\</b>	1	·	1	<b>\</b>	<u> </u>	<b></b>	<b></b>											
		New	/ Entran	ts				G	oals														
yment Equity	Year	F																					
		All	Ĭ			o.		Percent of		1		Percent of					(	Commen	ts				
,		Employees	Actu			Goal Met		Goal Met		Goal Met		Goal Met											
her Sales & Service		# 0	# 0		# ()																		
rsonnel	2021	0	0	0.0		5.0	0.0			0.0	0.0	0.0											
her Manual	2018	0	0	0.0	0	0.0	0.0			0.0	0.0	0.0											
orkers		15	-		0	0.0				0.0													
	2018	15	0	0.0	U	0.0	0.0	0.0	U	0.0	0.0	0.0											
	yment Equity ational Group  Ber Sales & Service sonnel are Manual brkers  Ses:  yment Equity ational Group  Ber Sales & Service sonnel	yment Equity ational Group  The Property and Property and Property and Property and Property ational Group  The Sales & Service and Property ational Group  The Sales & Service and Property ational Group  The Property ational Group  The Property and Property and Property and Property and Property and Property and Property and Property ational Group  The Property ation at the Property at the Propert	Part 1: Workforce Analysis  yment Equity ational Group  The Sales & Service sonnel  Der Manual orkers  Part 1: Workforce Analysis  # # # # # # # # # # # # # # # # # # #	Part 1: Workforce Analysis   Part 1: Workforce Analysis	Part 1: Workforce Analysis   Part 2: Flow Data Analysis	Part 1:   Workforce   Analysis   Representation   Available   Aborigina   Representation   Available   Workforce   Analysis   Representation   Available   Aborigina   Representation   Available   Workforce   Analysis   Representation   Available   Aborigina   Aborigina   Aborigina   Analysis   Analysis   Analysis   Analysis   Actual   Goal	Part 1:   Workforce   Workforce   Analysis   Representation   Availability	Part 1:   Workforce   Analysis   Analysis   Peoples	B C D E F G H I J  Part I: Workforce Analysis   Part I: Workforce Analysis   Workforce Analysis   Workforce Analysis   Workforce Analysis   Workforce Analysis   Workforce Analysis   Workforce Analysis   Workforce Analysis   Workforce Analysis   Workforce Analysis   Workforce Analysis   Workforce Analysis    Workforce Analysis    Workforce Analysis    Workforce Analysis   All Employees   Representation   Availability   Gap   EE Result   Workforce Analysis   All Employees   Representation   Availability   Gap   EE Result   Workforce Analysis   All Employees   Workforce Analysis   All Employees   Part 2: Flow Data   Data Analysis   Data Analysis   D	Part 5: Atlantic   Part 5: Atl	Part 5: Result   Atlantica Mech   Date   Part 1: Workforce   Workforce   Workforce   Workforce   Analysis   Workforce   Workforce   Workforce   Analysis   Workforce   Workforce   Workforce   Analysis   Workforce   Part 5: Results	Part	Part 5: Results - Aboriginal Peoples   Atlantica Mechanical Contractors Income   I	Part   Part	Part   Security   Part   Security   Securi	Part   Part	Part   Security   Part   Security   Part   Security   Part   Security   Part   Security   Part   Security   Part   Security   Part   Part 5: Results	Part   Part	Part 5	Part   Part	Part   Part		

									l	Part 6: R	esults -	Person	s with D	isabiliti	es									
										Atlantic	a Mech	anical	Contrac	tors Inc	·•									
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A	В	С	D	E	F	G	Н	ī	J	K	L	M	N	O	Р	0	R	S	т	U	V	W	X	Y
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	ployment Equity upational Group	Year				orkforce Persons with				All		Hires Persons w	ith Disabilities		All	P	romotio	ns th Disabilities		All	<b>,</b>	minati	ons ith Disabilitie	
	og)		All Employees	Represe		Availa		Gap	EE Result	Employees	Ac	tual	Expected	Difference	Employees	Act		Expected	Difference	Employees	Actu		Expected	Difference
		Ħ	#	#	%	%	Ħ	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#
01 &	Managers	2016	13	0	0.0	4.3	1	-1	0.0															
02	rvialiagot5	2018	19	0	0.0	4.3	1	-1	0.0	2	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
03	Professionals	2016	0	0	0.0	0.0		0	0.0								_							
	Semi-Professionals &	2018 2016	25	0 2	0.0 8.0	3.8 4.6		0	0.0 173.9	1	0	0.0	0	0	0	0	0.0	0		0	0	0.0	0	0
04	Technicians	2018	35	1	2.9	4.6		-1	62.1	6	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
05	Supervisors	2016	0	0	0.0	0.0	0	0	0.0															
	Supervisors: Crafts &	2018 2016	3	0	0.0	0.0 7.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	C	0	0	0.0	0	0
	Trades	2018	5	0	0.0	7.8		0	0.0	2	0	0.0	0	0	0	0	0.0	0	C	) 1	0	0.0	0	0
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				Entrar	its		~-	~ .		oals	-	~ .												
	ployment Equity	Year	F	ow Data Person	s with		Short-te				Long-ter													
	upational Group OG)		All Employees	Disabi	lities		Persons with	n Disabilities			Persons with	Disabilities						C	Commen	its				
122	ou,		Employees	Acti	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
0,1		#	#	#	%	#	%	%	%	#	%	%	9/6											
01 &	Managers	2018	2	0	0.0	1	0.0	0.0	0.0	0	0.0	0.00	0.0											
02		2021	2	0	0.0			4.3				0.00	0.0											
03	Professionals	2018	1	0	0.0	0	0.0	0.0	0.0	0	0.0		0.0											
	Semi-Professionals &	2021 2018	6	0	0.0	0	0.0	0.0		0	0.0	0.00												
04	Technicians	2021	6	0	0.0			4.6	0.0			0.00	0.0											
05	Supervisors	2018	0	0	0.0		0.0	0.0		0	0.0													
$\vdash$	Supervisors: Crafts &	2021	0	0	0.0		0.0	0.0	0.0	0	0.0	0.00												
	Trades	2021	1	0	0.0		0.0	0.0	0.0	U	0.0	0.00												
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									J	Part 6: R	esults -	Person	s with D	isabiliti	es									
										Atlantic	a Mech	anical	Contrac	tors Inc	2.									
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Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	E÷D x 100	Part 1: Workforce Analysis	D x G ÷ 100	Е-Н	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
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Employment Equit Occupational Grou		ear _				orkforce Persons with						Hires	ith Disabilitie			I	Pomotio	ns ith Disabilitie			Te	rminati	ONS ith Disabilitie	
(EEOG)	•		All Employees	Represe			ability	Gap	EE Result	All Employees	Ac	tual	Expected	Difference	All Employees	Ac	tual	Expected	Difference	All Employees	Act		Expected	Difference
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	Ħ	#	#	#	%	#	#
07 Administrative &	20	)16	0	0	0.0	0.0	0	0	0.0															
Senior Clerical		)18	2	0	0.0	3.4		0	0.0		0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel		016	0	0	0.0	0.0		0	0.0		0	0.0	0	0		0	0.0	0			0	0.0	0	
Skilled Crafts &		016	53	0	0.0	3.8		-2	0.0		0	0.0		0		, 	0.0	-	0	1	0	0.0		0
109 Trades Workers		)18	65	0	0.0	3.8	<del>.                                    </del>	-2	0.0		0	0.0	0	0	C	0	0.0	0	0	1	0	0.0	0	0
10 Clerical Personnel		)16	5	0	0.0		•	0	0.0															
	20	)18	5	0	0.0	7.0		0	0.0	4	0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
Intermediate Sales Service Personnel		016	0	0	0.0	0.0		0	0.0		0	0.0	0	0		0	0.0	0	0	0	0	0.0	0	
Semi-Skilled Man		016	6	0			<del></del>	0				0.0					0.0				Ů	0.0		
Workers		)18	6	0	0.0	4.8	0	0	0.0	0	0	0.0	0	0	C	0	0.0	0	0	0	0	0.0	0	0
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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÷Ix 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
3			1	<b>V</b>	1	<b>\</b>	Ţ	Ţ	Ţ	<u> </u>	` ↓	↓	` ↓											
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Employment Equit	v I		F	ow Data			Short-te	rm Goals	ì		Long-ter	m Goals												
Occupational Grou		ear	All	Person Disabi			Persons wit	h Disabilities			Persons with	Disabilities						(	Commen	ts				
(EEOG)			Employees	Acti	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
		#	#	#	%	#	%	%	%	#	%	%	%											
07 Administrative &	20	)18	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0											
Senior Clerical		)21	2	0	0.0			0.0	0.0			0.0	0.0											
08 Skilled Sales & Service Personnel		018	0	0	0.0	0	0.0	0.0	0.0		0.0		0.0											
09 Skilled Crafts &	20	)18	3	0	0.0	1	0.0	0.0	0.0		0.0	0.0	0.0											
109 Trades Workers		)21	3	0			0.0	3.8	0.0		0.0	0.0												
10 Clerical Personnel		)18	0	0			0.0		0.0		0.0	0.0												
	20	)21	0	0				0.0	0.0			0.0												
11 Intermediate Sales Service Personnel		018	0	0			0.0	0.0	0.0		0.0	0.0												
Semi-Skilled Man		)18	0	0			0.0	1			0.0													
Workers Workers		)21	0	0	0.0			0.0	0.0			0.0												

								Feder	al Contr	actors l	Prograi	n Achie	vement	Report									
								I	Part 6: R	esults -	Person	s with D	isabiliti	es									
									Atlantic	a Mech	anical	Contrac	tors Inc										
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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
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		<b>v</b>		Workfo	orce An	alvsis			Ψ	•			<del>V</del>	<u> </u>	Flow	Data A	nalysis			•			
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Occupational Group	1 cai	All			Persons with	Disabilities			All		Persons w	th Disabilitie		All		Persons w	ith Disabilitie	ş	All		Persons w	ith Disabilitie	5
(EEOG)		Employees	Represe		Availa	•		EE Result	Employees	Ac		Expected	Difference	Employees	<del>!</del>	tual	Expected	Difference	Employees	Actu		Expected	Difference
Other Seles & Semiles	2016	#	# 0	0.0	% 0.0	#	#	0.0	Ħ	#	%	#	#	#	#	%	Ħ	Ħ	Ħ	Ħ	%	#	#
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
Other Manual	2016	0	0		0.0		0	0.0															
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
Total	2016	105 138	2	1.9 0.7	4.4 4.4		-3	43.3 16.5	17	0	0.0	1	-1	0	0	0.0		0	2	0	0.0	<u></u>	
	2018	136	1:	0.7	4.4	0	-51	10.3	17	0	: 0.0	1	-1	1 0	1 0	. 0.0				<u>0;</u>	0.0		
Data sources:		Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E÷Dx 100	Part 3: Goals	E÷Gx 100	Part 3: Goals	F÷ I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F ÷ M x 100											
i		<b></b>	<b></b>	<b>\</b>	<b>V</b>	1	<b></b>	<b>\</b>	<b>J</b>	<u> </u>	<b></b>	<b></b>											
		New	/ Entran	its				G	oals														
Employment Equity		F	low Data			Short-te	rm Goals			Long-ter	m Goals												
Occupational Group	Year	All	Persons Disabi			Persons witl	h Disabilities		1	Persons with	Disabilities						(	Commen	ts				
(EEOG)		Employees	Acti	ual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met											
	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service	2018	0	0	0.0	0	0.0	0.0	0.0		0.0	0.0	0.0											
Personnel Other Manual	2021	0	0		0	0.0	0.0	0.0		0,0	0.0	0.0											
14 Workers	2018	0	0		U	0.0	0.0	0.0		0.0	0.0	0.0											
Total	2018	15			2	0.0	0.0	0.0		0.0	0.0	0.0											
Total	2021	15	0	0.0			4.4	0.0			0.0	0.0											

Employees   Representation   Availability   Gap   EE Result   Employees   Actual   Expected   Difference   Employees   Employees   Actual   Expected   Difference   Employees   Actual   Difference   Employees   Actual   Expected   Difference   Employees   Actual   Difference   Employees   Difference   Differenc	X   Y
Part 1: Workforce Analysis   Part 1: Workforce Analysis   Part 1: Workforce Analysis   Part 1: Workforce Analysis   Part 1: Workforce Analysis   Part 1: Workforce Analysis   Part 1: Workforce Analysis   Part 1: Workforce Analysis   Part 1: Workforce Analysis   Part 1: Workforce Analysis   Part 1: Workforce Analysis   Part 2: Workfo	UxF÷100 V-X  UxF÷100 by-X  Dns  Minorities  Expected Difference ##
Part     Part   Pa	UxF÷100 V-X  UxF÷100 by-X  Dns  Minorities  Expected Difference ##
Part     Part   Pa	UxF÷100 V-X  UxF÷100 by-X  Dns  Minorities  Expected Difference ##
Part 2 Flow Data   Part 2 Flow	DIS Minorities Expected Difference # #
Very   Comparison   Compariso	DIS Minorities Expected Difference # #
Flow Data Analysis   Flow Da	Minorities  Expected Difference # #  0 0
Figure   Figure	Minorities  Expected Difference # #  0 0
Coccupational Group (EEOG)   All   Comployees   Actual   Expected   Difference   Employees   Actual   Expected   Difference   Diffe	Minorities  Expected Difference # #  0 0
Figure   F	Expected Difference # #  0 0
H	0 0
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Column   C	0 (
02         Managers         2018         19         0         0.0         15.0         3         -3         0.0         2         0         0.0         0	0 (
03 Professionals         2016         0         0.0         0.0         0         0.0         0         0.0         0         0.0         0	
2018 1 1 100.0 27.5 0 1 363.6 1 1 1 100.0 0 1 0 0 0 0 0 0 0 0 0 0 0	
	0 0
04         Semi-Professionals & 2016         25         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
06 Supervisors: Crafts & 2016 3 0 0.0 0.0 0 0 0 0.0	
Trades   2018   5   1   20.0   20.0   1   0   100.0   2   1   50.0   0   1   0   0   0.0   0   0   1   0   0.0	0 0
Part 2: F. P.	
Data sources: $ \begin{array}{c ccccccccccccccccccccccccccccccccccc$	
New Entrants Goals	
Employment Fauity Flow Data Short-term Goals Long-term Goals	
Occupational Group    Comments	
(EEOG) Employees Actual Goal Goal Met G	
# # # % % % # % % % # % %	
01 Senior Managers 2018 0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	
2021   0   0   0.0   0	
02 Managers 2021 2 0 0.0 15.0 0.0 0.2 0.0	
03 Professionals 2018 1 1 100.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	
2021 1 1 100.0 0.0 0.0 0.0	
04 Technicians     2018     6     3     50.0     0     0.0     0.0     0.0     0.0     0.0       04 Technicians     2021     6     3     50.0     0.0     0.0     0.0     0.0     0.0	
2019 0 0 00 00 00 00 00 00	
05 Supervisors 2021 0 0 0.0 0.0 0.0 0.0 0.0 0.0	
06 Supervisors: Crafts & 2018	
Trades 2021 1 1 1 100.0 0.0 0.0 0.0 0.0 0.0	

N										Par	t 7: Resu	lts - Me	mbers	of Visib	le Mino	rities									
No											Atlantic	a Mech	anical	Contrac	tors Inc										
Part												[Date	e: 2018	-05-31											
Part	,				,			,	,	·····	,	,	······	y	,	,	,			,	······	,		,	,
Part	A	В	С	D	E	F	G	Н	I	J	K	L	M	N	О	Р	Q	R	S	T	U	V	W	X	Y
Part   Part	Doto	2007020:				E ÷ D		DxG	ЕП	E ÷ H	Part 2: Flow		L÷K	V v G ÷ 100	I N	Part 2: Flow		Q ÷ P x	D v E = 100	0.8	Part 2: Flow		V ÷ U x	II v F ≐ 100	VV
Part	Data St	ources.				x 100		÷ 100	D-11	x 100	Data Analysis		x 100	K X G - 100	L-N	Data Analysis		100	r xr - 100	Q-3	Data Analysis		100	O X I · 100	V-A
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Part	Jan.																		•						
Part			Year			<u> </u>								Manager			P					Tei			
Section   Sect					Represe	entation			Gan	EE Result		Act		1	Difference		Act			Difference		Acti			Difference
Marica   M			#	#			-	#			#					#	#		#		Ħ	· · · · · · · · · · · · · · · · · · ·		#	#
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No control   No	$\vdash$			2					0		2	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
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Transfer Workers   10   Carrier Workers   2018   6   6   6   6   6   6   6   6   6	<del>     </del>			53					2				0.0			Ů	Ů	0.0	-				0.0	-	
No contact Personne   2018   5   5   6   73   73   70   70   70   70   70   70	109	Trades Workers		65	_				4		4	1	25.0	0	1	0	0	0.0	0	0	1	0	0.0	0	0
1   Intermediate Sales & 2016   2016	10	Clerical Personnel		5					0				0.0					0.0					0.0		
Not contained   10   10   10   10   10   10   10   1	$\vdash$	Intermediate Sales &		0					0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	
				0					0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Part   Part				6	0				0																
Name	Ш	Workers	2018	6	0	0.0	6.1	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
Name	[				Part 2:																				
Property   Property	Data s	ources:			Flow Data					F ÷ I x 100	Part 3: Goals			F ÷ M x 100											
Functional Cround   Functional Cround   Functional Cround   Functional Cround   Functional Cround   Funcional Cround   Funci	<u></u>			J	J		i J	T	T		T	LL		T											
New Properties of Properties 1 (1)         1 (1)         New Properties (1)         1 (2)         New Properties (1)         New				New	Entrai	nts		•	<u> </u>	G	oals	•	<u> </u>	•											
Part   Part	Emr	olovment Equity						Short-te	rm Goal			Long-ter	m Goals												
Main Strative   Main Strativ			Year	All	Visible M	linorities		Visible N	linorities			Visible M	inorities						(	Commen	ts				
Administrative & Senior Clerical         2018         2 9 9 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	(EE	OG)		Employees	Act	ual	Goal		Goal		Goal		Goal												
Volume         Senior Clerical         2021         2         0				#							#														
Skilled Sales &   2018     0   0   0   0   0   0   0   0   0				2			0	0.0			0	0.0													
8         Service Personnel         201         0	$\vdash$			0			n	0.0			0	0.0													
10         Trades Workers         2021         3         1         33.3         0	1 ()X I							0.0				0,0													
10	1 00 1			3	1		0	0.0	0.0	0.0	0	0.0													
10   Cerical Personnel   2021   3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	$\prod$	Trades Workers						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       12     Semi-Skilled Manual     2018     0     0     0     0     0     0     0     0     0     0     0     0     0	10	Clerical Personnel		0			0	0.0			0	0.0													
Service Personnel 2021 0 0 0 0.0 0 0		Intermediate Sales &		0			0	0.0			0	0.0													
1/2	11 ;	Service Personnel	2021	0		0.0								0.0											
	1 1/1			0			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	0.0			0	0.0													
WOLKELS   2021   U   U   U.U	Ш	Workers	2021	0	0	0.0			0.0	0.0			0.0	0.0											

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							Par	t 7: Resu	lts - Me	embers	of Visib	le Mino	rities								
								Atlantic	a Mech	anical	Contrac	tors Inc	•								
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					**	* 1	······································	<b>T</b> Z			<b>.</b>				ъ		Т		*7	**7	<b>X</b> 7 <b>X</b> 7
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Data sources:		Part 1: Workforce	Part 1: Workforce E ÷ D x 100	Part 1: Workforce	D x G ÷ 100	E-H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data	L÷K x 100	K x G ÷ 100	L-N	Part 2: Flow Data Analysis	Part 2: Flow Data	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Y	√ ÷ U x 100	U x F ÷ 100 V - X
		Analysis	Analysis X 100	Analysis				Data Anaiysis	Analysis	X 100				Analysis				Data Allalysis	Analysis		
		<u> </u>	<u> </u>	<u> </u>	<u> </u>			<u> </u>		↓	<u> </u>		↓	<u> </u>	<u> </u>	<u>\</u>	<u> </u>	<u> </u>	<u> </u>		
Employment Equity				force An	· · · · · · · · · · · · · · · · · · ·					Hires			T		romotio	nalysis		Π	Torr	ninatio	ne
Occupational Group	Year	All		Visible M				All			Minorities		All	1		Minorities		All	1611		Minorities
(EEOG)		Employees	Representation	Availa	bility	Gap	EE Result	Employees	Act	tual	Expected	Difference	Employees	Act	ual	Expected	Difference	Employees	Actua		Expected Difference
T	#	#	# %	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	# #
Other Sales & Service Personnel	2016 2018	0	0 0	:	0	0	0.0	0	0	0.0	0	0	- 0	0	0.0	l			0	0.0	0 0
14 Other Manual	2016	0	0 0		0	0	0.0			0.0				ľ	0.0	Ů				0.0	
Workers 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 (
Total	2016 2018	105	2 1 9 6		3	-1	68.0 210.4	17	6	35.3	1	5	0	0	0.0	0		2	0	0.0	0 0
	2018	138	9 0	3 3.1	4	اد	210.4	17	0	33.3	1	3		] 0	0.0				U <sub>1</sub>	0.0	0  0
		Part 2: Flow	Part 2: E÷Dx	Part 3:	E÷Gx	Part 3:			E÷Kx	Part 3:											
Data sources:		Data Analysis	Flow Data 100	Goals	100	Goals	F ÷ I x 100	Part 3: Goals	100	Goals	F ÷ M x 100										
<u></u>	i	Ţ	<b>.</b>			<b></b>	1	<b>↓</b>	<b>\</b>	↓	↓	ŧ									
		New	Entrants				G	oals													
Employment Equity	Year	F	low Data			m Goals			Long-ter												
Occupational Group (EEOG)		All	Visible Minorities		Visible N Percent of		Percent of		Visible M Percent of		Percent of					(	Commen	ts			
(EEOO)		Employees	Actual :	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met	Goal	Goal Met										
Other Sales & Service	# 2018	#	# % 0 0	0 0	0.0	0.0	0.0	#	0.0	<b>%</b>	0.0										
Personnel	2018	0	0 0		0.0	0.0	0.0		0.0	0.0	0.0										
Other Manual	2018	0	0 0		0.0	0.0	0.0		0.0	0.0	0.0										
Workers	2021	0	0 0		(00.0	0.0	0.0		600.0	0.0	0.0										
Total	2018 2021	15 15	6 40 6 40		600.0	0.0 15.0	0.0 266.7	1	600.0	0.0	0.0										
	2021	13	U: 40			15.0	200.7			<u></u>	L 0.0										

# **Federal Contractors Program Achievement Report** Part 8: Reasonable Efforts **Atlantica Mechanical Contractors Inc.** Date: 2018-05-31

# **Efforts**

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

Required meas	ures:

equity.

Requi	red measures:
J	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
7	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.
<b>V</b>	Adjusted survey results to reflect hires, promotions and terminations.
<b>\</b>	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.
<b>✓</b>	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).
<b>J</b>	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
<b>J</b>	Ensured that any new gaps identified are addressed accordingly.
<b>V</b>	Maintained appropriate records in all required areas.
Other	measures:
<b>\frac{1}{2}</b>	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.
7	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
J	Ensured ongoing senior-level support for employment equity and its implementation.
<b>√</b>	Established accountability mechanisms to ensure that the short-term goals would be met.
<b>J</b>	Communicated the goals to relevant managers as well as monitored and recorded the results.
<b>/</b>	Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
1	Consulted employee/union representatives on communication and implementation of employment

<b>✓</b>	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.
<b>J</b>	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
7	Other (please describe):
	We encourage diversity in the workplace and in our interview and hiring processes. We are in an industry heavily concentrated in Construction and only recently have there been interest in the diversity of this workforce through the local trade colleges and universities. We, whenever possible, apply for grant funding to encourage under represented groups to promote interest in our industry and work place.
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ration's activities during the period between the first/previous and subsequent/current compliance nent.
✓	Impact of economic and industrial conditions on the organization.
	Unionized environment provide a technically competent pool of trade for the field and the trade colleges are finally getting on board with encourage diversity in the trades in general. We are currently starting to see impact our workforce. It will take some time as the newly graduated technical staff still need to complete their apprenticeship training which is a long term program.
✓	Any reorganization or other corporate structural changes.
	Cahill Group purchased Atlantica since the first assessment. We are currently under review with our processes on all levels.
<b>✓</b>	Acquisitions, mergers or transfers of employees.
	We were purchased by the GJ Cahill Group
<u> </u>	Significant layoffs (include the number of employees affected and the occupational groups of those employees).
	None

employees).	,	employees affected	and the occupationa	l groups of those
None				
Other.				
tional Details				
provide any additio	nal information (op	tional):		

#### Atlantica Mechanical Contractors Inc.



9 Raiston Avenue Dartmouth, NS Canada B3B 1H5 T 902.468.2300 F 902.468.3289

# **Employment Equity Program Survey**

The completion of this survey is voluntary. The information collected will be treated as confidential and will only be used for employment equity purposes. The data collected from the survey is aggregated and analyzed anonymously; you will not be identified by name. Participants are asked to provide their name and trade so that results can be analyzed accordingly to the broader categories of positions in the company.

If you do not wish to participate in the survey, please indicate on the bottom of this page and fill in your name and trade in the space provided.

Please provide your name		
What is your job type or role in your jobsite	[ ] Plumber [ ] Sheet Metal	[ ] Pipefitter
	[ ] Other	Union
Are you [ ] Male [ ] Female		
For the purposes of employment equity, "about Metis. Based on this definition, are you an Abori		are Indian, Inuit or
For the purposes of employment equity, "person or recurring physical, mental, sensory, psychemselves to be disadvantaged in employment employer or potential employer is likely to consider that impairment. This also includes persons who be accommodated in their current job or workplassed on this definition, are you a person with a	chiatric or learning impairment and ent by reason of that impairment or der them to be disadvantaged in emplate to functional limitations owing to their ace.	I who: a) consider b) believe that an oyment by reason of
For the purposes of employment equity, "me Aboriginal people, who are non-Caucasian in ra Based on this definition are you a member of a	ce or non-white in color.	persons, other than
If you have decided to participate in the survey, decided to OPT OUT please check the box in the		լuestion. If you have
I have reviewed the content of the Employment participate in it. [ ] I have decided NOT to pa		nave chosen NOT to

Thank you for taking the time to complete our survey. Have a great day!

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

**Employer Name:** Atlantica Mechanical Contractors Inc.

Primary Location: Dartmouth, Nova Scotia

Number of Employees: This organization employs 138 staff in total, the majority of which are located in Nova Scotia. 136 are based out of Halifax, while the other two are located in St. John's, Newfoundland.

**Organization Overview:** NAICS 2382: Building Equipment Contractors

Atlantica manages mechanical construction projects and oversees the production of mechanical equipment.

#### **Key Dates – First Year Assessment**

Initiated: January 4, 2016 Received: March 4, 2016 Closed: June 11, 2016 Workforce Analysis: June 10, 2016

Although the 1<sup>st</sup> year assessment submission was received in March, revisions were required in order to better comply with the FCP. The newest version of the WFA reflected the date of June 10, and the assessment was closed and a closing letter was sent on the following day.

#### **Key Dates – Subsequent Assessment**

Initiated: August 26, 2017 Received: June 11, 2018 Workforce Analysis: May 31, 2018

The contract award date for this employer was August 26, 2013. Documents for their first compliance assessment were received in 2016. In order to bring this file into compliance with reporting dates, only one year elapsed between the first and second assessment. Going forward, this employer will be on a more regular schedule for their assessments.

As per the Access Database, extensions were given until January 26, 2018 and then again until June 13, 2018 for this organization to complete their second compliance assessment.

#### **DATA VERIFICATION**

I have verified that the data provided as part of the subsequent assessment package is consistent with that provided during the previous submission:

$\boxtimes$	Yes		No	)
-------------	-----	--	----	---

I have verified that the data provided in the Achievement Report is consistent with that found
in Forms 1 to 6:
⊠ Yes □ No

## **ASSESSMENT OF REASONABLE PROGRESS**

Goals were set numerically instead of by percentage.

#### Women

EEOG	Title	Percentage	Assessment Comments
		of goal met	
2.	Middle & Other Managers	0.0%	Goal of 1 set to address gap of -3
12.	Semi-Skilled Manual Workers	0.0%	Goal of 1 set to address gap of -1. There
			was no growth or turnover in this EEOG

## **Aboriginal Peoples**

A goal was set in EEOG 09, however as there was no gap, there was actually no goal required. The goal set in this EEOG was not met.

#### Person with Disabilities

EEOG	Title	Percentage	Assessment Comments
		of goal met	
1./2.	Managers	0.0%	Goal of 1 set to address gap of -1
9.	Skilled Crafts & Trades Workers	0.0%	Goal of 1 set to address gap of -2

# **Members of Visible Minorities**

EEOG	Title	Percentage	Assessment Comments
		of goal met	
2.	Middle & Other Managers	0.0%	Goal of 1 set to address gap of -2

#### **ASSESSMENT OF REASONABLE EFFORTS**

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
  - Given the shortened period in between assessments, limited progress was reported.
  - Going forward, Atlantical Mechanical will benefit from a three-year time period to work towards meeting their newly established goals.

#### **ASSESSMENT OF GOALS**

#### Women

Workforce Analysis Results			Goals				
			Short- term	Long- term	Representation	LMA	
Emp	Employment Equity Occupational Group (EEOG)			(3	Representation	LIVIA	
			(1 to 3	years			
			years)	or			
				more)			
#	Description	#	# or %	# or %	%	%	
02	Middle & Other Managers	-5	40.0	-	10.5	38.9	
06	Supervisors: Crafts & Trades	-1	15.0	-	0.0	12.2	
12	Semi-Skilled Manual Workers	-1	12.1	-	0.0	12.1	

# **Aboriginal Peoples**

There are currently no gaps for Aboriginal Peoples in this organization.

# **Members of Visible Minorities**

Workforce Analysis Results			Goals				
			Short- term	Long- term	Representation	LMA	
Employment Equity Occupational Group		Present		(3	Nepresentation	LIVIA	
	(EEOG)		(1 to 3	years			
			years)	or			
				more)			
#	Description	#	%	%	%	%	
02	Middle & Other Managers	-3	15	20	0.0	15	

EEOG 02: The organization has set a short term goal equivalent to availability; however their long term goal is set at 5% above availability. It is not necessary for this employer to set goals in excess of availability, however as this is only a slight increase of availability in the long-term and there are only 19 employees in this EEOG, it should not greatly affect their ability to meet their goal.

#### Person with Disabilities

Workforce Analysis Results			Goals				
			Short- term	Long- term	Representation	LMA	
Emp	Employment Equity Occupational Group (EEOG)			(3	Representation	LIVIA	
			(1 to 3	years			
			years)	or			
				more)			
#	Description	#	# or %	# or %	%	%	
01	Senior Managers	-1	4.3	-	0.0	4.3	
03	Professionals	-1	4.6	-	2.9	4.6	
08	Skilled Sales & Service Personnel	-2	3.8	-	0.0	3.8	

#### RECOMMENDATION

I recommend that the employer be found:

⊠in compliance	□in non-co	ompliance			

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:

Atlantica Mechanical Contractors Inc. has demonstrated through their second compliance assessment submission that they were unable to meet any of the 5 goals set during their first compliance assessment. As all of the gaps are still present, and a number of new gaps have now emerged in various EEOG's across all four designated groups, we encourage this organization to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices. A guide for completing an ESR can be found at the following link: https://equity.esdc.gc.ca/docs/Step2-2EN.pdf. Completing an ESR should assist Atlantica Mechanical Contractors Inc. in achieving their new goals by identifying and eliminating barriers that may be present which are preventing them from achieving employment equity in the workplace.

Name of Analyst: Alicia Dobney		

**Date:** June 26, 2018

From: Dobney, Alicia A On Behalf Of EE-EME

Sent: August 9, 2018 10:18 AM

To: 'tvincent@atlanticamechanical.ca' <tvincent@atlanticamechanical.ca>;

'Jclarke@atlanticamechanical.ca' < Jclarke@atlanticamechanical.ca>

Subject: Government of Canada Agreement Number: 10000370 - Notification of Compliance with the

**Federal Contractors Program** 

Cette information est également disponible en français sur demande.

#### Dear Tom Vincent:

I am writing to inform you that the subsequent compliance assessment initiated on August 26, 2017 has been completed. As a result of the assessment, Atlantica Mechanical Contractors Incorporated has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

The purpose of this subsequent assessment was to verify whether or not your organization has maintained compliance with the requirements of the FCP and made reasonable progress and/or reasonable efforts to achieve employment equity.

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Atlantica Mechanical Contractors Incorporated's employment equity program.

Atlantica Mechanical Contractors Inc. has demonstrated through their second compliance
assessment submission that they were unable to meet any of the 5 goals set during their first
compliance assessment. As all of the gaps are still present, and a number of new gaps have now
emerged in various EEOG's across all four designated groups, we encourage this organization to
conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and
practices. A guide for completing an ESR can be found at the following link:
<a href="https://equity.esdc.gc.ca/docs/Step2-2EN.pdf">https://equity.esdc.gc.ca/docs/Step2-2EN.pdf</a>. Completing an ESR should assist Atlantica
Mechanical Contractors Inc. in achieving their new goals by identifying and eliminating barriers
that may be present which are preventing them from achieving employment equity in the
workplace.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on August 26, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any 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 over the three year period reasonable progress has not been made, Atlantica Mechanical Contractors Incorporated will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;
- tailored programs to attract and retain designated group members in areas where they are underrepresented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

Labour Program officers are available to answer questions and provide guidance. You may also visit our website to access a number of tools and a series of training modules. In particular, we encourage your organization to continue using the <a href="Workplace Equity Information Management System">Workplace Equity Information Management System</a> (WEIMS) which can assist you in generating your workforce data and analysis.

Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish Atlantica Mechanical Contractors Incorporated continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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

From: Dobney, Alicia A <alicia.dobney@labour-travail.gc.ca>

Sent: August 9, 2018 10:22 AM

To: Dobney, Alicia A <alicia.dobney@labour-travail.gc.ca>

Subject: FW: Updated Work Force Report

Α.

From: Clarke, Jane [mailto:JClarke@atlanticacontractors.ca]

**Sent:** July-03-18 9:33 AM **To:** Dobney, Alicia A

**Subject:** Updated Work Force Report

HI Alicia,

Find attached the revised Achievement Report – updated for the notes provided.

As mentioned in prior email and on the phone, I approach this not only from an availability point of view but a company/industry point of view. I understand now, the Analysis isn't looking for this information, but just to the current availability.

I have also added notes in the tab 8 as recommended.

I do still find the report extremely difficult to read and understand what to complete, the prior report was much easier.

Please review and advise if I have missed anything.

Regards,

Jane Clarke, CMA,CPA
VP Finance, Atlantica.
T 902.468.2300 x.267 C 902.441.9912 F 902.468.3289
atlanticacontractors.ca



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