



## Agreement to Implement Employment Equity

- New Agreement  
 Revised Agreement

| ORGANIZATION   |   |
|--|---|
| Legal Name of Organization<br>Babcock Canada Inc.                                      | Parent company is located outside Canada<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |
| Operating Name (if different from Legal Name of Organization)                          | Procurement Business Number<br>[REDACTED]   |
| Organization's North American Industry Classification System (NAICS) Code N°<br>541330 | Total number of employees in Canada<br>(Full-Time/Part-Time/Temporary)    263<br><br>To find your organization's NAICS Code Number please<br>visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02l-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02l-eng.htm</a> |

| Official use only (if information above is incorrect) |                                     |                              |
|---|-------------------------------------|------------------------------|
| Procurement Business Number                           | Total number of employees in Canada | Organization's NAICS Code No |

| HEAD OFFICE   |                                  |                            |                        |
|---|----------------------------------|----------------------------|------------------------|
| Address (building number, street, suite, etc.)<br>85 Albert Street, 6th Floor | City<br>Ottawa                   | Province<br>ON             | Postal Code<br>K1P 6A4 |
|   | Telephone Number<br>613-567-2764 | Fax Number<br>613-567-9083 |                        |

| EMPLOYMENT EQUITY CONTACT        |   |
|----------------------------------|---|
| Name (print)<br>Keely Gregory    | Title<br>Senior Human Resources Administrator     |
| Telephone Number<br>613-369-5524 | E-mail Address<br>keely.gregory@babcockcanada.com |

| CERTIFICATION   |
|---|
| The above-named organization: <ul style="list-style-type: none"> <li>• having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND</li> <li>• intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).</li> </ul> Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: <a href="http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml">http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</a> <p><b>Important note:</b> If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.</p> |

| SIGNATORY  |  |
|--|--|
| <b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization. |  |
| Name (print)<br>John O'Neil  | Title<br>Chief Financial Officer                 |
| Telephone Number<br>613-369-5308   | E-mail Address<br>john.o'neill@babcockcanada.com |
| [REDACTED]   | Date<br>06 Mar 14                                |

| RETURN INSTRUCTIONS   |
|---|
| <b>IMPORTANT</b> <ul style="list-style-type: none"> <li>• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8788 or by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca</li> </ul> |

**FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA**  
 Reporting Period 2015-11-06 to 2018-06-08

**GEOGRAPHICAL AREAS**

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

|                                  | Province            |                     |           |                           | Census Metropolitan Areas        |                     |           |                           |            |
|----------------------------------|---------------------|---------------------|-----------|---------------------------|----------------------------------|---------------------|-----------|---------------------------|------------|
|                                  | Permanent Full-time | Permanent Part-time | Temporary | Total Number of Employees | Permanent Full-time              | Permanent Part-time | Temporary | Total Number of Employees |            |
| Ontario                          | 71                  | 0                   | 0         | 71                        | Halifax                          | 35                  | 0         | 0                         | 35         |
| Nova Scotia                      | 35                  | 0                   | 0         | 35                        | Ottawa - Gatineau                | 71                  | 0         | 0                         | 71         |
| British Columbia                 | 202                 | 0                   | 0         | 202                       | Victoria                         | 202                 | 0         | 0                         | 202        |
| <b>Total Employees in Canada</b> |                     |                     |           | <b>308</b>                | <b>Total Employees in Canada</b> |                     |           |                           | <b>308</b> |

**Babcock Canada Inc. (certificate # 060552)**  
**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**  
**Full-Time / National**  
**Reporting Period 2015-11-06 to 2018-06-08**

| Occupational Group<br>Salary Range<br>Col. 1  | QTR          | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                  | Members of Visible Minorities |                |                  |
|---|--------------|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
|   |              | Total<br>Col. 2 | Men<br>Col. 3 | Women<br>Col. 4 | Total<br>Col. 5    | Men<br>Col. 6 | Women<br>Col. 7 | Total<br>Col. 8           | Men<br>Col. 9 | Women<br>Col. 10 | Total<br>Col. 11              | Men<br>Col. 12 | Women<br>Col. 13 |
| <b>Senior Managers</b><br><br>Top Range: \$100,000 and over<br>Bottom Range: \$100,000 and over               | 4            | 2               | 1             | 1               |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 3            | 2               | 2             |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 2            |                 |               |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 1            | 1               | 1             |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | <b>Total</b> | 5               | 4             | 1               |                    |               |                 |                           |               |                  |                               |                |                  |
| <b>Middle and Other Managers</b><br><br>Top Range: \$100,000 and over<br>Bottom Range: Under \$5,000          | 4            | 12              | 12            |                 |                    |               |                 |                           |               |                  | 1                             | 1              |                  |
|   | 3            | 9               | 7             | 2               |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 2            | 5               | 3             | 2               |                    |               |                 |                           |               |                  | 3                             | 2              | 1                |
|   | 1            | 12              | 9             | 3               |                    |               |                 | 1                         | 1             |                  | 1                             | 1              |                  |
|   | <b>Total</b> | 38              | 31            | 7               |                    |               |                 | 1                         | 1             |                  | 5                             | 4              | 1                |
| <b>Professionals</b><br><br>Top Range: \$100,000 and over<br>Bottom Range: Under \$5,000                      | 4            | 3               | 3             |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 3            | 14              | 14            |                 |                    |               |                 | 2                         | 2             |                  | 1                             | 1              |                  |
|   | 2            | 50              | 39            | 11              |                    |               |                 | 1                         | 1             |                  | 8                             | 4              | 4                |
|   | 1            | 7               | 6             | 1               |                    |               |                 |                           |               |                  |                               |                |                  |
|   | <b>Total</b> | 74              | 62            | 12              |                    |               |                 | 3                         | 3             |                  | 9                             | 5              | 4                |
| <b>Semi-Professionals and Technicians</b><br><br>Top Range: \$100,000 and over<br>Bottom Range: Under \$5,000 | 4            | 34              | 34            |                 |                    |               |                 |                           |               |                  |                               |                |                  |
|   | 3            | 39              | 38            | 1               | 1                  | 1             |                 | 2                         | 2             |                  | 1                             | 1              |                  |
|   | 2            | 8               | 6             | 2               | 1                  | 1             |                 |                           |               |                  |                               |                |                  |
|   | 1            | 10              | 10            |                 | 2                  | 2             |                 |                           |               |                  |                               |                |                  |
|   | <b>Total</b> | 91              | 88            | 3               | 4                  | 4             |                 | 2                         | 2             |                  | 1                             | 1              |                  |

Babcock Canada Inc. (certificate # 060552)

Form 2 A

**FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS**

Full-Time / National

Reporting Period 2015-11-06 to 2018-06-08

| Occupational Group<br>Salary Range<br>Col. 1 | QTR | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                  | Members of Visible Minorities |                |                  |
|--|-----|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|------------------|-------------------------------|----------------|------------------|
|  |     | Total<br>Col. 2 | Men<br>Col. 3 | Women<br>Col. 4 | Total<br>Col. 5    | Men<br>Col. 6 | Women<br>Col. 7 | Total<br>Col. 8           | Men<br>Col. 9 | Women<br>Col. 10 | Total<br>Col. 11              | Men<br>Col. 12 | Women<br>Col. 13 |
| <b>Total Number of Employees</b>             |     | <b>308</b>      | <b>229</b>    | <b>79</b>       | <b>4</b>           | <b>4</b>      |                 | <b>8</b>                  | <b>6</b>      | <b>2</b>         | <b>27</b>                     | <b>16</b>      | <b>11</b>        |

Babcock Canada Inc. (certificate # 060552)

Form 3 A

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**

Full-Time / National

Reporting Period 2015-11-06 to 2018-06-08

| Salary Range                     | All Employees |            |              | Aboriginal Peoples |            |              | Persons with Disabilities |            |              | Members of Visible Minorities |             |               |
|----------------------------------|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
|                                  | 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 |
| Under \$15,000                   | 53            | 31         | 22           | 2                  | 2          |              | 1                         | 1          |              | 2                             | 1           | 1             |
| \$ 25,000 - \$29,999             | 1             |            | 1            |                    |            |              | 1                         |            | 1            |                               |             |               |
| \$ 35,000 - \$37,499             | 4             | 2          | 2            |                    |            |              |                           |            |              |                               |             |               |
| \$ 37,500 - \$39,999             | 5             | 1          | 4            |                    |            |              |                           |            |              | 1                             |             | 1             |
| \$ 40,000 - \$44,999             | 6             | 1          | 5            |                    |            |              |                           |            |              | 1                             |             | 1             |
| \$ 45,000 - \$49,999             | 16            | 5          | 11           |                    |            |              | 1                         |            | 1            | 2                             | 1           | 1             |
| \$ 50,000 - \$59,999             | 48            | 34         | 14           | 1                  | 1          |              | 2                         | 2          |              | 5                             | 2           | 3             |
| \$ 60,000 - \$69,999             | 32            | 25         | 7            |                    |            |              |                           |            |              | 4                             | 3           | 1             |
| \$ 70,000 - \$84,999             | 71            | 61         | 10           | 1                  | 1          |              | 1                         | 1          |              | 10                            | 7           | 3             |
| \$ 85,000 - \$99,999             | 37            | 36         | 1            |                    |            |              |                           |            |              | 1                             | 1           |               |
| \$100,000 and over               | 35            | 33         | 2            |                    |            |              | 2                         | 2          |              | 1                             | 1           |               |
| <b>Total Number of Employees</b> | <b>308</b>    | <b>229</b> | <b>79</b>    | <b>4</b>           | <b>4</b>   |              | <b>8</b>                  | <b>6</b>   | <b>2</b>     | <b>27</b>                     | <b>16</b>   | <b>11</b>     |



Babcock Canada Inc. (certificate # 060552)

Form 4 A

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Full-Time / National

Reporting Period 2015-11-06 to 2018-06-08

| Occupational Group                           | All Employees |            |              | Aboriginal Peoples |            |              | Persons with Disabilities |            |              | Members of Visible Minorities |             |               |
|--|---------------|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
|  | 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 |
| Senior Managers                              | 1             |            | 1            |                    |            |              |                           |            |              |                               |             |               |
| Middle and Other Managers                    | 13            | 10         | 3            |                    |            |              |                           |            |              | 2                             | 1           | 1             |
| Professionals                                | 42            | 33         | 9            |                    |            |              | 2                         | 2          |              | 8                             | 5           | 3             |
| Semi-Professionals and Technicians           | 38            | 36         | 2            | 1                  | 1          |              |                           |            |              |                               |             |               |
| Supervisors                                  | 1             | 1          |              |                    |            |              |                           |            |              |                               |             |               |
| Administrative and Senior Clerical Personnel | 40            | 14         | 26           |                    |            |              |                           |            |              | 6                             | 3           | 3             |
| Skilled Crafts and Trades Workers            | 1             | 1          |              |                    |            |              |                           |            |              |                               |             |               |
| Clerical Personnel                           | 9             | 8          | 1            |                    |            |              |                           |            |              |                               |             |               |
| <b>Total Number of Employees Hired</b>       | <b>145</b>    | <b>103</b> | <b>42</b>    | <b>1</b>           | <b>1</b>   |              | <b>2</b>                  | <b>2</b>   |              | <b>16</b>                     | <b>9</b>    | <b>7</b>      |

**Babcock Canada Inc. (certificate # 060552)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
 Full-Time / National  
 Reporting Period 2015-11-06 to 2018-06-08

| Occupational Group                           | Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.) |            |              |                    |            |              |                           |            |              |                               |             |               |
|--|---|------------|--------------|--------------------|------------|--------------|---------------------------|------------|--------------|-------------------------------|-------------|---------------|
|  | All Employees   |            |              | Aboriginal Peoples |            |              | Persons with Disabilities |            |              | Members of Visible Minorities |             |               |
|  | 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                    | 12  | 9          | 3            |                    |            |              | 1                         | 1          |              | 1                             | 1           |               |
| Professionals                                | 6   | 5          | 1            |                    |            |              |                           |            |              |                               |             |               |
| Semi-Professionals and Technicians           | 10  | 10         |              | 2                  | 2          |              |                           |            |              |                               |             |               |
| Supervisors                                  | 2   |            | 2            |                    |            |              |                           |            |              |                               |             |               |
| Administrative and Senior Clerical Personnel | 19  | 5          | 14           |                    |            |              |                           |            |              | 1                             |             | 1             |
| Skilled Crafts and Trades Workers            | 1   | 1          |              |                    |            |              |                           |            |              |                               |             |               |
| Clerical Personnel                           | 2   | 1          | 1            |                    |            |              |                           |            |              |                               |             |               |
| <b>Total Number of Employees Promoted</b>    | <b>52</b>   | <b>31</b>  | <b>21</b>    | <b>2</b>           | <b>2</b>   |              | <b>1</b>                  | <b>1</b>   |              | <b>2</b>                      | <b>1</b>    | <b>1</b>      |
| <b>Total Number of Promotions</b>            | <b>61</b>   | <b>34</b>  | <b>27</b>    | <b>2</b>           | <b>2</b>   |              | <b>1</b>                  | <b>1</b>   |              | <b>2</b>                      | <b>1</b>    | <b>1</b>      |

Babcock Canada Inc. (certificate # 060552)

Form 6 A

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

Reporting Period 2015-11-06 to 2018-06-08

| Occupational Group                           | All Employees   |               |                 | Aboriginal Peoples |               |                 | Persons with Disabilities |               |                 | Members of Visible Minorities |                |                  |
|--|-----------------|---------------|-----------------|--------------------|---------------|-----------------|---------------------------|---------------|-----------------|-------------------------------|----------------|------------------|
|  | Total<br>Col. 1 | Men<br>Col. 2 | Women<br>Col. 3 | Total<br>Col. 4    | Men<br>Col. 5 | Women<br>Col. 6 | Total<br>Col. 7           | Men<br>Col. 8 | Women<br>Col. 9 | Total<br>Col. 10              | Men<br>Col. 11 | Women<br>Col. 12 |
| Senior Managers                              | 2               | 2             |                 |                    |               |                 |                           |               |                 |                               |                |                  |
| Middle and Other Managers                    | 21              | 18            | 3               |                    |               |                 | 2                         | 2             |                 | 1                             |                | 1                |
| Professionals                                | 26              | 17            | 9               |                    |               |                 | 1                         | 1             |                 | 6                             | 3              | 3                |
| Semi-Professionals and Technicians           | 11              | 11            |                 |                    |               |                 |                           |               |                 |                               |                |                  |
| Supervisors                                  | 1               | 1             |                 |                    |               |                 |                           |               |                 |                               |                |                  |
| Administrative and Senior Clerical Personnel | 17              | 5             | 12              |                    |               |                 |                           |               |                 | 3                             | 1              | 2                |
| Clerical Personnel                           | 8               | 5             | 3               |                    |               |                 |                           |               |                 | 1                             |                | 1                |
| <b>Total Number of Employees Terminated</b>  | <b>86</b>       | <b>59</b>     | <b>27</b>       |                    |               |                 | <b>3</b>                  | <b>3</b>      |                 | <b>11</b>                     | <b>4</b>       | <b>7</b>         |





Workplace Equity Information Management System - Babcock Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-06-05

Women

| Employment Equity Occupational Group   | Internal Location | All Employees<br># | Representation |         | Women<br>Availability |    | Gap<br># | Recruitment Area |
|--|-------------------|--------------------|----------------|---------|-----------------------|----|----------|------------------|
|  |                   |                    | #              | %       | %                     | #  |          |                  |
| <b>01 : Senior Managers</b>  | National          | 5                  | 1              | 20.0 %  | 27.4 %                | 1  | 0        | National         |
| <b>02 : Middle and Other Managers</b>  | National          | 38                 | 7              | 18.4 %  | 38.9 %                | 15 | -8       | National         |
| <b>03 : Professionals</b>  |                   | 74                 | 12             | 16.2 %  | 20.1 %                | 15 | -3       |                  |
| 1111 : Financial auditors and accountants                                      | National          | 1                  | 1              | 100.0 % | 55.1 %                | 1  | 0        | National         |
| 1112 : Financial and investment analysts                                       | National          | 2                  | 1              | 50.0 %  | 50.1 %                | 1  | 0        | National         |
| 1121 : Human resources professionals   | National          | 1                  | 1              | 100.0 % | 71.1 %                | 1  | 0        | National         |
| 1122 : Professional occupations in business management consulting              | National          | 5                  | 1              | 20.0 %  | 42.0 %                | 2  | -1       | National         |
| 2132 : Mechanical engineers  | National          | 39                 | 3              | 7.7 %   | 9.0 %                 | 4  | -1       | National         |
| 2133 : Electrical and electronics engineers                                    | National          | 7                  | 0              | 0.0 %   | 11.3 %                | 1  | -1       | National         |
| 2148 : Other professional engineers, n.e.c.                                    | National          | 2                  | 1              | 50.0 %  | 15.8 %                | 0  | 1        | National         |
| 2171 : Information systems analysts and consultants                            | National          | 8                  | 0              | 0.0 %   | 28.3 %                | 2  | -2       | National         |
| 2172 : Database analysts and data administrators                               | National          | 7                  | 3              | 42.9 %  | 35.2 %                | 2  | 1        | National         |
| 4163 : Business development officers and marketing researchers and consultants | National          | 1                  | 0              | 0.0 %   | 50.7 %                | 1  | -1       | National         |
| 4164 : Social policy researchers, consultants and program officers             | National          | 1                  | 1              | 100.0 % | 67.3 %                | 1  | 0        | National         |
| <b>04 : Semi-Professionals and Technicians</b>                                 |                   | 91                 | 3              | 3.3 %   | 7.3 %                 | 7  | -4       |                  |
| 2232 : Mechanical engineering technologists and technicians                    | British Columbia  | 48                 | 2              | 4.2 %   | 9.3 %                 | 4  | -2       | British Columbia |
| 2232 : Mechanical engineering technologists and technicians                    | Nova Scotia       | 21                 | 1              | 4.8 %   | 0.0 %                 | 0  | 1        | Nova Scotia      |
| 2232 : Mechanical engineering technologists and technicians                    | Ontario           | 6                  | 0              | 0.0 %   | 6.3 %                 | 0  | 0        | Ontario          |
| 2233 : Industrial engineering and manufacturing technologists and technicians  | British Columbia  | 1                  | 0              | 0.0 %   | 22.5 %                | 0  | 0        | British Columbia |
| 2241 : Electrical and electronics engineering technologists and technicians    | British Columbia  | 10                 | 0              | 0.0 %   | 11.6 %                | 1  | -1       | British Columbia |
| 2241 : Electrical and electronics engineering technologists and technicians    | Nova Scotia       | 3                  | 0              | 0.0 %   | 4.2 %                 | 0  | 0        | Nova Scotia      |
| 2241 : Electrical and electronics engineering technologists and technicians    | Ontario           | 1                  | 0              | 0.0 %   | 12.1 %                | 0  | 0        | Ontario          |
| 2262 : Engineering inspectors and regulatory officers                          | British Columbia  | 1                  | 0              | 0.0 %   | 17.9 %                | 0  | 0        | British Columbia |
| <b>05 : Supervisors</b>  |                   | 7                  | 3              | 42.9 %  | 58.1 %                | 4  | -1       |                  |



Workplace Equity Information Management System - Babcock Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-06-05

Women

| Employment Equity Occupational Group                     | Internal Location | All Employees<br># | Representation |               | Women<br>Availability |            | Gap<br>#   | Recruitment Area  |
|--|-------------------|--------------------|----------------|---------------|-----------------------|------------|------------|-------------------|
|  |                   |                    | #              | %             | %                     | #          |            |                   |
| Employment Equity Occupational Group                     | Halifax           | 2                  | 0              | 0.0 %         | 55.9 %                | 1          | -1         | Halifax           |
| Employment Equity Occupational Group                     | Ottawa - Gatineau | 1                  | 0              | 0.0 %         | 50.7 %                | 1          | -1         | Ottawa - Gatineau |
| Employment Equity Occupational Group                     | Victoria          | 4                  | 3              | 75.0 %        | 61.1 %                | 2          | 1          | Victoria          |
| <b>07 : Administrative and Senior Clerical Personnel</b> |                   | 62                 | 38             | 61.3 %        | 80.0 %                | 50         | -12        |                   |
| Employment Equity Occupational Group                     | Ottawa - Gatineau | 18                 | 12             | 66.7 %        | 77.2 %                | 14         | -2         | Ottawa - Gatineau |
| Employment Equity Occupational Group                     | Victoria          | 44                 | 26             | 59.1 %        | 81.2 %                | 36         | -10        | Victoria          |
| <b>09 : Skilled Crafts and Trades Workers</b>            |                   | 2                  | 0              | 0.0 %         | 3.9 %                 | 0          | 0          |                   |
| 7237 : Welders and related machine operators             | British Columbia  | 2                  | 0              | 0.0 %         | 3.9 %                 | 0          | 0          | British Columbia  |
| <b>10 : Clerical Personnel</b>                           |                   | 29                 | 15             | 51.7 %        | 71.5 %                | 21         | -6         |                   |
| Employment Equity Occupational Group                     | Halifax           | 4                  | 4              | 100.0 %       | 67.7 %                | 3          | 1          | Halifax           |
| Employment Equity Occupational Group                     | Ottawa - Gatineau | 6                  | 4              | 66.7 %        | 65.8 %                | 4          | 0          | Ottawa - Gatineau |
| Employment Equity Occupational Group                     | Victoria          | 19                 | 7              | 36.8 %        | 74.1 %                | 14         | -7         | Victoria          |
| <b>Total</b>   |                   | <b>308</b>         | <b>79</b>      | <b>25.6 %</b> | <b>36.4 %</b>         | <b>113</b> | <b>-34</b> |                   |

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Babcock Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-06-05

Aboriginal Peoples

| Employment Equity Occupational Group   | Internal Location | All Employees<br># | Aboriginal Peoples<br>Representation |        | Aboriginal Peoples<br>Availability |   | Gap<br># | Recruitment Area |
|--|-------------------|--------------------|--------------------------------------|--------|------------------------------------|---|----------|------------------|
|  |                   |                    | #                                    | %      | %                                  | # |          |                  |
| <b>01 : Senior Managers</b>  | National          | 5                  | 0                                    | 0.0 %  | 2.9 %                              | 0 | 0        | National         |
| <b>02 : Middle and Other Managers</b>  | National          | 38                 | 0                                    | 0.0 %  | 2.2 %                              | 1 | -1       | National         |
| <b>03 : Professionals</b>  |                   | 74                 | 0                                    | 0.0 %  | 1.0 %                              | 1 | -1       |                  |
| 1111 : Financial auditors and accountants                                      | National          | 1                  | 0                                    | 0.0 %  | 1.3 %                              | 0 | 0        | National         |
| 1112 : Financial and investment analysts                                       | National          | 2                  | 0                                    | 0.0 %  | 0.9 %                              | 0 | 0        | National         |
| 1121 : Human resources professionals   | National          | 1                  | 0                                    | 0.0 %  | 2.7 %                              | 0 | 0        | National         |
| 1122 : Professional occupations in business management consulting              | National          | 5                  | 0                                    | 0.0 %  | 1.6 %                              | 0 | 0        | National         |
| 2132 : Mechanical engineers  | National          | 39                 | 0                                    | 0.0 %  | 0.7 %                              | 0 | 0        | National         |
| 2133 : Electrical and electronics engineers                                    | National          | 7                  | 0                                    | 0.0 %  | 0.7 %                              | 0 | 0        | National         |
| 2148 : Other professional engineers, n.e.c.                                    | National          | 2                  | 0                                    | 0.0 %  | 1.0 %                              | 0 | 0        | National         |
| 2171 : Information systems analysts and consultants                            | National          | 8                  | 0                                    | 0.0 %  | 1.1 %                              | 0 | 0        | National         |
| 2172 : Database analysts and data administrators                               | National          | 7                  | 0                                    | 0.0 %  | 1.3 %                              | 0 | 0        | National         |
| 4163 : Business development officers and marketing researchers and consultants | National          | 1                  | 0                                    | 0.0 %  | 2.0 %                              | 0 | 0        | National         |
| 4164 : Social policy researchers, consultants and program officers             | National          | 1                  | 0                                    | 0.0 %  | 6.2 %                              | 0 | 0        | National         |
| <b>04 : Semi-Professionals and Technicians</b>                                 |                   | 91                 | 4                                    | 4.4 %  | 2.9 %                              | 3 | 1        |                  |
| 2232 : Mechanical engineering technologists and technicians                    | British Columbia  | 48                 | 2                                    | 4.2 %  | 4.7 %                              | 2 | 0        | British Columbia |
| 2232 : Mechanical engineering technologists and technicians                    | Nova Scotia       | 21                 | 1                                    | 4.8 %  | 0.0 %                              | 0 | 1        | Nova Scotia      |
| 2232 : Mechanical engineering technologists and technicians                    | Ontario           | 6                  | 1                                    | 16.7 % | 1.4 %                              | 0 | 1        | Ontario          |
| 2233 : Industrial engineering and manufacturing technologists and technicians  | British Columbia  | 1                  | 0                                    | 0.0 %  | 3.0 %                              | 0 | 0        | British Columbia |
| 2241 : Electrical and electronics engineering technologists and technicians    | British Columbia  | 10                 | 0                                    | 0.0 %  | 2.1 %                              | 0 | 0        | British Columbia |
| 2241 : Electrical and electronics engineering technologists and technicians    | Nova Scotia       | 3                  | 0                                    | 0.0 %  | 1.6 %                              | 0 | 0        | Nova Scotia      |
| 2241 : Electrical and electronics engineering technologists and technicians    | Ontario           | 1                  | 0                                    | 0.0 %  | 1.8 %                              | 0 | 0        | Ontario          |
| 2262 : Engineering inspectors and regulatory officers                          | British Columbia  | 1                  | 0                                    | 0.0 %  | 0.0 %                              | 0 | 0        | British Columbia |
| <b>05 : Supervisors</b>  |                   | 7                  | 0                                    | 0.0 %  | 3.8 %                              | 0 | 0        |                  |



Workplace Equity Information Management System - Babcock Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-06-05

Aboriginal Peoples

| Employment Equity Occupational Group                     | Internal Location | All Employees<br># | Aboriginal Peoples  |              |                   |          | Recruitment Area |                   |
|--|-------------------|--------------------|---------------------|--------------|-------------------|----------|------------------|-------------------|
|  |                   |                    | Representation<br># | %            | Availability<br>% | Gap<br># |                  |                   |
| Employment Equity Occupational Group                     | Halifax           | 2                  | 0                   | 0.0 %        | 2.2 %             | 0        | 0                | Halifax           |
| Employment Equity Occupational Group                     | Ottawa - Gatineau | 1                  | 0                   | 0.0 %        | 2.7 %             | 0        | 0                | Ottawa - Gatineau |
| Employment Equity Occupational Group                     | Victoria          | 4                  | 0                   | 0.0 %        | 4.9 %             | 0        | 0                | Victoria          |
| <b>07 : Administrative and Senior Clerical Personnel</b> |                   | 62                 | 0                   | 0.0 %        | 3.1 %             | 2        | -2               |                   |
| Employment Equity Occupational Group                     | Ottawa - Gatineau | 18                 | 0                   | 0.0 %        | 3.2 %             | 1        | -1               | Ottawa - Gatineau |
| Employment Equity Occupational Group                     | Victoria          | 44                 | 0                   | 0.0 %        | 3.0 %             | 1        | -1               | Victoria          |
| <b>09 : Skilled Crafts and Trades Workers</b>            |                   | 2                  | 0                   | 0.0 %        | 6.8 %             | 0        | 0                |                   |
| 7237 : Welders and related machine operators             | British Columbia  | 2                  | 0                   | 0.0 %        | 6.8 %             | 0        | 0                | British Columbia  |
| <b>10 : Clerical Personnel</b>                           |                   | 29                 | 0                   | 0.0 %        | 3.8 %             | 1        | -1               |                   |
| Employment Equity Occupational Group                     | Halifax           | 4                  | 0                   | 0.0 %        | 2.7 %             | 0        | 0                | Halifax           |
| Employment Equity Occupational Group                     | Ottawa - Gatineau | 6                  | 0                   | 0.0 %        | 2.8 %             | 0        | 0                | Ottawa - Gatineau |
| Employment Equity Occupational Group                     | Victoria          | 19                 | 0                   | 0.0 %        | 4.3 %             | 1        | -1               | Victoria          |
| <b>Total</b>   |                   | <b>308</b>         | <b>4</b>            | <b>1.3 %</b> | <b>2.5 %</b>      | <b>8</b> | <b>-4</b>        |                   |

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Babcock Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-06-05

Members of Visible Minorities

| Employment Equity Occupational Group   | Internal Location | Members of Visible Minorities |                |         |              |     | Recruitment Area |                  |
|--|-------------------|-------------------------------|----------------|---------|--------------|-----|------------------|------------------|
|  |                   | All Employees                 | Representation |         | Availability | Gap |                  |                  |
|  |                   | #                             | #              | %       | %            | #   |                  |                  |
| <b>01 : Senior Managers</b>  | National          | 5                             | 0              | 0.0 %   | 10.1 %       | 1   | -1               | National         |
| <b>02 : Middle and Other Managers</b>  | National          | 38                            | 5              | 13.2 %  | 15.0 %       | 6   | -1               | National         |
| <b>03 : Professionals</b>  |                   | 74                            | 9              | 12.2 %  | 29.1 %       | 22  | -13              |                  |
| 1111 : Financial auditors and accountants                                      | National          | 1                             | 1              | 100.0 % | 27.5 %       | 0   | 1                | National         |
| 1112 : Financial and investment analysts                                       | National          | 2                             | 1              | 50.0 %  | 35.4 %       | 1   | 0                | National         |
| 1121 : Human resources professionals   | National          | 1                             | 0              | 0.0 %   | 14.1 %       | 0   | 0                | National         |
| 1122 : Professional occupations in business management consulting              | National          | 5                             | 1              | 20.0 %  | 21.6 %       | 1   | 0                | National         |
| 2132 : Mechanical engineers  | National          | 39                            | 1              | 2.6 %   | 28.6 %       | 11  | -10              | National         |
| 2133 : Electrical and electronics engineers                                    | National          | 7                             | 2              | 28.6 %  | 34.9 %       | 2   | 0                | National         |
| 2148 : Other professional engineers, n.e.c.                                    | National          | 2                             | 0              | 0.0 %   | 27.3 %       | 1   | -1               | National         |
| 2171 : Information systems analysts and consultants                            | National          | 8                             | 1              | 12.5 %  | 31.4 %       | 3   | -2               | National         |
| 2172 : Database analysts and data administrators                               | National          | 7                             | 1              | 14.3 %  | 32.3 %       | 2   | -1               | National         |
| 4163 : Business development officers and marketing researchers and consultants | National          | 1                             | 0              | 0.0 %   | 21.9 %       | 0   | 0                | National         |
| 4164 : Social policy researchers, consultants and program officers             | National          | 1                             | 1              | 100.0 % | 18.5 %       | 0   | 1                | National         |
| <b>04 : Semi-Professionals and Technicians</b>                                 |                   | 91                            | 1              | 1.1 %   | 16.4 %       | 15  | -14              |                  |
| 2232 : Mechanical engineering technologists and technicians                    | British Columbia  | 48                            | 0              | 0.0 %   | 20.1 %       | 10  | -10              | British Columbia |
| 2232 : Mechanical engineering technologists and technicians                    | Nova Scotia       | 21                            | 1              | 4.8 %   | 0.0 %        | 0   | 1                | Nova Scotia      |
| 2232 : Mechanical engineering technologists and technicians                    | Ontario           | 6                             | 0              | 0.0 %   | 20.5 %       | 1   | -1               | Ontario          |
| 2233 : Industrial engineering and manufacturing technologists and technicians  | British Columbia  | 1                             | 0              | 0.0 %   | 40.7 %       | 0   | 0                | British Columbia |
| 2241 : Electrical and electronics engineering technologists and technicians    | British Columbia  | 10                            | 0              | 0.0 %   | 29.5 %       | 3   | -3               | British Columbia |
| 2241 : Electrical and electronics engineering technologists and technicians    | Nova Scotia       | 3                             | 0              | 0.0 %   | 2.3 %        | 0   | 0                | Nova Scotia      |
| 2241 : Electrical and electronics engineering technologists and technicians    | Ontario           | 1                             | 0              | 0.0 %   | 31.4 %       | 0   | 0                | Ontario          |
| 2262 : Engineering inspectors and regulatory officers                          | British Columbia  | 1                             | 0              | 0.0 %   | 31.0 %       | 0   | 0                | British Columbia |
| <b>05 : Supervisors</b>  |                   | 7                             | 0              | 0.0 %   | 11.0 %       | 1   | -1               |                  |



Workplace Equity Information Management System - Babcock Canada Inc.

Workforce Analysis - Detailed Report

Date: 2018-06-05

Members of Visible Minorities

| Employment Equity Occupational Group                     | Internal Location | All Employees<br># | Members of Visible Minorities<br>Representation |              | Members of Visible Minorities<br>Availability |           | Gap<br>#   | Recruitment Area  |
|--|-------------------|--------------------|---|--------------|---|-----------|------------|-------------------|
|  |                   |                    | #   | %            | %   | #         |            |                   |
| Employment Equity Occupational Group                     | Halifax           | 2                  | 0   | 0.0 %        | 4.6 %   | 0         | 0          | Halifax           |
| Employment Equity Occupational Group                     | Ottawa - Gatineau | 1                  | 0   | 0.0 %        | 14.7 %  | 0         | 0          | Ottawa - Gatineau |
| Employment Equity Occupational Group                     | Victoria          | 4                  | 0   | 0.0 %        | 13.2 %  | 1         | -1         | Victoria          |
| <b>07 : Administrative and Senior Clerical Personnel</b> |                   | 62                 | 10  | 16.1 %       | 9.4 %   | 6         | 4          |                   |
| Employment Equity Occupational Group                     | Ottawa - Gatineau | 18                 | 2   | 11.1 %       | 12.2 %  | 2         | 0          | Ottawa - Gatineau |
| Employment Equity Occupational Group                     | Victoria          | 44                 | 8   | 18.2 %       | 8.2 %   | 4         | 4          | Victoria          |
| <b>09 : Skilled Crafts and Trades Workers</b>            |                   | 2                  | 0   | 0.0 %        | 14.6 %  | 0         | 0          |                   |
| 7237 : Welders and related machine operators             | British Columbia  | 2                  | 0   | 0.0 %        | 14.6 %  | 0         | 0          | British Columbia  |
| <b>10 : Clerical Personnel</b>                           |                   | 29                 | 2   | 6.9 %        | 9.6 %   | 3         | -1         |                   |
| Employment Equity Occupational Group                     | Halifax           | 4                  | 0   | 0.0 %        | 7.3 %   | 0         | 0          | Halifax           |
| Employment Equity Occupational Group                     | Ottawa - Gatineau | 6                  | 0   | 0.0 %        | 14.7 %  | 1         | -1         | Ottawa - Gatineau |
| Employment Equity Occupational Group                     | Victoria          | 19                 | 2   | 10.5 %       | 8.6 %   | 2         | 0          | Victoria          |
| <b>Total</b>   |                   | <b>308</b>         | <b>27</b>                                       | <b>8.8 %</b> | <b>17.0 %</b>                                 | <b>54</b> | <b>-27</b> |                   |

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Babcock Canada Inc.

**Workforce Analysis - Detailed Report**

Date: 2018-06-05

**Persons with Disabilities**

| Employment Equity Occupational Group              | Internal Location | All Employees<br># | Persons with Disabilities |                     |                   |                   | Recruitment Area |          |
|---|-------------------|--------------------|---------------------------|---------------------|-------------------|-------------------|------------------|----------|
|   |                   |                    | Representation<br>#       | Representation<br>% | Availability<br>% | Availability<br># |                  | Gap<br># |
| 01/02 : Managers                                  | National          | 43                 | 1                         | 2.3 %               | 4.3 %             | 2                 | -1               | National |
| 03 : Professionals                                | National          | 74                 | 3                         | 4.1 %               | 3.8 %             | 3                 | 0                | National |
| 04 : Semi-Professionals and Technicians           | National          | 91                 | 2                         | 2.2 %               | 4.6 %             | 4                 | -2               | National |
| 05 : Supervisors                                  | National          | 7                  | 0                         | 0.0 %               | 13.9 %            | 1                 | -1               | National |
| 07 : Administrative and Senior Clerical Personnel | National          | 62                 | 1                         | 1.6 %               | 3.4 %             | 2                 | -1               | National |
| 09 : Skilled Crafts and Trades Workers            | National          | 2                  | 0                         | 0.0 %               | 3.8 %             | 0                 | 0                | National |
| 10 : Clerical Personnel                           | National          | 29                 | 1                         | 3.4 %               | 7.0 %             | 2                 | -1               | National |
| <b>Total</b>                                      |                   | <b>308</b>         | <b>8</b>                  | <b>2.6 %</b>        | <b>4.6 %</b>      | <b>14</b>         | <b>-6</b>        |          |

Total may not equal sum of components due to rounding.

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



## Workforce Analysis - Detailed Report

Date: 2018-06-05

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

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





## Workforce Analysis - Detailed Report

Date: 2018-06-05

### WFA Defaults - Persons with Disabilities

| Employment Equity Occupational Group              | Perform Analysis By | Recruitment Area |
|---|---------------------|------------------|
| 01/02 : Managers                                  | EEOG                | National         |
| 03 : Professionals                                | EEOG                | National         |
| 04 : Semi-Professionals and Technicians           | EEOG                | National         |
| 05 : Supervisors                                  | EEOG                | National         |
| 07 : Administrative and Senior Clerical Personnel | EEOG                | National         |
| 09 : Skilled Crafts and Trades Workers            | EEOG                | National         |
| 10 : Clerical Personnel                           | EEOG                | National         |



Workplace Equity Information Management System - Babcock Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2018-04-05

**Women**

| Employment Equity Occupational Group              | Women              |                |               |               |            |            |
|---|--------------------|----------------|---------------|---------------|------------|------------|
|   | All Employees<br># | Representation |               | Availability  |            | Gap<br>#   |
|   |                    | #              | %             | %             | #          |            |
| 01 : Senior Managers                              | 5                  | 1              | 20.0 %        | 27.4 %        | 1          | 0          |
| 02 : Middle and Other Managers                    | 39                 | 7              | 17.9 %        | 38.9 %        | 15         | -8         |
| 03 : Professionals                                | 78                 | 13             | 16.7 %        | 20.8 %        | 16         | -3         |
| 04 : Semi-Professionals and Technicians           | 95                 | 3              | 3.2 %         | 7.1 %         | 7          | -4         |
| 05 : Supervisors                                  | 7                  | 3              | 42.9 %        | 58.1 %        | 4          | -1         |
| 07 : Administrative and Senior Clerical Personnel | 72                 | 42             | 58.3 %        | 80.1 %        | 58         | -16        |
| 09 : Skilled Crafts and Trades Workers            | 2                  | 0              | 0.0 %         | 3.9 %         | 0          | 0          |
| 10 : Clerical Personnel                           | 30                 | 15             | 50.0 %        | 71.6 %        | 21         | -6         |
| <b>Total</b>                                      | <b>328</b>         | <b>84</b>      | <b>25.6 %</b> | <b>37.4 %</b> | <b>122</b> | <b>-38</b> |

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Babcock Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2018-04-05

**Aboriginal Peoples**

| Employment Equity Occupational Group              | Aboriginal Peoples |                |              |              |          |           |
|---|--------------------|----------------|--------------|--------------|----------|-----------|
|   | All Employees      | Representation |              | Availability |          | Gap       |
|   |                    | #              | #            | %            | %        |           |
| 01 : Senior Managers                              | 5                  | 0              | 0.0 %        | 2.9 %        | 0        | 0         |
| 02 : Middle and Other Managers                    | 39                 | 0              | 0.0 %        | 2.2 %        | 1        | -1        |
| 03 : Professionals                                | 78                 | 1              | 1.3 %        | 1.0 %        | 1        | 0         |
| 04 : Semi-Professionals and Technicians           | 95                 | 4              | 4.2 %        | 2.8 %        | 3        | 1         |
| 05 : Supervisors                                  | 7                  | 0              | 0.0 %        | 3.8 %        | 0        | 0         |
| 07 : Administrative and Senior Clerical Personnel | 72                 | 0              | 0.0 %        | 3.0 %        | 2        | -2        |
| 09 : Skilled Crafts and Trades Workers            | 2                  | 0              | 0.0 %        | 6.8 %        | 0        | 0         |
| 10 : Clerical Personnel                           | 30                 | 0              | 0.0 %        | 3.8 %        | 1        | -1        |
| <b>Total</b>                                      | <b>328</b>         | <b>5</b>       | <b>1.5 %</b> | <b>2.5 %</b> | <b>8</b> | <b>-3</b> |

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Babcock Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2018-04-05

**Members of Visible Minorities**

| Employment Equity Occupational Group              | Members of Visible Minorities |                |              |               |           |            |
|---|-------------------------------|----------------|--------------|---------------|-----------|------------|
|   | All Employees                 | Representation |              | Availability  |           | Gap        |
|   |                               | #              | #            | %             | %         |            |
| 01 : Senior Managers                              | 5                             | 0              | 0.0 %        | 10.1 %        | 1         | -1         |
| 02 : Middle and Other Managers                    | 39                            | 5              | 12.8 %       | 15.0 %        | 6         | -1         |
| 03 : Professionals                                | 78                            | 10             | 12.8 %       | 28.8 %        | 22        | -12        |
| 04 : Semi-Professionals and Technicians           | 95                            | 1              | 1.1 %        | 15.9 %        | 15        | -14        |
| 05 : Supervisors                                  | 7                             | 0              | 0.0 %        | 11.0 %        | 1         | -1         |
| 07 : Administrative and Senior Clerical Personnel | 72                            | 12             | 16.7 %       | 9.3 %         | 7         | 5          |
| 09 : Skilled Crafts and Trades Workers            | 2                             | 0              | 0.0 %        | 14.6 %        | 0         | 0          |
| 10 : Clerical Personnel                           | 30                            | 2              | 6.7 %        | 9.6 %         | 3         | -1         |
| <b>Total</b>                                      | <b>328</b>                    | <b>30</b>      | <b>9.2 %</b> | <b>16.6 %</b> | <b>55</b> | <b>-25</b> |

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Babcock Canada Inc.

**Workforce Analysis - Summary Report**

Date: 2018-04-05

**Persons with Disabilities**

| Employment Equity Occupational Group              | All Employees<br># | Persons with Disabilities |              |              |           | Gap<br>#  |
|---|--------------------|---------------------------|--------------|--------------|-----------|-----------|
|   |                    | Representation            |              | Availability |           |           |
|   |                    | #                         | %            | %            | #         |           |
| 01/02 : Managers                                  | 44                 | 1                         | 2.3 %        | 4.3 %        | 2         | -1        |
| 03 : Professionals                                | 78                 | 4                         | 5.1 %        | 3.8 %        | 3         | 1         |
| 04 : Semi-Professionals and Technicians           | 95                 | 2                         | 2.1 %        | 4.6 %        | 4         | -2        |
| 05 : Supervisors                                  | 7                  | 0                         | 0.0 %        | 13.9 %       | 1         | -1        |
| 07 : Administrative and Senior Clerical Personnel | 72                 | 1                         | 1.4 %        | 3.4 %        | 2         | -1        |
| 09 : Skilled Crafts and Trades Workers            | 2                  | 0                         | 0.0 %        | 3.8 %        | 0         | 0         |
| 10 : Clerical Personnel                           | 30                 | 2                         | 6.7 %        | 7.0 %        | 2         | 0         |
| <b>Total</b>                                      | <b>328</b>         | <b>10</b>                 | <b>3.0 %</b> | <b>4.5 %</b> | <b>14</b> | <b>-4</b> |

Total may not equal sum of components due to rounding.



### Workforce Analysis - Summary Report

Date: 2018-04-05

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

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



## Workforce Analysis - Summary Report

Date: 2018-04-05

### WFA Defaults - Persons with Disabilities

| Employment Equity Occupational Group              | Perform Analysis By | Recruitment Area |
|---|---------------------|------------------|
| 01/02 : Managers                                  | EEOG                | National         |
| 03 : Professionals                                | EEOG                | National         |
| 04 : Semi-Professionals and Technicians           | EEOG                | National         |
| 05 : Supervisors                                  | EEOG                | National         |
| 07 : Administrative and Senior Clerical Personnel | EEOG                | National         |
| 09 : Skilled Crafts and Trades Workers            | EEOG                | National         |
| 10 : Clerical Personnel                           | EEOG                | National         |

**Federal Contractors Program Achievement Report**

**Part 1: Workforce Analysis**

**Babcock Canada Inc.**

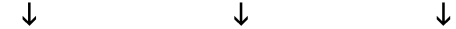
**[Date: 2018-04-04] revision 2**

**Data from First/Previous Workforce Analysis**



| <b>Data from First/Previous Workforce Analysis</b> |    |    |
|--|----|----|
| YYYY   | MM | DD |
| 2015   | 11 | 06 |

**Data from Subsequent/Current Workforce Analysis**



| <b>Data from Subsequent/Current Workforce Analysis</b> |    |    |
|--|----|----|
| YYYY   | MM | DD |
| 2018   | 06 | 08 |

| <b>Employment Equity Occupational Group (EEOG)</b> | <b>Table 1: Women</b>                    |                       |                      |
|--|--|-----------------------|----------------------|
|  | <b>First/Previous Workforce Analysis</b> |                       |                      |
|  | <b>All Employees</b>                     | <b>Women</b>          |                      |
|  |  | <b>Representation</b> | <b>Availability*</b> |
| #  | #  | %                     |                      |
| 01 Senior Managers                                 | 6  | 0                     | 27.40                |
| 02 Middle & Other Managers                         | 38                                       | 7                     | 38.90                |
| 03 Professionals                                   | 66                                       | 13                    | 17.90                |
| 04 Semi-Professionals & Technicians                | 77                                       | 1                     | 7.30                 |
| 05 Supervisors                                     | 5  | 1                     | 56.90                |
| 06 Supervisors: Crafts & Trades                    | 0  | 0                     | 0.00                 |
| 07 Administrative & Senior Clerical Personnel      | 43                                       | 26                    | 79.70                |
| 08 Skilled Sales & Service Personnel               | 0  | 0                     | 0.00                 |
| 09 Skilled Crafts & Trades Workers                 | 1  | 0                     | 3.90                 |
| 10 Clerical Personnel                              | 34                                       | 20                    | 70.70                |
| 11 Intermediate Sales & Service Personnel          | 0  | 0                     | 0.00                 |
| 12 Semi-Skilled Manual Workers                     | 0  | 0                     | 0.00                 |
| 13 Other Sales & Service Personnel                 | 0  | 0                     | 0.00                 |
| 14 Other Manual Workers                            | 0  | 0                     | 0.00                 |
| <b>Total</b>                                       | <b>270</b>                               | <b>68</b>             | <b>35.20%</b>        |

25% 72%

| <b>Employment Equity Occupational Group (EEOG)</b> | <b>Table 5: Women</b>                        |                       |                      |
|--|--|-----------------------|----------------------|
|  | <b>Subsequent/Current Workforce Analysis</b> |                       |                      |
|  | <b>All Employees</b>                         | <b>Women</b>          |                      |
|  |  | <b>Representation</b> | <b>Availability*</b> |
| #  | #  | %                     |                      |
|  | 5  | 1                     | 27.40                |
|  | 38   | 7                     | 38.90                |
|  | 74   | 12                    | 20.10                |
|  | 91   | 3                     | 7.30                 |
|  | 7  | 3                     | 58.10                |
|  | 0  | 0                     | 0.00                 |
|  | 62   | 38                    | 80.00                |
|  | 0  | 0                     | 0.00                 |
|  | 2  | 0                     | 3.90                 |
|  | 29   | 15                    | 71.50                |
|  | 0  | 0                     | 0.00                 |
|  | 0  | 0                     | 0.00                 |
|  | 0  | 0                     | 0.00                 |
|  | 0  | 0                     | 0.00                 |
| <b>Total</b>                                       | <b>308</b>                                   | <b>79</b>             | <b>36.40%</b>        |

**\* Source:**

**\* Source:**



**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Babcock Canada Inc.**  
**[Date: 2018-04-04] revision 2**

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓

| Data from First/Previous Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2015  | 11 | 06 |

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

| Data from Subsequent/Current Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2018  | 06 | 08 |

| Employment Equity Occupational Group (EEOG) |  | Table 2: Aboriginal Peoples       |                    |               |
|---|--|-----------------------------------|--------------------|---------------|
|   |  | First/Previous Workforce Analysis |                    |               |
|   |  | All Employees                     | Aboriginal Peoples |               |
|   |  |                                   | Representation     | Availability* |
| #   | #  | %                                 |                    |               |
| 01  | Senior Managers                            | 6                                 | 0                  | 2.90          |
| 02  | Middle & Other Managers                    | 38                                | 0                  | 2.20          |
| 03  | Professionals                              | 66                                | 0                  | 1.00          |
| 04  | Semi-Professionals & Technicians           | 77                                | 3                  | 2.70          |
| 05  | Supervisors                                | 5                                 | 0                  | 3.40          |
| 06  | Supervisors: Crafts & Trades               | 0                                 | 0                  | 0.00          |
| 07  | Administrative & Senior Clerical Personnel | 43                                | 0                  | 3.10          |
| 08  | Skilled Sales & Service Personnel          | 0                                 | 0                  | 0.00          |
| 09  | Skilled Crafts & Trades Workers            | 1                                 | 0                  | 6.80          |
| 10  | Clerical Personnel                         | 34                                | 0                  | 3.60          |
| 11  | Intermediate Sales & Service Personnel     | 0                                 | 0                  | 0.00          |
| 12  | Semi-Skilled Manual Workers                | 0                                 | 0                  | 0.00          |
| 13  | Other Sales & Service Personnel            | 0                                 | 0                  | 0.00          |
| 14  | Other Manual Workers                       | 0                                 | 0                  | 0.00          |
| <b>Total</b>                                |  | <b>270</b>                        | <b>3</b>           | <b>2.40%</b>  |

|   |            | Table 6: Aboriginal Peoples           |                    |               |
|---|------------|---------------------------------------|--------------------|---------------|
|   |            | Subsequent/Current Workforce Analysis |                    |               |
|   |            | All Employees                         | Aboriginal Peoples |               |
|   |            |                                       | Representation     | Availability* |
| # | #          | %                                     |                    |               |
|   | 5          | 0                                     | 2.9                |               |
|   | 38         | 0                                     | 2.2                |               |
|   | 74         | 0                                     | 1.0                |               |
|   | 91         | 4                                     | 2.9                |               |
|   | 7          | 0                                     | 3.8                |               |
|   | 0          | 0                                     | 0.0                |               |
|   | 62         | 0                                     | 3.1                |               |
|   | 0          | 0                                     | 0.0                |               |
|   | 2          | 0                                     | 6.8                |               |
|   | 29         | 0                                     | 3.8                |               |
|   | 0          | 0                                     | 0.0                |               |
|   | 0          | 0                                     | 0.0                |               |
|   | 0          | 0                                     | 0.0                |               |
|   | 0          | 0                                     | 0.0                |               |
|   | 0          | 0                                     | 0.0                |               |
|   | 0          | 0                                     | 0.0                |               |
|   | <b>308</b> | <b>4</b>                              | <b>2.50%</b>       |               |

1% 46%

**\* Source:**  
0

**\* Source:**  
0

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Babcock Canada Inc.**  
**[Date: 2018-04-04] revision 2**

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓

| Data from First/Previous Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2015  | 11 | 06 |

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

| Data from Subsequent/Current Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2018  | 06 | 08 |

| Employment Equity Occupational Group (EEOG) |  | Table 3: Members of Visible Minorities |                               |               |
|---|--|--|-------------------------------|---------------|
|   |  | First/Previous Workforce Analysis      |                               |               |
|   |  | All Employees                          | Members of Visible Minorities |               |
|   |  |  | Representation                | Availability* |
| #   | #  | %                                      |                               |               |
| 01  | Senior Managers                            | 6                                      | 0                             | 10.10         |
| 02  | Middle & Other Managers                    | 38                                     | 3                             | 15.00         |
| 03  | Professionals                              | 66                                     | 7                             | 29.40         |
| 04  | Semi-Professionals & Technicians           | 77                                     | 1                             | 14.60         |
| 05  | Supervisors                                | 5                                      | 0                             | 10.10         |
| 06  | Supervisors: Crafts & Trades               | 0                                      | 0                             | 0.00          |
| 07  | Administrative & Senior Clerical Personnel | 43                                     | 8                             | 9.70          |
| 08  | Skilled Sales & Service Personnel          | 0                                      | 0                             | 0.00          |
| 09  | Skilled Crafts & Trades Workers            | 1                                      | 0                             | 14.60         |
| 10  | Clerical Personnel                         | 34                                     | 3                             | 10.40         |
| 11  | Intermediate Sales & Service Personnel     | 0                                      | 0                             | 0.00          |
| 12  | Semi-Skilled Manual Workers                | 0                                      | 0                             | 0.00          |
| 13  | Other Sales & Service Personnel            | 0                                      | 0                             | 0.00          |
| 14  | Other Manual Workers                       | 0                                      | 0                             | 0.00          |
| <b>Total</b>                                |  | <b>270</b>                             | <b>22</b>                     | <b>16.80%</b> |

|   |            | Table 7: Members of Visible Minorities |                               |               |
|---|------------|--|-------------------------------|---------------|
|   |            | Subsequent/Current Workforce Analysis  |                               |               |
|   |            | All Employees                          | Members of Visible Minorities |               |
|   |            |  | Representation                | Availability* |
| # | #          | %                                      |                               |               |
|   | 5          | 0                                      | 10.1                          |               |
|   | 38         | 5                                      | 15.0                          |               |
|   | 74         | 9                                      | 29.1                          |               |
|   | 91         | 1                                      | 16.4                          |               |
|   | 7          | 0                                      | 11.0                          |               |
|   | 0          | 0                                      | 0.0                           |               |
|   | 62         | 10                                     | 9.4                           |               |
|   | 0          | 0                                      | 0.0                           |               |
|   | 2          | 0                                      | 14.6                          |               |
|   | 29         | 2                                      | 9.6                           |               |
|   | 0          | 0                                      | 0.0                           |               |
|   | 0          | 0                                      | 0.0                           |               |
|   | 0          | 0                                      | 0.0                           |               |
|   | 0          | 0                                      | 0.0                           |               |
|   | 0          | 0                                      | 0.0                           |               |
|   | <b>308</b> | <b>27</b>                              | <b>17%</b>                    |               |

8% 49%

\* Source:  
0

\* Source:  
0

**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Babcock Canada Inc.**  
**[Date: 2018-04-04] revision 2**

**Data from First/Previous Workforce Analysis**

↓                      ↓                      ↓

| Data from First/Previous Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2015  | 11 | 06 |

**Data from Subsequent/Current Workforce Analysis**

↓                      ↓                      ↓

| Data from Subsequent/Current Workforce Analysis |    |    |
|---|----|----|
| YYYY  | MM | DD |
| 2018  | 06 | 08 |

| Employment Equity Occupational Group (EEOG) |  | Table 4: Persons with Disabilities |                           |               |
|---|--|------------------------------------|---------------------------|---------------|
|   |  | First/Previous Workforce Analysis  |                           |               |
|   |  | All Employees                      | Persons with Disabilities |               |
|   |  |                                    | Representation            | Availability* |
| #   | #  | %                                  |                           |               |
| 01/02                                       | Managers                                   | 44                                 | 2                         | 4.30          |
| 03  | Professionals                              | 66                                 | 3                         | 3.80          |
| 04  | Semi-Professionals & Technicians           | 77                                 | 2                         | 4.60          |
| 05  | Supervisors                                | 5                                  | 0                         | 13.90         |
| 06  | Supervisors: Crafts & Trades               | 0                                  | 0                         | 0.00          |
| 07  | Administrative & Senior Clerical Personnel | 43                                 | 1                         | 3.40          |
| 08  | Skilled Sales & Service Personnel          | 0                                  | 0                         | 0.00          |
| 09  | Skilled Crafts & Trades Workers            | 1                                  | 0                         | 3.80          |
| 10  | Clerical Personnel                         | 34                                 | 1                         | 7.00          |
| 11  | Intermediate Sales & Service Personnel     | 0                                  | 0                         | 0.00          |
| 12  | Semi-Skilled Manual Workers                | 0                                  | 0                         | 0.00          |
| 13  | Other Sales & Service Personnel            | 0                                  | 0                         | 0.00          |
| 14  | Other Manual Workers                       | 0                                  | 0                         | 0.00          |
| Total                                       |  | <b>270</b>                         | <b>9</b>                  | <b>4.60%</b>  |

3% 72%

|   |            | Table 8: Persons with Disabilities    |                           |               |
|---|------------|---------------------------------------|---------------------------|---------------|
|   |            | Subsequent/Current Workforce Analysis |                           |               |
|   |            | All Employees                         | Persons with Disabilities |               |
|   |            |                                       | Representation            | Availability* |
| # | #          | %                                     |                           |               |
|   | 43         | 1                                     | 4.3                       |               |
|   | 74         | 3                                     | 3.8                       |               |
|   | 91         | 2                                     | 4.6                       |               |
|   | 7          | 0                                     | 13.9                      |               |
|   | 0          | 0                                     | 0.0                       |               |
|   | 62         | 1                                     | 3.4                       |               |
|   | 0          | 0                                     | 0.0                       |               |
|   | 2          | 0                                     | 3.8                       |               |
|   | 29         | 1                                     | 7.0                       |               |
|   | 0          | 0                                     | 0.0                       |               |
|   | 0          | 0                                     | 0.0                       |               |
|   | 0          | 0                                     | 0.0                       |               |
|   | 0          | 0                                     | 0.0                       |               |
|   | <b>308</b> | <b>8</b>                              | <b>4.6%</b>               |               |

**\* Source:**

**\* Source:**

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2015                    | 11 | 06 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2018                  | 06 | 08 |

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

| Employment Equity Occupational Group (EEOG)   | Table 1: Women       |             |                      |             |
|---|----------------------|-------------|----------------------|-------------|
|   | Full-time / National |             | Part-time / National |             |
|   | All Employees Hired  | Women Hired | All Employees Hired  | Women Hired |
|   | #                    | #           | #                    | #           |
| 01 Senior Managers                            | 1                    | 1           | 0                    | 0           |
| 02 Middle & Other Managers                    | 13                   | 3           | 0                    | 0           |
| 03 Professionals                              | 42                   | 9           | 0                    | 0           |
| 04 Semi-Professionals & Technicians           | 38                   | 2           | 0                    | 0           |
| 05 Supervisors                                | 1                    | 0           | 0                    | 0           |
| 06 Supervisors: Crafts & Trades               | 0                    | 0           | 0                    | 0           |
| 07 Administrative & Senior Clerical Personnel | 40                   | 26          | 0                    | 0           |
| 08 Skilled Sales & Service Personnel          | 0                    | 0           | 0                    | 0           |
| 09 Skilled Crafts & Trades Workers            | 1                    | 0           | 0                    | 0           |
| 10 Clerical Personnel                         | 9                    | 1           | 0                    | 0           |
| 11 Intermediate Sales & Service Personnel     | 0                    | 0           | 0                    | 0           |
| 12 Semi-Skilled Manual Workers                | 0                    | 0           | 0                    | 0           |
| 13 Other Sales & Service Personnel            | 0                    | 0           | 0                    | 0           |
| 14 Other Manual Workers                       | 0                    | 0           | 0                    | 0           |
| <b>Total</b>                                  | <b>145</b>           | <b>42</b>   | <b>0</b>             | <b>0</b>    |

|              | Table 5: Women         |                |                        |                |
|--------------|------------------------|----------------|------------------------|----------------|
|              | Full-time / National   |                | Part-time / National   |                |
|              | All Employees Promoted | Women Promoted | All Employees Promoted | Women Promoted |
|              | #                      | #              | #                      | #              |
|              | 0                      | 0              | 0                      | 0              |
|              | 12                     | 3              | 0                      | 0              |
|              | 6                      | 1              | 0                      | 0              |
|              | 10                     | 0              | 0                      | 0              |
|              | 2                      | 2              | 0                      | 0              |
|              | 0                      | 0              | 0                      | 0              |
|              | 19                     | 14             | 0                      | 0              |
|              | 0                      | 0              | 0                      | 0              |
|              | 1                      | 0              | 0                      | 0              |
|              | 2                      | 1              | 0                      | 0              |
|              | 0                      | 0              | 0                      | 0              |
|              | 0                      | 0              | 0                      | 0              |
|              | 0                      | 0              | 0                      | 0              |
|              | 0                      | 0              | 0                      | 0              |
|              | 0                      | 0              | 0                      | 0              |
| <b>Total</b> | <b>52</b>              | <b>21</b>      | <b>0</b>               | <b>0</b>       |

|              | Table 9: Women           |                  |                          |                  |
|--------------|--------------------------|------------------|--------------------------|------------------|
|              | Full-time / National     |                  | Part-time / National     |                  |
|              | All Employees Terminated | Women Terminated | All Employees Terminated | Women Terminated |
|              | #                        | #                | #                        | #                |
|              | 2                        | 0                | 0                        | 0                |
|              | 21                       | 3                | 0                        | 0                |
|              | 26                       | 9                | 0                        | 0                |
|              | 11                       | 0                | 0                        | 0                |
|              | 1                        | 0                | 0                        | 0                |
|              | 0                        | 0                | 0                        | 0                |
|              | 17                       | 12               | 0                        | 0                |
|              | 0                        | 0                | 0                        | 0                |
|              | 0                        | 0                | 0                        | 0                |
|              | 0                        | 0                | 0                        | 0                |
|              | 0                        | 0                | 0                        | 0                |
|              | 0                        | 0                | 0                        | 0                |
|              | 0                        | 0                | 0                        | 0                |
| <b>Total</b> | <b>86</b>                | <b>27</b>        | <b>0</b>                 | <b>0</b>         |

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2015                    | 11 | 06 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2018                  | 06 | 08 |

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

**Table 2: Aboriginal Peoples**

**Table 6: Aboriginal Peoples**

**Table 10: Aboriginal Peoples**

| Employment Equity Occupational Group (EEOG)   | Full-time / National |                          | Part-time / National |                          |
|---|----------------------|--------------------------|----------------------|--------------------------|
|   | All Employees Hired  | Aboriginal Peoples Hired | All Employees Hired  | Aboriginal Peoples Hired |
|   | #                    | #                        | #                    | #                        |
|   | 01 Senior Managers   | 1                        | 0                    | 0                        |
| 02 Middle & Other Managers                    | 13                   | 0                        | 0                    | 0                        |
| 03 Professionals                              | 42                   | 0                        | 0                    | 0                        |
| 04 Semi-Professionals & Technicians           | 38                   | 1                        | 0                    | 0                        |
| 05 Supervisors                                | 1                    | 0                        | 0                    | 0                        |
| 06 Supervisors: Crafts & Trades               | 0                    | 0                        | 0                    | 0                        |
| 07 Administrative & Senior Clerical Personnel | 40                   | 0                        | 0                    | 0                        |
| 08 Skilled Sales & Service Personnel          | 0                    | 0                        | 0                    | 0                        |
| 09 Skilled Crafts & Trades Workers            | 1                    | 0                        | 0                    | 0                        |
| 10 Clerical Personnel                         | 9                    | 0                        | 0                    | 0                        |
| 11 Intermediate Sales & Service Personnel     | 0                    | 0                        | 0                    | 0                        |
| 12 Semi-Skilled Manual Workers                | 0                    | 0                        | 0                    | 0                        |
| 13 Other Sales & Service Personnel            | 0                    | 0                        | 0                    | 0                        |
| 14 Other Manual Workers                       | 0                    | 0                        | 0                    | 0                        |
| <b>Total</b>                                  | <b>145</b>           | <b>1</b>                 | <b>0</b>             | <b>0</b>                 |

| Full-time / National   |                             | Part-time / National   |                             |
|------------------------|-----------------------------|------------------------|-----------------------------|
| All Employees Promoted | Aboriginal Peoples Promoted | All Employees Promoted | Aboriginal Peoples Promoted |
| #                      | #                           | #                      | #                           |
| 0                      | 0                           | 0                      | 0                           |
| 12                     | 0                           | 0                      | 0                           |
| 6                      | 0                           | 0                      | 0                           |
| 10                     | 2                           | 0                      | 0                           |
| 2                      | 0                           | 0                      | 0                           |
| 0                      | 0                           | 0                      | 0                           |
| 19                     | 0                           | 0                      | 0                           |
| 0                      | 0                           | 0                      | 0                           |
| 1                      | 0                           | 0                      | 0                           |
| 2                      | 0                           | 0                      | 0                           |
| 0                      | 0                           | 0                      | 0                           |
| 0                      | 0                           | 0                      | 0                           |
| 0                      | 0                           | 0                      | 0                           |
| 0                      | 0                           | 0                      | 0                           |
| <b>52</b>              | <b>2</b>                    | <b>0</b>               | <b>0</b>                    |

| Full-time / National     |                               | Part-time / National     |                               |
|--------------------------|-------------------------------|--------------------------|-------------------------------|
| All Employees Terminated | Aboriginal Peoples Terminated | All Employees Terminated | Aboriginal Peoples Terminated |
| #                        | #                             | #                        | #                             |
| 2                        | 0                             | 0                        | 0                             |
| 21                       | 0                             | 0                        | 0                             |
| 26                       | 0                             | 0                        | 0                             |
| 11                       | 0                             | 0                        | 0                             |
| 1                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 17                       | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 8                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| 0                        | 0                             | 0                        | 0                             |
| <b>86</b>                | <b>0</b>                      | <b>0</b>                 | <b>0</b>                      |

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2015                    | 11 | 06 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2018                  | 06 | 08 |

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Table 3: Persons with Disabilities**

| Employment Equity Occupational Group (EEOG)   | Full-time / National |                                 | Part-time / National |                                 |
|---|----------------------|---------------------------------|----------------------|---------------------------------|
|   | All Employees Hired  | Persons with Disabilities Hired | All Employees Hired  | Persons with Disabilities Hired |
|   | #                    | #                               | #                    | #                               |
| 01 Senior Managers                            | 1                    | 0                               | 0                    | 0                               |
| 02 Middle & Other Managers                    | 13                   | 0                               | 0                    | 0                               |
| 03 Professionals                              | 42                   | 2                               | 0                    | 0                               |
| 04 Semi-Professionals & Technicians           | 38                   | 0                               | 0                    | 0                               |
| 05 Supervisors                                | 1                    | 0                               | 0                    | 0                               |
| 06 Supervisors: Crafts & Trades               | 0                    | 0                               | 0                    | 0                               |
| 07 Administrative & Senior Clerical Personnel | 40                   | 0                               | 0                    | 0                               |
| 08 Skilled Sales & Service Personnel          | 0                    | 0                               | 0                    | 0                               |
| 09 Skilled Crafts & Trades Workers            | 1                    | 0                               | 0                    | 0                               |
| 10 Clerical Personnel                         | 9                    | 0                               | 0                    | 0                               |
| 11 Intermediate Sales & Service Personnel     | 0                    | 0                               | 0                    | 0                               |
| 12 Semi-Skilled Manual Workers                | 0                    | 0                               | 0                    | 0                               |
| 13 Other Sales & Service Personnel            | 0                    | 0                               | 0                    | 0                               |
| 14 Other Manual Workers                       | 0                    | 0                               | 0                    | 0                               |
| <b>Total</b>                                  | <b>145</b>           | <b>2</b>                        | <b>0</b>             | <b>0</b>                        |

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Table 7: Persons with Disabilities**

| Employment Equity Occupational Group (EEOG)   | Full-time / National   |                                    | Part-time / National   |                                    |
|---|------------------------|------------------------------------|------------------------|------------------------------------|
|   | All Employees Promoted | Persons with Disabilities Promoted | All Employees Promoted | Persons with Disabilities Promoted |
|   | #                      | #                                  | #                      | #                                  |
| 01 Senior Managers                            | 0                      | 0                                  | 0                      | 0                                  |
| 02 Middle & Other Managers                    | 12                     | 1                                  | 0                      | 0                                  |
| 03 Professionals                              | 6                      | 0                                  | 0                      | 0                                  |
| 04 Semi-Professionals & Technicians           | 10                     | 0                                  | 0                      | 0                                  |
| 05 Supervisors                                | 2                      | 0                                  | 0                      | 0                                  |
| 06 Supervisors: Crafts & Trades               | 0                      | 0                                  | 0                      | 0                                  |
| 07 Administrative & Senior Clerical Personnel | 19                     | 0                                  | 0                      | 0                                  |
| 08 Skilled Sales & Service Personnel          | 0                      | 0                                  | 0                      | 0                                  |
| 09 Skilled Crafts & Trades Workers            | 1                      | 0                                  | 0                      | 0                                  |
| 10 Clerical Personnel                         | 2                      | 0                                  | 0                      | 0                                  |
| 11 Intermediate Sales & Service Personnel     | 0                      | 0                                  | 0                      | 0                                  |
| 12 Semi-Skilled Manual Workers                | 0                      | 0                                  | 0                      | 0                                  |
| 13 Other Sales & Service Personnel            | 0                      | 0                                  | 0                      | 0                                  |
| 14 Other Manual Workers                       | 0                      | 0                                  | 0                      | 0                                  |
| <b>Total</b>                                  | <b>52</b>              | <b>1</b>                           | <b>0</b>               | <b>0</b>                           |

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

**Table 11: Persons with Disabilities**

| Employment Equity Occupational Group (EEOG)   | Full-time / National     |                                      | Part-time / National     |                                      |
|---|--------------------------|--------------------------------------|--------------------------|--------------------------------------|
|   | All Employees Terminated | Persons with Disabilities Terminated | All Employees Terminated | Persons with Disabilities Terminated |
|   | #                        | #                                    | #                        | #                                    |
| 01 Senior Managers                            | 2                        | 0                                    | 0                        | 0                                    |
| 02 Middle & Other Managers                    | 21                       | 2                                    | 0                        | 0                                    |
| 03 Professionals                              | 26                       | 1                                    | 0                        | 0                                    |
| 04 Semi-Professionals & Technicians           | 11                       | 0                                    | 0                        | 0                                    |
| 05 Supervisors                                | 1                        | 0                                    | 0                        | 0                                    |
| 06 Supervisors: Crafts & Trades               | 0                        | 0                                    | 0                        | 0                                    |
| 07 Administrative & Senior Clerical Personnel | 17                       | 0                                    | 0                        | 0                                    |
| 08 Skilled Sales & Service Personnel          | 0                        | 0                                    | 0                        | 0                                    |
| 09 Skilled Crafts & Trades Workers            | 0                        | 0                                    | 0                        | 0                                    |
| 10 Clerical Personnel                         | 8                        | 0                                    | 0                        | 0                                    |
| 11 Intermediate Sales & Service Personnel     | 0                        | 0                                    | 0                        | 0                                    |
| 12 Semi-Skilled Manual Workers                | 0                        | 0                                    | 0                        | 0                                    |
| 13 Other Sales & Service Personnel            | 0                        | 0                                    | 0                        | 0                                    |
| 14 Other Manual Workers                       | 0                        | 0                                    | 0                        | 0                                    |
| <b>Total</b>                                  | <b>86</b>                | <b>3</b>                             | <b>0</b>                 | <b>0</b>                             |

**Federal Contractors Program Achievement Report**

**Part 2: Flow Data Analysis**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

| Start Date of Flow Data |    |    |
|-------------------------|----|----|
| YYYY                    | MM | DD |
| 2015                    | 11 | 06 |

| End Date of Flow Data |    |    |
|-----------------------|----|----|
| YYYY                  | MM | DD |
| 2018                  | 06 | 08 |

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓

**Table 4: Members of Visible Minorities**

| Employment Equity Occupational Group (EEOG) | Full-time / National |                                     | Part-time / National |                                     |
|---|----------------------|-------------------------------------|----------------------|-------------------------------------|
|   | All Employees Hired  | Members of Visible Minorities Hired | All Employees Hired  | Members of Visible Minorities Hired |
|   | #                    | #                                   | #                    | #                                   |

|   |            |           |          |          |
|---|------------|-----------|----------|----------|
| 01 Senior Managers                            | 1          | 0         | 0        | 0        |
| 02 Middle & Other Managers                    | 13         | 2         | 0        | 0        |
| 03 Professionals                              | 42         | 8         | 0        | 0        |
| 04 Semi-Professionals & Technicians           | 38         | 0         | 0        | 0        |
| 05 Supervisors                                | 1          | 0         | 0        | 0        |
| 06 Supervisors: Crafts & Trades               | 0          | 0         | 0        | 0        |
| 07 Administrative & Senior Clerical Personnel | 40         | 6         | 0        | 0        |
| 08 Skilled Sales & Service Personnel          | 0          | 0         | 0        | 0        |
| 09 Skilled Crafts & Trades Workers            | 1          | 0         | 0        | 0        |
| 10 Clerical Personnel                         | 9          | 0         | 0        | 0        |
| 11 Intermediate Sales & Service Personnel     | 0          | 0         | 0        | 0        |
| 12 Semi-Skilled Manual Workers                | 0          | 0         | 0        | 0        |
| 13 Other Sales & Service Personnel            | 0          | 0         | 0        | 0        |
| 14 Other Manual Workers                       | 0          | 0         | 0        | 0        |
| <b>Total</b>                                  | <b>145</b> | <b>16</b> | <b>0</b> | <b>0</b> |

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓

**Table 8: Members of Visible Minorities**

| Employment Equity Occupational Group (EEOG) | Full-time / National   |  | Part-time / National   |  |
|---|------------------------|--|------------------------|--|
|   | All Employees Promoted | Members of Visible Minorities Promoted | All Employees Promoted | Members of Visible Minorities Promoted |
|   | #                      | #                                      | #                      | #                                      |

|   |           |          |          |          |
|---|-----------|----------|----------|----------|
| 01 Senior Managers                            | 0         | 0        | 0        | 0        |
| 02 Middle & Other Managers                    | 12        | 1        | 0        | 0        |
| 03 Professionals                              | 6         | 0        | 0        | 0        |
| 04 Semi-Professionals & Technicians           | 10        | 0        | 0        | 0        |
| 05 Supervisors                                | 2         | 0        | 0        | 0        |
| 06 Supervisors: Crafts & Trades               | 0         | 0        | 0        | 0        |
| 07 Administrative & Senior Clerical Personnel | 19        | 1        | 0        | 0        |
| 08 Skilled Sales & Service Personnel          | 0         | 0        | 0        | 0        |
| 09 Skilled Crafts & Trades Workers            | 1         | 0        | 0        | 0        |
| 10 Clerical Personnel                         | 2         | 0        | 0        | 0        |
| 11 Intermediate Sales & Service Personnel     | 0         | 0        | 0        | 0        |
| 12 Semi-Skilled Manual Workers                | 0         | 0        | 0        | 0        |
| 13 Other Sales & Service Personnel            | 0         | 0        | 0        | 0        |
| 14 Other Manual Workers                       | 0         | 0        | 0        | 0        |
| <b>Total</b>                                  | <b>52</b> | <b>2</b> | <b>0</b> | <b>0</b> |

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓

**Table 12: Members of Visible Minorities**

| Employment Equity Occupational Group (EEOG) | Full-time / National     |  | Part-time / National     |  |
|---|--------------------------|--|--------------------------|--|
|   | All Employees Terminated | Members of Visible Minorities Terminated | All Employees Terminated | Members of Visible Minorities Terminated |
|   | #                        | #  | #                        | #  |

|   |           |           |          |          |
|---|-----------|-----------|----------|----------|
| 01 Senior Managers                            | 2         | 0         | 0        | 0        |
| 02 Middle & Other Managers                    | 21        | 1         | 0        | 0        |
| 03 Professionals                              | 26        | 6         | 0        | 0        |
| 04 Semi-Professionals & Technicians           | 11        | 0         | 0        | 0        |
| 05 Supervisors                                | 1         | 0         | 0        | 0        |
| 06 Supervisors: Crafts & Trades               | 0         | 0         | 0        | 0        |
| 07 Administrative & Senior Clerical Personnel | 17        | 3         | 0        | 0        |
| 08 Skilled Sales & Service Personnel          | 0         | 0         | 0        | 0        |
| 09 Skilled Crafts & Trades Workers            | 0         | 0         | 0        | 0        |
| 10 Clerical Personnel                         | 8         | 1         | 0        | 0        |
| 11 Intermediate Sales & Service Personnel     | 0         | 0         | 0        | 0        |
| 12 Semi-Skilled Manual Workers                | 0         | 0         | 0        | 0        |
| 13 Other Sales & Service Personnel            | 0         | 0         | 0        | 0        |
| 14 Other Manual Workers                       | 0         | 0         | 0        | 0        |
| <b>Total</b>                                  | <b>86</b> | <b>11</b> | <b>0</b> | <b>0</b> |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

**Data for First/Previous Goals**

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

**Table 1: Women**

| Employment Equity Occupational Group (EEOG) | All Employees |                        |          |              |  |          |              |                                |           |  |          |                             |              |           |                      |             |               | First/Previous Short-term Goals |                                     |             |  |  | Women |  |  |  |  |
|---|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|-----------|--|----------|-----------------------------|--------------|-----------|----------------------|-------------|---------------|---------------------------------|-------------------------------------|-------------|--|--|-------|--|--|--|--|
|   | Number        | Growth (New Positions) |          |              | Turnover (Replacement of Terminated Employees) |          |              | Anticipated Hires Over 3 Years | Number    | Turnover (Replacement of Terminated Employees) |          | Hires Required Over 3 Years | 3 Year Goals |           | Present Availability | Present Gap | Projected Gap | Present Representation          | Projected Representation in 3 Years |             |  |  |       |  |  |  |  |
|   |               | YYYY-MM-DD             | Actual   | Projected    |  | Actual   | Projected    |                                |           | YYYY-MM-DD                                     | Annually |                             | Over 3 Years | From - To |                      |             |               |                                 |                                     | YYYY - YYYY |  |  |       |  |  |  |  |
|   | 2015-11-06    | Annually               | Annually | Over 3 Years | Annually                                       | Annually | Over 3 Years | 2015-11-06                     | Annually  | Over 3 Years                                   | 2015     | 2018                        |              |           |                      |             |               |                                 |                                     |             |  |  |       |  |  |  |  |
|   | #             | %                      | %        | #            | %  | %        | #            | #                              | %         | #  | %        | #                           | %            | %         | #                    | #           | %             | %                               |                                     |             |  |  |       |  |  |  |  |
| 01 Senior Managers                          | 6             | -5.9%                  |          | 0            | 36.4%  |          | 0            | 0                              | 0         | 0.0%   | 0        | 2                           | 0            |           | 27.4%                | -2          | -2            | 0.0%                            | 0.0%                                |             |  |  |       |  |  |  |  |
| 02 Middle & Other Managers                  | 38            | 0.0%                   |          | 0            | 55.3%  |          | 0            | 0                              | 7         | 0.0%   | 0        | 8                           | 0            |           | 38.9%                | -8          | -8            | 18.4%                           | 18.4%                               |             |  |  |       |  |  |  |  |
| 03 Professionals                            | 66            | 3.9%                   |          | 0            | 37.1%  |          | 0            | 0                              | 13        | 0.0%   | 0        | -1                          | 0            |           | 17.9%                | 1           | 1             | 19.7%                           | 19.7%                               |             |  |  |       |  |  |  |  |
| 04 Semi-Professionals & Tech                | 77            | 5.7%                   |          | 0            | 13.1%  |          | 0            | 0                              | 1         | 0.0%   | 0        | 5                           | 0            |           | 7.3%                 | -5          | -5            | 1.3%                            | 1.3%                                |             |  |  |       |  |  |  |  |
| 05 Supervisors                              | 5             | 11.9%                  |          | 0            | 16.7%  |          | 0            | 0                              | 1         | 0.0%   | 0        | 2                           | 0            |           | 56.9%                | -2          | -2            | 20.0%                           | 20.0%                               |             |  |  |       |  |  |  |  |
| 06 Supervisors: Crafts & Trades             | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0         | 0.0%   | 0        | 0                           | 0            |           | 0.0%                 | 0           | 0             | #DIV/0!                         | #DIV/0!                             |             |  |  |       |  |  |  |  |
| 07 Administrative & Sr Clerical             | 43            | 13.0%                  |          | 0            | 32.4%  |          | 0            | 0                              | 26        | 0.0%   | 0        | 8                           | 0            |           | 79.7%                | -8          | -8            | 60.5%                           | 60.5%                               |             |  |  |       |  |  |  |  |
| 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                  | 1             | 26.0%                  |          | 0            | 0.0%   |          | 0            | 0                              | 0         | 0.0%   | 0        | 0                           | 0            |           | 3.9%                 | 0           | 0             | 0.0%                            | 0.0%                                |             |  |  |       |  |  |  |  |
| 10 Clerical Personnel                       | 34            | -5.2%                  |          | 0            | 25.4%  |          | 0            | 0                              | 20        | 0.0%   | 0        | 4                           | 0            |           | 70.7%                | -4          | -4            | 58.8%                           | 58.8%                               |             |  |  |       |  |  |  |  |
| 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                      | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0         | 0.0%   | 0        | 0                           | 0            |           | 0.0%                 | 0           | 0             | #DIV/0!                         | #DIV/0!                             |             |  |  |       |  |  |  |  |
| 13 Other Sales & Service                    | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0         | 0.0%   | 0        | 0                           | 0            |           | 0.0%                 | 0           | 0             | #DIV/0!                         | #DIV/0!                             |             |  |  |       |  |  |  |  |
| 14 Other Manual Workers                     | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0         | 0.0%   | 0        | 0                           | 0            |           | 0.0%                 | 0           | 0             | #DIV/0!                         | #DIV/0!                             |             |  |  |       |  |  |  |  |
| <b>Total</b>                                | <b>270</b>    | <b>4.5%</b>            |          | <b>0</b>     | <b>29.8%</b>                                   |          | <b>0</b>     | <b>0</b>                       | <b>68</b> | <b>0.0%</b>                                    | <b>0</b> | <b>-67</b>                  | <b>0</b>     |           | <b>0.4%</b>          | <b>67</b>   | <b>67</b>     | <b>25.2%</b>                    | <b>25.2%</b>                        |             |  |  |       |  |  |  |  |

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

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

**Table 2: Women**

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



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

|       |                      |   |     |   |     |
|-------|----------------------|---|-----|---|-----|
| 14    | Other Manual Workers | 0 | 0.0 | 0 | 0.0 |
| Total |                      | 1 |     | 4 |     |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

**First/Previous Short-term Goals**

| Employment Equity Occupational Group (EEOG) | All Employees |                        |          |              |  |          |              |                                | Aboriginal Peoples |  |          |                             |              |             |                      |             |               |                        |                                     |
|---|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|--------------------|--|----------|-----------------------------|--------------|-------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|   | Number        | Growth (New Positions) |          |              | Turnover (Replacement of Terminated Employees) |          |              | Anticipated Hires Over 3 Years | Number             | Turnover (Replacement of Terminated Employees) |          | Hires Required Over 3 Years | 3 Year Goals |             | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
|   |               | YYYY-MM-DD             | Actual   | Projected    |  | Actual   | Projected    |                                |                    | YYYY-MM-DD                                     | Annually |                             | Over 3 Years | From - To   |                      |             |               |                        |                                     |
|   | 2015-11-06    | Annually               | Annually | Over 3 Years | Annually                                       | Annually | Over 3 Years | 2015-11-06                     | Annually           | Over 3 Years                                   | 2015     | 2018                        |              |             |                      |             |               |                        |                                     |
|   | #             | %                      | %        | #            | %  | %        | #            | #                              | %                  | #  | %        | #                           | %            |             |                      |             |               |                        |                                     |
| 01 Senior Managers                          | 6             | -5.9%                  |          | 0            | 36.4%  |          | 0            | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 2.9%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 02 Middle & Other Managers                  | 38            | 0.0%                   |          | 0            | 55.3%  |          | 0            | 0                              | 0                  | 0.0%   | 0        | 1                           | 0            | 2.2%        | -1                   | -1          | 0.0%          | 0.0%                   |                                     |
| 03 Professionals                            | 66            | 3.9%                   |          | 0            | 37.1%  |          | 0            | 0                              | 0                  | 0.0%   | 0        | 1                           | 0            | 1.0%        | -1                   | -1          | 0.0%          | 0.0%                   |                                     |
| 04 Semi-Professionals & Tech                | 77            | 5.7%                   |          | 0            | 13.1%  |          | 0            | 0                              | 3                  | 0.0%   | 0        | -1                          | 0            | 2.7%        | 1                    | 1           | 3.9%          | 3.9%                   |                                     |
| 05 Supervisors                              | 5             | 11.9%                  |          | 0            | 16.7%  |          | 0            | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 3.4%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 06 Supervisors: Crafts & Trades             | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07 Administrative & Sr Clerical             | 43            | 13.0%                  |          | 0            | 32.4%  |          | 0            | 0                              | 0                  | 0.0%   | 0        | 1                           | 0            | 3.1%        | -1                   | -1          | 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                  | 1             | 26.0%                  |          | 0            | 0.0%   |          | 0            | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 6.8%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 10 Clerical Personnel                       | 34            | -5.2%                  |          | 0            | 25.4%  |          | 0            | 0                              | 0                  | 0.0%   | 0        | 1                           | 0            | 3.6%        | -1                   | -1          | 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                      | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                    | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 14 Other Manual Workers                     | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| <b>Total</b>                                | <b>270</b>    | <b>4.5%</b>            |          | <b>0</b>     | <b>29.8%</b>                                   |          | <b>0</b>     | <b>0</b>                       | <b>3</b>           | <b>0.0%</b>                                    | <b>0</b> | <b>-3</b>                   | <b>0</b>     | <b>0.0%</b> | <b>3</b>             | <b>3</b>    | <b>1.1%</b>   | <b>1.1%</b>            |                                     |

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

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

**Table 4: Aboriginal Peoples**

| Employment Equity Occupational Group (EEOG) | Aboriginal Peoples |     |                 |     | Comments |
|---|--------------------|-----|-----------------|-----|----------|
|   | Short-term Goals   |     | Long-term Goals |     |          |
|   | #                  | %   | #               | %   |          |
| 01 Senior Managers                          | 0                  | 0.0 | 0               | 0.0 |          |
| 02 Middle & Other Managers                  | 0                  | 0.0 | 0               | 0.0 |          |
| 03 Professionals                            | 0                  | 0.0 | 0               | 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 | 1               | 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 | 1               | 0.0 |          |
| 11 Intermediate Sales & Service             | 0                  | 0.0 | 0               | 0.0 |          |
| 12 Semi-Skilled Manual                      | 0                  | 0.0 | 0               | 0.0 |          |
| 13 Other Sales & Service                    | 0                  | 0.0 | 0               | 0.0 |          |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

|       |                      |   |     |   |     |
|-------|----------------------|---|-----|---|-----|
| 14    | Other Manual Workers | 0 | 0.0 | 0 | 0.0 |
| Total |                      | 0 |     | 2 |     |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

| Employment Equity Occupational Group (EEOG) |                              | All Employees |             |                        |              |              |  |              |            |                                |              | Persons with Disabilities |  |              |                             |              |              |                      |             |               |                        |                                     |
|---|------------------------------|---------------|-------------|------------------------|--------------|--------------|--|--------------|------------|--------------------------------|--------------|---------------------------|--|--------------|-----------------------------|--------------|--------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|   |                              | Number        |             | Growth (New Positions) |              |              | Turnover (Replacement of Terminated Employees) |              |            | Anticipated Hires Over 3 Years | Number       |                           | Turnover (Replacement of Terminated Employees) |              | Hires Required Over 3 Years | 3 Year Goals |              | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
|   |                              | YYYY-MM-DD    | Actual      | Projected              |              | Actual       | Projected                                      |              | YYYY-MM-DD |                                | Annually     | Over 3 Years              | Annually                                       | Over 3 Years |                             | From - To    | 2015         |                      |             |               |                        |                                     |
|   |                              | 2015-11-06    | Annually    | Annually               | Over 3 Years | Annually     | Annually                                       | Over 3 Years | 2015-11-06 | Annually                       | Over 3 Years | Annually                  | Over 3 Years                                   | 2015         | 2018                        | %            | #            | #                    | %           | %             |                        |                                     |
|   |                              | #             | %           | %                      | #            | %            | %  | #            | #          | %                              | #            | %                         | #  | %            | #                           | %            | %            | #                    | #           | %             | %                      |                                     |
| 01/02                                       | Managers                     | 44            | -2.9%       |                        | 0            | 45.8%        |  | 0            | 0          | 2                              | 0.0%         | 0                         | 0  | 0            | 0                           | 3.8%         | 0            | 0                    | 4.5%        | 4.5%          |                        |                                     |
| 03  | Professionals                | 66            | 3.9%        |                        | 0            | 37.1%        |  | 0            | 0          | 3                              | 0.0%         | 0                         | 0  | 0            | 4.6%                        | 0            | 0            | 4.5%                 | 4.5%        |               |                        |                                     |
| 04  | Semi-Professionals & Tech    | 77            | 5.7%        |                        | 0            | 13.1%        |  | 0            | 0          | 2                              | 0.0%         | 0                         | 2  | 0            | 13.9%                       | -2           | -9           | 2.6%                 | 2.6%        |               |                        |                                     |
| 05  | Supervisors                  | 5             | 11.9%       |                        | 0            | 16.7%        |  | 0            | 0          | 0                              | 0.0%         | 0                         | 1  | 0            | 0.0%                        | -1           | 0            | 0.0%                 | 0.0%        |               |                        |                                     |
| 06  | Supervisors: Crafts & Trades | 0             | 0.0%        |                        | 0            | 0.0%         |  | 0            | 0          | 0                              | 0.0%         | 0                         | 0  | 0            | 3.4%                        | 0            | 0            | #DIV/0!              | #DIV/0!     |               |                        |                                     |
| 07  | Administrative & Sr Clerical | 43            | 13.0%       |                        | 0            | 32.4%        |  | 0            | 0          | 1                              | 0.0%         | 0                         | 0  | 0            | 0.0%                        | 0            | 1            | 2.3%                 | 2.3%        |               |                        |                                     |
| 08  | Skilled Sales & Service      | 0             | 0.0%        |                        | 0            | 0.0%         |  | 0            | 0          | 0                              | 0.0%         | 0                         | 0  | 0            | 3.8%                        | 0            | 0            | #DIV/0!              | #DIV/0!     |               |                        |                                     |
| 09  | Skilled Crafts & Trades      | 1             | 26.0%       |                        | 0            | 0.0%         |  | 0            | 0          | 0                              | 0.0%         | 0                         | 0  | 0            | 7.0%                        | 0            | 0            | 0.0%                 | 0.0%        |               |                        |                                     |
| 10  | Clerical Personnel           | 34            | -5.2%       |                        | 0            | 25.4%        |  | 0            | 0          | 1                              | 0.0%         | 0                         | 1  | 0            | 0.0%                        | -1           | 1            | 2.9%                 | 2.9%        |               |                        |                                     |
| 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          | 0             | 0.0%        |                        | 0            | 0.0%         |  | 0            | 0          | 0                              | 0.0%         | 0                         | 0  | 0            | 0.0%                        | 0            | 0            | #DIV/0!              | #DIV/0!     |               |                        |                                     |
| 13  | Other Sales & Service        | 0             | 0.0%        |                        | 0            | 0.0%         |  | 0            | 0          | 0                              | 0.0%         | 0                         | 0  | 0            | 0.0%                        | 0            | 0            | #DIV/0!              | #DIV/0!     |               |                        |                                     |
| 14  | Other Manual Workers         | 0             | 0.0%        |                        | 0            | 0.0%         |  | 0            | 0          | 0                              | 0.0%         | 0                         | 0  | 0            | 0.0%                        | 0            | 0            | #DIV/0!              | #DIV/0!     |               |                        |                                     |
| <b>Total</b>                                |                              | <b>270</b>    | <b>4.5%</b> |                        | <b>0</b>     | <b>29.8%</b> |  | <b>0</b>     | <b>0</b>   | <b>9</b>                       | <b>0.0%</b>  | <b>0</b>                  | <b>#REF!</b>                                   | <b>0</b>     | <b>#REF!</b>                | <b>9</b>     | <b>#REF!</b> | <b>3.3%</b>          | <b>3.3%</b> |               |                        |                                     |

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

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

**Table 6: Persons with Disabilities**

| Employment Equity Occupational Group (EEOG) |                              | Persons with Disabilities |     |                 |     | Comments |
|---|------------------------------|---------------------------|-----|-----------------|-----|----------|
|   |                              | Short-term Goals          |     | Long-term Goals |     |          |
|   |                              | #                         | %   | #               | %   |          |
| 01/02                                       | Managers                     | 0                         | 0.0 | 0               | 0.0 |          |
| 03  | Professionals                | 0                         | 0.0 | 0               | 0.0 |          |
| 04  | Semi-Professionals & Tech    | 0                         | 0.0 | 0               | 0.0 |          |
| 05  | Supervisors                  | 0                         | 0.0 | 0               | 0.0 |          |
| 06  | Supervisors: Crafts & Trades | 0                         | 0.0 | 0               | 0.0 |          |
| 07  | Administrative & Sr Clerical | 0                         | 0.0 | 0               | 0.0 |          |
| 08  | Skilled Sales & Service      | 0                         | 0.0 | 0               | 0.0 |          |
| 09  | Skilled Crafts & Trades      | 0                         | 0.0 | 0               | 0.0 |          |
| 10  | Clerical Personnel           | 0                         | 0.0 | 0               | 0.0 |          |
| 11  | Intermediate Sales & Service | 0                         | 0.0 | 0               | 0.0 |          |
| 12  | Semi-Skilled Manual          | 0                         | 0.0 | 0               | 0.0 |          |
| 13  | Other Sales & Service        | 0                         | 0.0 | 0               | 0.0 |          |
| 14  | Other Manual Workers         | 0                         | 0.0 | 0               | 0.0 |          |
| <b>Total</b>                                |                              | <b>0</b>                  |     | <b>0</b>        |     |          |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

| Employment Equity Occupational Group (EEOG) | All Employees |                        |          |              |  |          |              |                                |           |  |          |                             |              |             |                      |             |               | Members of Visible Minorities |                                     |      |      |  |
|---|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|-----------|--|----------|-----------------------------|--------------|-------------|----------------------|-------------|---------------|-------------------------------|-------------------------------------|------|------|--|
|   | Number        | Growth (New Positions) |          |              | Turnover (Replacement of Terminated Employees) |          |              | Anticipated Hires Over 3 Years | Number    | Turnover (Replacement of Terminated Employees) |          | Hires Required Over 3 Years | 3 Year Goals |             | Present Availability | Present Gap | Projected Gap | Present Representation        | Projected Representation in 3 Years |      |      |  |
|   |               | YYYY-MM-DD             | Actual   | Projected    |  | Actual   | Projected    |                                |           | YYYY-MM-DD                                     | Annually |                             | Over 3 Years | From - To   |                      |             |               |                               |                                     | 2015 | 2018 |  |
|   | 2015-11-06    | Annually               | Annually | Over 3 Years | Annually                                       | Annually | Over 3 Years | 2015-11-06                     | Annually  | Over 3 Years                                   | 2015     | 2018                        | %            | #           | #                    | %           | #             |                               |                                     |      |      |  |
|   | #             | %                      | %        | #            | %  | %        | #            | #                              | %         | #  | %        | #                           | %            | %           | #                    | #           | %             | %                             |                                     |      |      |  |
| 01 Senior Managers                          | 6             | -5.9%                  |          | 0            | 36.4%  |          | 0            | 0                              | 0         | 0.0%   | 0        | 1                           | 0            | 10.1%       | -1                   | -1          | 0.0%          | 0.0%                          |                                     |      |      |  |
| 02 Middle & Other Managers                  | 38            | 0.0%                   |          | 0            | 55.3%  |          | 0            | 0                              | 3         | 0.0%   | 0        | 3                           | 0            | 15.0%       | -3                   | -3          | 7.9%          | 7.9%                          |                                     |      |      |  |
| 03 Professionals                            | 66            | 3.9%                   |          | 0            | 37.1%  |          | 0            | 0                              | 7         | 0.0%   | 0        | 12                          | 0            | 29.4%       | -12                  | -12         | 10.6%         | 10.6%                         |                                     |      |      |  |
| 04 Semi-Professionals & Tech                | 77            | 5.7%                   |          | 0            | 13.1%  |          | 0            | 0                              | 1         | 0.0%   | 0        | 10                          | 0            | 14.6%       | -10                  | -10         | 1.3%          | 1.3%                          |                                     |      |      |  |
| 05 Supervisors                              | 5             | 11.9%                  |          | 0            | 16.7%  |          | 0            | 0                              | 0         | 0.0%   | 0        | 1                           | 0            | 10.1%       | -1                   | -1          | 0.0%          | 0.0%                          |                                     |      |      |  |
| 06 Supervisors: Crafts & Trades             | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0         | 0.0%   | 0        | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                       |                                     |      |      |  |
| 07 Administrative & Sr Clerical             | 43            | 13.0%                  |          | 0            | 32.4%  |          | 0            | 0                              | 8         | 0.0%   | 0        | -4                          | 0            | 9.7%        | 4                    | 4           | 18.6%         | 18.6%                         |                                     |      |      |  |
| 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                  | 1             | 26.0%                  |          | 0            | 0.0%   |          | 0            | 0                              | 0         | 0.0%   | 0        | 0                           | 0            | 14.6%       | 0                    | 0           | 0.0%          | 0.0%                          |                                     |      |      |  |
| 10 Clerical Personnel                       | 34            | -5.2%                  |          | 0            | 25.4%  |          | 0            | 0                              | 3         | 0.0%   | 0        | 1                           | 0            | 10.4%       | -1                   | -1          | 8.8%          | 8.8%                          |                                     |      |      |  |
| 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                      | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0         | 0.0%   | 0        | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                       |                                     |      |      |  |
| 13 Other Sales & Service                    | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0         | 0.0%   | 0        | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                       |                                     |      |      |  |
| 14 Other Manual Workers                     | 0             | 0.0%                   |          | 0            | 0.0%   |          | 0            | 0                              | 0         | 0.0%   | 0        | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                       |                                     |      |      |  |
| <b>Total</b>                                | <b>270</b>    | <b>4.5%</b>            |          | <b>0</b>     | <b>29.8%</b>                                   |          | <b>0</b>     | <b>0</b>                       | <b>22</b> | <b>0.0%</b>                                    | <b>0</b> | <b>-22</b>                  | <b>0</b>     | <b>0.2%</b> | <b>22</b>            | <b>22</b>   | <b>8.1%</b>   | <b>8.1%</b>                   |                                     |      |      |  |

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

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

**Table 8: Members of Visible Minorities**

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

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

|       |                      |   |     |   |     |
|-------|----------------------|---|-----|---|-----|
| 14    | Other Manual Workers | 0 | 0.0 | 0 | 0.0 |
| Total |                      | 3 |     | 6 |     |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

**Data for Subsequent/Current Goals**

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

**Table 9: Women**

**Subsequent/Current Short-term Goals**

| Employment Equity Occupational Group (EEOG) | All Employees |                        |          |              |  |          |              |                                | Women     |  |           |            |                             |              |             |                      |             |               |                        |                                     |
|---|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|-----------|--|-----------|------------|-----------------------------|--------------|-------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|   | Number        | Growth (New Positions) |          |              | Turnover (Replacement of Terminated Employees) |          |              | Anticipated Hires Over 3 Years | Number    | Turnover (Replacement of Terminated Employees) |           |            | Hires Required Over 3 Years | 3 Year Goals |             | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
|   |               | YYYY-MM-DD             | Actual   | Projected    |  | Actual   | Projected    |                                |           | YYYY-MM-DD                                     | From - To |            |                             | YYYY - YYYY  |             |                      |             |               |                        |                                     |
|   | 2018-06-08    | Annually               | Annually | Over 3 Years | Annually                                       | Annually | Over 3 Years | 2018-06-08                     | Annually  | Over 3 Years                                   | Years     | 2018       | 2021                        |              |             |                      |             |               |                        |                                     |
|   | #             | %                      | %        | #            | %  | %        | #            | #                              | %         | %  | #         | #          | %                           | %            | #           | #                    | %           | %             |                        |                                     |
| 01 Senior Managers                          | 5             | -5.9%                  | 0.0%     | 0            | 36.4%  | 0.0%     | 0            | 0                              | 1         | 0.0%   | 0         | 0          | 0                           | 0            | 27.4%       | 0                    | 0           | 20.0%         | 20.0%                  |                                     |
| 02 Middle & Other Managers                  | 38            | 0.0%                   | 2.5%     | 3            | 55.3%  | 2.5%     | 3            | 6                              | 7         | 2.5%   | 1         | 10         | 2                           | 38.9%        | 38.9%       | -8                   | -8          | 18.4%         | 19.5%                  |                                     |
| 03 Professionals                            | 74            | 3.9%                   | 4.3%     | 9            | 37.1%  | 4.0%     | 9            | 18                             | 12        | 4.0%   | 1         | 6          | 4                           | 20.1%        | 20.1%       | -3                   | -2          | 16.2%         | 18.1%                  |                                     |
| 04 Semi-Professionals & Tech                | 91            | 5.7%                   | 0.8%     | 2            | 13.1%  | 0.0%     | 0            | 2                              | 3         | 0.0%   | 0         | 4          | 0                           | 7.3%         | 7.3%        | -4                   | -4          | 3.3%          | 3.2%                   |                                     |
| 05 Supervisors                              | 7             | 11.9%                  | 0.0%     | 0            | 16.7%  | 0.0%     | 0            | 0                              | 3         | 0.0%   | 0         | 1          | 0                           | 58.1%        | 58.1%       | -1                   | -1          | 42.9%         | 42.9%                  |                                     |
| 06 Supervisors: Crafts & Trades             | 0             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0         | 0.0%   | 0         | 0          | 0                           | 0.0%         | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07 Administrative & Sr Clerical             | 62            | 13.0%                  | 10.5%    | 20           | 32.4%  | 5.5%     | 10           | 30                             | 38        | 5.5%   | 6         | 34         | 24                          | 80.0%        | 80.0%       | -12                  | -10         | 61.3%         | 68.3%                  |                                     |
| 08 Skilled Sales & Service                  | 0             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0         | 0.0%   | 0         | 0          | 0                           | 0.0%         | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 09 Skilled Crafts & Trades                  | 2             | 26.0%                  | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0         | 0.0%   | 0         | 0          | 0                           | 3.9%         | 3.9%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 10 Clerical Personnel                       | 29            | -5.2%                  | 1.0%     | 1            | 25.4%  | 3.0%     | 3            | 4                              | 15        | 3.0%   | 1         | 7          | 3                           | 71.5%        | 71.5%       | -6                   | -4          | 51.7%         | 56.7%                  |                                     |
| 11 Intermediate Sales & Service             | 0             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0         | 0.0%   | 0         | 0          | 0                           | 0.0%         | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 12 Semi-Skilled Manual                      | 0             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0         | 0.0%   | 0         | 0          | 0                           | 0.0%         | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                    | 0             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0         | 0.0%   | 0         | 0          | 0                           | 0.0%         | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 14 Other Manual Workers                     | 0             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0         | 0.0%   | 0         | 0          | 0                           | 0.0%         | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| <b>Total</b>                                | <b>308</b>    | <b>4.5%</b>            |          | <b>0</b>     | <b>29.8%</b>                                   |          | <b>0</b>     | <b>0</b>                       | <b>79</b> | <b>0.0%</b>                                    | <b>0</b>  | <b>-78</b> | <b>0</b>                    | <b>0.4%</b>  | <b>0.4%</b> | <b>78</b>            | <b>78</b>   | <b>25.6%</b>  | <b>25.6%</b>           |                                     |

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

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

**Table 10: Women**

| Employment Equity Occupational Group (EEOG) | Women            |                 |  | Comments |
|---|------------------|-----------------|--|----------|
|   | Short-term Goals | Long-term Goals |  |          |
|   | %                | %               |  |          |
| 01 Senior Managers                          |                  |                 |  |          |
| 02 Middle & Other Managers                  | 38.9%            | 38.9%           |  |          |
| 03 Professionals                            | 20.1%            | 20.1%           |  |          |
| 04 Semi-Professionals & Tech                | 7.3%             | 7.3%            |  |          |
| 05 Supervisors                              | 50.0             | 50.0%           | The maximum representation of women in each EEOG should not exceed 50.0% |          |
| 06 Supervisors: Crafts & Trades             |                  |                 |  |          |
| 07 Administrative & Sr Clerical             | 50.0             | 50.0%           | The maximum representation of women in each EEOG should not exceed 50.0% |          |
| 08 Skilled Sales & Service                  |                  |                 |  |          |
| 09 Skilled Crafts & Trades                  |                  |                 |  |          |
| 10 Clerical Personnel                       | 50.0             | 50.0%           | The maximum representation of women in each EEOG should not exceed 50.0% |          |
| 11 Intermediate Sales & Service             |                  |                 |  |          |
| 12 Semi-Skilled Manual                      |                  |                 |  |          |
| 13 Other Sales & Service                    |                  |                 |  |          |
| 14 Other Manual Workers                     |                  |                 |  |          |



**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

|       |  |      |      |
|-------|--|------|------|
| Total |  | 0.4% | 0.4% |
|-------|--|------|------|

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

| Employment Equity Occupational Group (EEOG) | All Employees                |                        |          |              |  |          |              |                                | Aboriginal Peoples |  |          |                             |              |           |                      |             |               |                        |                                     |
|---|------------------------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|--------------------|--|----------|-----------------------------|--------------|-----------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|   | Number                       | Growth (New Positions) |          |              | Turnover (Replacement of Terminated Employees) |          |              | Anticipated Hires Over 3 Years | Number             | Turnover (Replacement of Terminated Employees) |          | Hires Required Over 3 Years | 3 Year Goals |           | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
|   |                              | YYYY-MM-DD             | Actual   | Projected    |  | Actual   | Projected    |                                |                    | YYYY-MM-DD                                     | Annually |                             | Over 3 Years | From - To |                      |             |               |                        |                                     |
|   | 2018-06-08                   | Annually               | Annually | Over 3 Years | Annually                                       | Annually | Over 3 Years | 2018-06-08                     | Annually           | Over 3 Years                                   | 2018     | 2021                        |              |           |                      |             |               |                        |                                     |
|   | #                            | %                      | %        | #            | %  | %        | #            | #                              | %                  | #  | %        | #                           | %            | %         | #                    | #           | %             | %                      |                                     |
| 01  | Senior Managers              | 5                      | -5.9%    | 0.0%         | 0  | 36.4%    | 0.0%         | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 2.9%      | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 02  | Middle & Other Managers      | 38                     | 0.0%     | 0.0%         | 0  | 55.3%    | 0.0%         | 0                              | 0                  | 0.0%   | 0        | 1                           | 0            | 2.2%      | 2.2%                 | -1          | -1            | 0.0%                   | 0.0%                                |
| 03  | Professionals                | 74                     | 3.9%     | 0.5%         | 1  | 37.1%    | 0.0%         | 0                              | 1                  | 0.0%   | 0        | 1                           | 0            | 1.0%      | 1.0%                 | -1          | -1            | 0.0%                   | 0.0%                                |
| 04  | Semi-Professionals & Tech    | 91                     | 5.7%     | 0.5%         | 1  | 13.1%    | 0.0%         | 0                              | 1                  | 0.0%   | 0        | -1                          | 0            | 2.9%      | 2.9%                 | 1           | 1             | 4.4%                   | 4.3%                                |
| 05  | Supervisors                  | 7                      | 11.9%    | 0.0%         | 0  | 16.7%    | 0.0%         | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 3.8%      | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 06  | Supervisors: Crafts & Trades | 0                      | 0.0%     | 0.0%         | 0  | 0.0%     | 0.0%         | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 0.0%      | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07  | Administrative & Sr Clerical | 62                     | 13.0%    | 0.0%         | 0  | 32.4%    | 0.0%         | 0                              | 0                  | 0.0%   | 0        | 2                           | 0            | 3.1%      | 3.1%                 | -2          | -2            | 0.0%                   | 0.0%                                |
| 08  | Skilled Sales & Service      | 0                      | 0.0%     | 0.0%         | 0  | 0.0%     | 0.0%         | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 0.0%      | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 09  | Skilled Crafts & Trades      | 2                      | 26.0%    | 0.0%         | 0  | 0.0%     | 0.0%         | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 6.8%      | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 10  | Clerical Personnel           | 29                     | -5.2%    | 0.0%         | 0  | 25.4%    | 0.0%         | 0                              | 0                  | 0.0%   | 0        | 1                           | 0            | 3.8%      | 3.8%                 | -1          | -1            | 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            | 0.0%      | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 12  | Semi-Skilled Manual          | 0                      | 0.0%     | 0.0%         | 0  | 0.0%     | 0.0%         | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 0.0%      | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13  | Other Sales & Service        | 0                      | 0.0%     | 0.0%         | 0  | 0.0%     | 0.0%         | 0                              | 0                  | 0.0%   | 0        | 0                           | 0            | 0.0%      | 0                    | 0           | #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            | 0.0%      | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| Total                                       |                              | 308                    | 4.5%     |              | 0  | 29.8%    | 0.0%         | 0                              | 0                  | 0.0%   | 0        | -4                          | 0            | 0.0%      | 0.0%                 | 4           | 4             | 1.3%                   | 1.3%                                |

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

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

**Table 12: Aboriginal Peoples**

| Employment Equity Occupational Group (EEOG) | Aboriginal Peoples           |                 |      | Comments |
|---|------------------------------|-----------------|------|----------|
|   | Short-term Goals             | Long-term Goals |      |          |
|   | %                            | %               | %    |          |
| 01  | Senior Managers              |                 |      |          |
| 02  | Middle & Other Managers      | 2.2%            | 2.2% |          |
| 03  | Professionals                | 1.0%            | 1.0% |          |
| 04  | Semi-Professionals & Tech    |                 |      |          |
| 05  | Supervisors                  |                 |      |          |
| 06  | Supervisors: Crafts & Trades |                 |      |          |
| 07  | Administrative & Sr Clerical | 3.1%            | 3.1% |          |
| 08  | Skilled Sales & Service      |                 |      |          |
| 09  | Skilled Crafts & Trades      |                 |      |          |
| 10  | Clerical Personnel           | 3.8%            | 3.8% |          |
| 11  | Intermediate Sales & Service |                 |      |          |
| 12  | Semi-Skilled Manual          |                 |      |          |
| 13  | Other Sales & Service        |                 |      |          |
| 14  | Other Manual Workers         |                 |      |          |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

|       |  |      |      |
|-------|--|------|------|
| Total |  | 0.0% | 0.0% |
|-------|--|------|------|

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

**Data for Subsequent/Current Goals**

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

**Table 13: Persons with Disabilities  
Subsequent/Current Short-term Goals**

| Employment Equity Occupational Group (EEOG) | All Employees                | Persons with Disabilities |                        |           |              |  |           |              |                                |          |  |             |                             |              |             |                      |             |               |                        |                                     |
|---|------------------------------|---------------------------|------------------------|-----------|--------------|--|-----------|--------------|--------------------------------|----------|--|-------------|-----------------------------|--------------|-------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|   |                              | Number                    | Growth (New Positions) |           |              | Turnover (Replacement of Terminated Employees) |           |              | Anticipated Hires Over 3 Years | Number   | Turnover (Replacement of Terminated Employees) |             | Hires Required Over 3 Years | 3 Year Goals |             | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
|   |                              |                           | Actual                 | Projected |              | Actual   | Projected |              |                                |          | From - To                                      | YYYY - YYYY |                             |              |             |                      |             |               |                        |                                     |
|   |                              | YYYY-MM-DD                | Annually               | Annually  | Over 3 Years | Annually                                       | Annually  | Over 3 Years | YYYY-MM-DD                     | Annually | Over 3 Years                                   | Years       | 2018                        | 2021         | %           | #                    | #           | %             | %                      |                                     |
|   |                              | 2018-06-08                | #                      | %         | %            | #  | %         | %            | #                              | #        | %  | #           | #                           | %            | %           | %                    | #           | #             | %                      | %                                   |
| 01/02                                       | Managers                     | 43                        | -2.9%                  | 0.0%      | 0            | 45.8%  | 1.5%      | 2            | 2                              | 1        | 1.5%   | 0           | 1                           | 0            | 4.3%        | 4.3%                 | -1          | -1            | 2.3%                   | 2.3%                                |
| 03  | Professionals                | 74                        | 3.9%                   | 1.3%      | 3            | 37.1%  | 0.5%      | 1            | 4                              | 3        | 0.5%   | 0           | 0                           | 0            | 3.8%        | 0                    | 0           | 4.1%          | 3.9%                   |                                     |
| 04  | Semi-Professionals & Tech    | 91                        | 5.7%                   | 0.0%      | 0            | 13.1%  | 0.0%      | 0            | 0                              | 2        | 0.0%   | 0           | 2                           | 0            | 4.6%        | 4.6%                 | -2          | -2            | 2.2%                   | 2.2%                                |
| 05  | Supervisors                  | 7                         | 11.9%                  | 0.0%      | 0            | 16.7%  | 0.0%      | 0            | 0                              | 0        | 0.0%   | 0           | 1                           | 0            | 13.9%       | 13.9%                | -1          | -1            | 0.0%                   | 0.0%                                |
| 06  | Supervisors: Crafts & Trades | 0                         | 0.0%                   | 0.0%      | 0            | 0.0%   | 0.0%      | 0            | 0                              | 0        | 0.0%   | 0           | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07  | Administrative & Sr Clerical | 62                        | 13.0%                  | 0.0%      | 0            | 32.4%  | 0.0%      | 0            | 0                              | 1        | 0.0%   | 0           | 1                           | 0            | 3.4%        | 3.4%                 | -1          | -1            | 1.6%                   | 1.6%                                |
| 08  | Skilled Sales & Service      | 0                         | 0.0%                   | 0.0%      | 0            | 0.0%   | 0.0%      | 0            | 0                              | 0        | 0.0%   | 0           | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 09  | Skilled Crafts & Trades      | 2                         | 26.0%                  | 0.0%      | 0            | 0.0%   | 0.0%      | 0            | 0                              | 0        | 0.0%   | 0           | 0                           | 0            | 3.8%        | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 10  | Clerical Personnel           | 29                        | -5.2%                  | 0.0%      | 0            | 25.4%  | 0.0%      | 0            | 0                              | 1        | 0.0%   | 0           | 1                           | 0            | 7.0%        | 7.0%                 | -1          | -1            | 3.4%                   | 3.4%                                |
| 11  | Intermediate Sales & Service | 0                         | 0.0%                   | 0.0%      | 0            | 0.0%   | 0.0%      | 0            | 0                              | 0        | 0.0%   | 0           | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 12  | Semi-Skilled Manual          | 0                         | 0.0%                   | 0.0%      | 0            | 0.0%   | 0.0%      | 0            | 0                              | 0        | 0.0%   | 0           | 0                           | 0            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13  | Other Sales & Service        | 0                         | 0.0%                   | 0.0%      | 0            | 0.0%   | 0.0%      | 0            | 0                              | 0        | 0.0%   | 0           | 0                           | 0            | 0.0%        | 0                    | 0           | #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            | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| <b>Total</b>                                |                              | <b>308</b>                | <b>4.5%</b>            |           | <b>0</b>     | <b>29.8%</b>                                   |           | <b>0</b>     | <b>0</b>                       | <b>8</b> | <b>0.0%</b>                                    | <b>0</b>    | <b>-8</b>                   | <b>0</b>     | <b>0.0%</b> | <b>0.0%</b>          | <b>8</b>    | <b>8</b>      | <b>2.6%</b>            | <b>2.6%</b>                         |

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

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

**Table 14: Persons with Disabilities**

| Employment Equity Occupational Group (EEOG) | Persons with Disabilities    |                 |             | Comments |
|---|------------------------------|-----------------|-------------|----------|
|   | Short-term Goals             | Long-term Goals |             |          |
|   | %                            | %               |             |          |
| 01/02                                       | Managers                     | 4.3%            | 4.3%        |          |
| 03  | Professionals                |                 |             |          |
| 04  | Semi-Professionals & Tech    | 4.6%            | 4.6%        |          |
| 05  | Supervisors                  | 13.9%           | 13.9%       |          |
| 06  | Supervisors: Crafts & Trades |                 |             |          |
| 07  | Administrative & Sr Clerical | 3.4%            | 3.4%        |          |
| 08  | Skilled Sales & Service      |                 |             |          |
| 09  | Skilled Crafts & Trades      |                 |             |          |
| 10  | Clerical Personnel           | 7.0%            | 7.0%        |          |
| 11  | Intermediate Sales & Service |                 |             |          |
| 12  | Semi-Skilled Manual          |                 |             |          |
| 13  | Other Sales & Service        |                 |             |          |
| 14  | Other Manual Workers         |                 |             |          |
| <b>Total</b>                                |                              | <b>0.0%</b>     | <b>0.0%</b> |          |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

**Data for Subsequent/Current Goals**

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

**Table 15: Members of Visible Minorities**

**Subsequent/Current Short-term Goals**

| Employment Equity Occupational Group (EEOG) | All Employees |                        |          |              |  |          |              |                                | Members of Visible Minorities |  |           |            |                             |              |             |                      |             |               |                        |                                     |
|---|---------------|------------------------|----------|--------------|--|----------|--------------|--------------------------------|-------------------------------|--|-----------|------------|-----------------------------|--------------|-------------|----------------------|-------------|---------------|------------------------|-------------------------------------|
|   | Number        | Growth (New Positions) |          |              | Turnover (Replacement of Terminated Employees) |          |              | Anticipated Hires Over 3 Years | Number                        | Turnover (Replacement of Terminated Employees) |           |            | Hires Required Over 3 Years | 3 Year Goals |             | Present Availability | Present Gap | Projected Gap | Present Representation | Projected Representation in 3 Years |
|   |               | YYYY-MM-DD             | Actual   | Projected    |  | Actual   | Projected    |                                |                               | YYYY-MM-DD                                     | From - To |            |                             | YYYY - YYYY  |             |                      |             |               |                        |                                     |
|   | 2018-06-08    | Annually               | Annually | Over 3 Years | Annually                                       | Annually | Over 3 Years | 2018-06-08                     | Annually                      | Over 3 Years                                   | #         | %          | 2018                        | 2021         | %           | #                    | #           | %             | %                      |                                     |
|   | #             | %                      | %        | #            | %  | %        | #            | #                              | #                             | %  | %         | #          | %                           | #            | %           | %                    | #           | #             | %                      | %                                   |
| 01 Senior Managers                          | 5             | -5.9%                  | 0.0%     | 0            | 36.4%  | 0.0%     | 0            | 0                              | 0                             | 0.0%   | 0         | 1          | 0                           | 10.1%        | 10.1%       | -1                   | -1          | 0.0%          | 0.0%                   |                                     |
| 02 Middle & Other Managers                  | 38            | 0.0%                   | 1.5%     | 2            | 55.3%  | 0.5%     | 1            | 3                              | 5                             | 0.5%   | 0         | 1          | 0                           | 15.0%        | 15.0%       | -1                   | -1          | 13.2%         | 12.5%                  |                                     |
| 03 Professionals                            | 74            | 3.9%                   | 3.5%     | 8            | 37.1%  | 2.5%     | 6            | 14                             | 9                             | 2.5%   | 1         | 16         | 4                           | 29.1%        | 29.1%       | -13                  | -12         | 12.2%         | 14.6%                  |                                     |
| 04 Semi-Professionals & Tech                | 91            | 5.7%                   | 0.0%     | 0            | 13.1%  | 0.0%     | 0            | 0                              | 1                             | 0.0%   | 0         | 14         | 0                           | 16.4%        | 16.4%       | -14                  | -14         | 1.1%          | 1.1%                   |                                     |
| 05 Supervisors                              | 7             | 11.9%                  | 0.0%     | 0            | 16.7%  | 0.0%     | 0            | 0                              | 0                             | 0.0%   | 0         | 1          | 0                           | 11.0%        | 11.0%       | -1                   | -1          | 0.0%          | 0.0%                   |                                     |
| 06 Supervisors: Crafts & Trades             | 0             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0                             | 0.0%   | 0         | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 07 Administrative & Sr Clerical             | 62            | 13.0%                  | 2.5%     | 5            | 32.4%  | 1.5%     | 3            | 8                              | 10                            | 1.5%   | 0         | -4         | 0                           |              | 9.4%        | 4                    | 4           | 16.1%         | 14.9%                  |                                     |
| 08 Skilled Sales & Service                  | 0             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0                             | 0.0%   | 0         | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 09 Skilled Crafts & Trades                  | 2             | 26.0%                  | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0                             | 0.0%   | 0         | 0          | 0                           |              | 14.6%       | 0                    | 0           | 0.0%          | 0.0%                   |                                     |
| 10 Clerical Personnel                       | 29            | -5.2%                  | 0.0%     | 0            | 25.4%  | 0.8%     | 1            | 1                              | 2                             | 0.8%   | 0         | 1          | 0                           | 9.6%         | 9.6%        | -1                   | -1          | 6.9%          | 6.9%                   |                                     |
| 11 Intermediate Sales & Service             | 0             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0                             | 0.0%   | 0         | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 12 Semi-Skilled Manual                      | 0             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0                             | 0.0%   | 0         | 0          | 0                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| 13 Other Sales & Service                    | 0             | 0.0%                   | 0.0%     | 0            | 0.0%   | 0.0%     | 0            | 0                              | 0                             | 0.0%   | 0         | 0          | 0                           |              | 0.0%        | 0                    | 0           | #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                           |              | 0.0%        | 0                    | 0           | #DIV/0!       | #DIV/0!                |                                     |
| <b>Total</b>                                | <b>308</b>    | <b>4.5%</b>            |          | <b>0</b>     | <b>29.8%</b>                                   |          | <b>0</b>     | <b>0</b>                       | <b>27</b>                     | <b>0.0%</b>                                    | <b>0</b>  | <b>-26</b> | <b>0</b>                    | <b>0.2%</b>  | <b>0.2%</b> | <b>26</b>            | <b>26</b>   | <b>8.8%</b>   | <b>8.8%</b>            |                                     |

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

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

**Table 16: Members of Visible Minorities**

| Employment Equity Occupational Group (EEOG) | Members of Visible Minorities |       |                 |       | Comments |
|---|-------------------------------|-------|-----------------|-------|----------|
|   | Short-term Goals              |       | Long-term Goals |       |          |
|   |                               | %     |                 | %     |          |
| 01 Senior Managers                          |                               | 10.1% |                 | 10.1% |          |
| 02 Middle & Other Managers                  |                               | 15.0% |                 | 15.0% |          |
| 03 Professionals                            |                               | 29.1% |                 | 29.1% |          |
| 04 Semi-Professionals & Tech                |                               | 16.4% |                 | 16.4% |          |
| 05 Supervisors                              |                               | 11.0% |                 | 11.0% |          |
| 06 Supervisors: Crafts & Trades             |                               |       |                 |       |          |
| 07 Administrative & Sr Clerical             |                               |       |                 |       |          |
| 08 Skilled Sales & Service                  |                               |       |                 |       |          |
| 09 Skilled Crafts & Trades                  |                               |       |                 |       |          |
| 10 Clerical Personnel                       |                               | 9.6%  |                 | 9.6%  |          |
| 11 Intermediate Sales & Service             |                               |       |                 |       |          |
| 12 Semi-Skilled Manual                      |                               |       |                 |       |          |
| 13 Other Sales & Service                    |                               |       |                 |       |          |
| 14 Other Manual Workers                     |                               |       |                 |       |          |

**Federal Contractors Program Achievement Report**

**Part 3: Goals**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

|       |  |      |  |      |
|-------|--|------|--|------|
| Total |  | 0.2% |  | 0.2% |
|-------|--|------|--|------|

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                |              |      |           |               |        |          | Flow Data Analysis |               |        |          |            |               |        |          |              |    |   |      |   |    |   |
|---|------|--------------------|----------------|--------------|------|-----------|---------------|--------|----------|--------------------|---------------|--------|----------|------------|---------------|--------|----------|--------------|----|---|------|---|----|---|
|   |      | Workforce          |                |              |      |           |               |        |          | Hires              |               |        |          | Promotions |               |        |          | Terminations |    |   |      |   |    |   |
|   |      | All Employees      | Women          |              |      | EE Result | All Employees | Women  |          |                    | All Employees | Women  |          |            | All Employees | Women  |          |              |    |   |      |   |    |   |
|   |      |                    | Representation | Availability | Gap  |           |               | Actual | Expected | Difference         |               | Actual | Expected | Difference |               | Actual | Expected | Difference   |    |   |      |   |    |   |
| #   | #    | %                  | %              | #            | #    | %         | #             | #      | #        | %                  | #             | #      | #        | #          | %             | #      | #        | #            | %  | # | #    |   |    |   |
| 01 Senior Managers                          | 2015 | 6                  | 0              | 0.0          | 27.4 | 2         | -2            | 0.0    |          |                    |               |        |          |            |               |        |          |              |    |   |      |   |    |   |
|   | 2018 | 5                  | 1              | 20.0         | 27.4 | 1         | 0             | 73.0   | 1        | 1                  | 100.0         | 0      |          | 1          | 0             | 0.0    | 0        | 0            | 2  | 0 | 0.0  | 0 | 0  | 0 |
| 02 Middle & Other Managers                  | 2015 | 38                 | 7              | 18.4         | 38.9 | 15        | -8            | 47.4   |          |                    |               |        |          |            |               |        |          |              |    |   |      |   |    |   |
|   | 2018 | 38                 | 7              | 18.4         | 38.9 | 15        | -8            | 47.4   | 13       | 3                  | 23.1          | 5      | -2       | 12         | 3             | 25.0   | 2        | 1            | 21 | 3 | 14.3 | 4 | -1 |   |
| 03 Professionals                            | 2015 | 66                 | 13             | 19.7         | 17.9 | 12        | 1             | 110.0  |          |                    |               |        |          |            |               |        |          |              |    |   |      |   |    |   |
|   | 2018 | 74                 | 12             | 16.2         | 20.1 | 15        | -3            | 80.7   | 42       | 9                  | 21.4          | 8      | 1        | 6          | 1             | 16.7   | 1        | 0            | 26 | 9 | 34.6 | 5 | 4  |   |
| 04 Semi-Professionals & Technicians         | 2015 | 77                 | 1              | 1.3          | 7.3  | 6         | -5            | 17.8   |          |                    |               |        |          |            |               |        |          |              |    |   |      |   |    |   |
|   | 2018 | 91                 | 3              | 3.3          | 7.3  | 7         | -4            | 45.2   | 38       | 2                  | 5.3           | 3      | -1       | 10         | 0             | 0.0    | 0        | 0            | 11 | 0 | 0.0  | 0 | 0  |   |
| 05 Supervisors                              | 2015 | 5                  | 1              | 20.0         | 56.9 | 3         | -2            | 35.1   |          |                    |               |        |          |            |               |        |          |              |    |   |      |   |    |   |
|   | 2018 | 7                  | 3              | 42.9         | 58.1 | 4         | -1            | 73.8   | 1        | 0                  | 0.0           | 1      | -1       | 2          | 2             | 100.0  | 0        | 2            | 1  | 0 | 0.0  | 0 | 0  |   |
| 06 Supervisors: Crafts & Trades             | 2015 | 0                  | 0              | 0.0          | 0.0  | 0         | 0             | 0.0    |          |                    |               |        |          |            |               |        |          |              |    |   |      |   |    |   |
|   | 2018 | 0                  | 0              | 0.0          | 0.0  | 0         | 0             | 0.0    | 0        | 0                  | 0.0           | 0      | 0        | 0          | 0             | 0.0    | 0        | 0            | 0  | 0 | 0.0  | 0 | 0  | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |        |       |                     | Goals            |                     |         |                     |                 |                     |         |  | Comments |
|---|------|---------------|--------|-------|---------------------|------------------|---------------------|---------|---------------------|-----------------|---------------------|---------|--|----------|
|   |      | Flow Data     |        |       |                     | Short-term Goals |                     |         |                     | Long-term Goals |                     |         |  |          |
|   |      | All Employees | Women  |       |                     | Women            |                     |         |                     | Women           |                     |         |  |          |
|   |      |               | Actual | Goal  | Percent of Goal Met | Goal             | Percent of Goal Met | Goal    | Percent of Goal Met | Goal            | Percent of Goal Met |         |  |          |
| #   | #    | %             | %      | #     | %                   | %                | %                   | #       | %                   | %               | %                   |         |  |          |
| 01 Senior Managers                          | 2018 | 1             | 1      | 100.0 | 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                 | 0.0     |  |          |
| 02 Middle & Other Managers                  | 2018 | 25            | 6      | 24.0  | 0                   | 0.0              | 0.0                 | 0.0     | 3                   | 200.0           | 0.0                 | 0.0     |  |          |
|   | 2021 | 25            | 6      | 24.0  |                     |                  | 0.4                 | 6169.7  |                     |                 | 0.4                 | 6169.7  |  |          |
| 03 Professionals                            | 2018 | 48            | 10     | 20.8  | 0                   | 0.0              | 0.0                 | 0.0     | 0                   | 0.0             | 0.0                 | 0.0     |  |          |
|   | 2021 | 48            | 10     | 20.8  |                     |                  | 0.2                 | 10364.8 |                     |                 | 0.2                 | 10364.8 |  |          |
| 04 Semi-Professionals & Technicians         | 2018 | 48            | 2      | 4.2   | 1                   | 200.0            | 0.0                 | 0.0     | 1                   | 200.0           | 0.0                 | 0.0     |  |          |
|   | 2021 | 48            | 2      | 4.2   |                     |                  | 0.1                 | 5707.8  |                     |                 | 0.1                 | 5707.8  |  |          |
| 05 Supervisors                              | 2018 | 3             | 2      | 66.7  | 0                   | 0.0              | 0.0                 | 0.0     | 0                   | 0.0             | 0.0                 | 0.0     |  |          |
|   | 2021 | 3             | 2      | 66.7  |                     |                  | 50.0                | 133.3   |                     |                 | 0.5                 | 13333.3 |  |          |
| 06 Supervisors: Crafts & Trades             | 2018 | 0             | 0      | 0.0   | 0                   | 0.0              | 0.0                 | 0.0     | 0                   | 0.0             | 0.0                 | 0.0     |  |          |
|   | 2021 | 0             | 0      | 0.0   |                     |                  | 0.0                 | 0.0     |                     |                 | 0.0                 | 0.0     |  |          |

**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                |              |      |           |               |        |          | Flow Data Analysis |               |        |          |            |               |        |          |              |    |    |      |    |    |  |
|---|------|--------------------|----------------|--------------|------|-----------|---------------|--------|----------|--------------------|---------------|--------|----------|------------|---------------|--------|----------|--------------|----|----|------|----|----|--|
|   |      | Workforce          |                |              |      |           |               |        |          | Hires              |               |        |          | Promotions |               |        |          | Terminations |    |    |      |    |    |  |
|   |      | All Employees      | Women          |              |      |           | All Employees | Women  |          |                    | All Employees | Women  |          |            | All Employees | Women  |          |              |    |    |      |    |    |  |
|   |      |                    | Representation | Availability | Gap  | EE Result |               | Actual | Expected | Difference         |               | Actual | Expected | Difference |               | Actual | Expected | Difference   |    |    |      |    |    |  |
| #   | #    | #                  | %              | %            | #    | #         | %             | #      | #        | %                  | #             | #      | #        | #          | %             | #      | #        | #            | #  | %  | #    | #  |    |  |
| 07 Administrative & Senior Clerical         | 2015 | 43                 | 26             | 60.5         | 79.7 | 34        | -8            | 75.9   |          |                    |               |        |          |            |               |        |          |              |    |    |      |    |    |  |
|   | 2018 | 62                 | 38             | 61.3         | 80.0 | 50        | -12           | 76.6   | 40       | 26                 | 65.0          | 32     | -6       | 19         | 14            | 73.7   | 11       | 3            | 17 | 12 | 70.6 | 10 | 2  |  |
| 08 Skilled Sales & Service Personnel        | 2015 | 0                  | 0              | 0.0          | 0.0  | 0         | 0             | 0.0    |          |                    |               |        |          |            |               |        |          |              |    |    |      |    |    |  |
|   | 2018 | 0                  | 0              | 0.0          | 0.0  | 0         | 0             | 0.0    | 0        | 0                  | 0.0           | 0      | 0        | 0          | 0             | 0.0    | 0        | 0            | 0  | 0  | 0.0  | 0  | 0  |  |
| 09 Skilled Crafts & Trades Workers          | 2015 | 1                  | 0              | 0.0          | 3.9  | 0         | 0             | 0.0    |          |                    |               |        |          |            |               |        |          |              |    |    |      |    |    |  |
|   | 2018 | 2                  | 0              | 0.0          | 3.9  | 0         | 0             | 0.0    | 1        | 0                  | 0.0           | 0      | 0        | 1          | 0             | 0.0    | 0        | 0            | 0  | 0  | 0.0  | 0  | 0  |  |
| 10 Clerical Personnel                       | 2015 | 34                 | 20             | 58.8         | 70.7 | 24        | -4            | 83.2   |          |                    |               |        |          |            |               |        |          |              |    |    |      |    |    |  |
|   | 2018 | 29                 | 15             | 51.7         | 71.5 | 21        | -6            | 72.3   | 9        | 1                  | 11.1          | 6      | -5       | 2          | 1             | 50.0   | 1        | 0            | 8  | 3  | 37.5 | 5  | -2 |  |
| 11 Intermediate Sales & Service Personnel   | 2015 | 0                  | 0              | 0.0          | 0.0  | 0         | 0             | 0.0    |          |                    |               |        |          |            |               |        |          |              |    |    |      |    |    |  |
|   | 2018 | 0                  | 0              | 0.0          | 0.0  | 0         | 0             | 0.0    | 0        | 0                  | 0.0           | 0      | 0        | 0          | 0             | 0.0    | 0        | 0            | 0  | 0  | 0.0  | 0  | 0  |  |
| 12 Semi-Skilled Manual Workers              | 2015 | 0                  | 0              | 0.0          | 0.0  | 0         | 0             | 0.0    |          |                    |               |        |          |            |               |        |          |              |    |    |      |    |    |  |
|   | 2018 | 0                  | 0              | 0.0          | 0.0  | 0         | 0             | 0.0    | 0        | 0                  | 0.0           | 0      | 0        | 0          | 0             | 0.0    | 0        | 0            | 0  | 0  | 0.0  | 0  | 0  |  |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |        |      |                     | Goals            |                     |       |                     |                 |                     |       |                     | Comments |
|---|------|---------------|--------|------|---------------------|------------------|---------------------|-------|---------------------|-----------------|---------------------|-------|---------------------|----------|
|   |      | Flow Data     |        |      |                     | Short-term Goals |                     |       |                     | Long-term Goals |                     |       |                     |          |
|   |      | All Employees | Women  |      |                     | Women            |                     |       |                     | Women           |                     |       |                     |          |
|   |      |               | Actual | Goal | Percent of Goal Met | Goal             | Percent of Goal Met | Goal  | Percent of Goal Met | Goal            | Percent of Goal Met | Goal  | Percent of Goal Met |          |
| #   | #    | #             | %      | #    | %                   | %                | %                   | #     | %                   | %               | %                   |       |                     |          |
| 07 Administrative & Senior Clerical         | 2018 | 59            | 40     | 67.8 | 0                   | 0.0              | 0.0                 | 0.0   | 0                   | 0.0             | 0.0                 | 0.0   |                     |          |
|   | 2021 | 59            | 40     | 67.8 |                     |                  | 50.0                | 135.6 |                     |                 | 50.0                | 135.6 |                     |          |
| 08 Skilled Sales & Service Personnel        | 2018 | 0             | 0      | 0.0  | 0                   | 0.0              | 0.0                 | 0.0   | 0                   | 0.0             | 0.0                 | 0.0   |                     |          |
|   | 2021 | 0             | 0      | 0.0  |                     |                  | 0.0                 | 0.0   |                     |                 | 0.0                 | 0.0   |                     |          |
| 09 Skilled Crafts & Trades Workers          | 2018 | 2             | 0      | 0.0  | 0                   | 0.0              | 0.0                 | 0.0   | 0                   | 0.0             | 0.0                 | 0.0   |                     |          |
|   | 2021 | 2             | 0      | 0.0  |                     |                  | 0.0                 | 0.0   |                     |                 | 0.0                 | 0.0   |                     |          |
| 10 Clerical Personnel                       | 2018 | 11            | 2      | 18.2 | 0                   | 0.0              | 0.0                 | 0.0   | 0                   | 0.0             | 0.0                 | 0.0   |                     |          |
|   | 2021 | 11            | 2      | 18.2 |                     |                  | 50.0                | 36.4  |                     |                 | 50.0                | 36.4  |                     |          |
| 11 Intermediate Sales & Service Personnel   | 2018 | 0             | 0      | 0.0  | 0                   | 0.0              | 0.0                 | 0.0   | 0                   | 0.0             | 0.0                 | 0.0   |                     |          |
|   | 2021 | 0             | 0      | 0.0  |                     |                  | 0.0                 | 0.0   |                     |                 | 0.0                 | 0.0   |                     |          |
| 12 Semi-Skilled Manual Workers              | 2018 | 0             | 0      | 0.0  | 0                   | 0.0              | 0.0                 | 0.0   | 0                   | 0.0             | 0.0                 | 0.0   |                     |          |
|   | 2021 | 0             | 0      | 0.0  |                     |                  | 0.0                 | 0.0   |                     |                 | 0.0                 | 0.0   |                     |          |



**Federal Contractors Program Achievement Report**

**Part 4: Results - Women**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis |                |              |     |           |               |        |          | Flow Data Analysis |               |        |          |            |               |        |          |              |    |    |      |    |     |   |
|--|------|--------------------|----------------|--------------|-----|-----------|---------------|--------|----------|--------------------|---------------|--------|----------|------------|---------------|--------|----------|--------------|----|----|------|----|-----|---|
|  |      | Workforce          |                |              |     |           |               |        |          | Hires              |               |        |          | Promotions |               |        |          | Terminations |    |    |      |    |     |   |
|  |      | All Employees      | Women          |              |     | EE Result | All Employees | Women  |          |                    | All Employees | Women  |          |            | All Employees | Women  |          |              |    |    |      |    |     |   |
|  |      |                    | Representation | Availability | Gap |           |               | Actual | Expected | Difference         |               | Actual | Expected | Difference |               | Actual | Expected | Difference   |    |    |      |    |     |   |
| #  | #    | %                  | %              | #            | #   | %         | #             | #      | #        | #                  | %             | #      | #        | #          | #             | %      | #        | #            | #  | #  | #    | #  |     |   |
| 13 Other Sales & Service Personnel         | 2015 | 0                  | 0              | 0.0          | 0.0 | 0         | 0             | 0.0    |          |                    |               |        |          |            |               |        |          |              |    |    |      |    |     |   |
|  | 2018 | 0                  | 0              | 0.0          | 0.0 | 0         | 0             | 0.0    | 0        | 0                  | 0.0           | 0      | 0        | 0          | 0             | 0      | 0.0      | 0            | 0  | 0  | 0    | 0  | 0.0 | 0 |
| 14 Other Manual Workers                    | 2015 | 0                  | 0              | 0.0          | 0.0 | 0         | 0             | 0.0    |          |                    |               |        |          |            |               |        |          |              |    |    |      |    |     |   |
|  | 2018 | 0                  | 0              | 0.0          | 0.0 | 0         | 0             | 0.0    | 0        | 0                  | 0.0           | 0      | 0        | 0          | 0             | 0      | 0.0      | 0            | 0  | 0  | 0    | 0  | 0.0 | 0 |
| Total                                      | 2015 | 270                | 68             | 25.2         | 0.4 | 1         | 67            | 7154.9 |          |                    |               |        |          |            |               |        |          |              |    |    |      |    |     |   |
|  | 2018 | 308                | 79             | 25.6         | 0.4 | 1         | 78            | 7046.5 | 145      | 42                 | 29.0          | 1      | 41       | 52         | 21            | 40.4   | 13       | 8            | 86 | 27 | 31.4 | 22 | 5   |   |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants  |        |      |                     | Goals            |       |                     |      |                 |                     |          |                     | Comments |
|--|------|---------------|--------|------|---------------------|------------------|-------|---------------------|------|-----------------|---------------------|----------|---------------------|----------|
|  |      | Flow Data     |        |      |                     | Short-term Goals |       |                     |      | Long-term Goals |                     |          |                     |          |
|  |      | All Employees | Women  |      |                     | Goal             | Women |                     |      | Goal            | Women               |          |                     |          |
|  |      |               | Actual | Goal | Percent of Goal Met |                  | Goal  | Percent of Goal Met | Goal |                 | Percent of Goal Met | Goal     | Percent of Goal Met |          |
| #  | #    | %             | %      | #    | %                   | %                | #     | %                   | %    | #               | %                   | %        |                     |          |
| 13 Other Sales & Service Personnel         | 2018 | 0             | 0      | 0.0  | 0                   | 0.0              | 0.0   | 0.0                 | 0.0  | 0               | 0.0                 | 0.0      | 0.0                 |          |
|  | 2021 | 0             | 0      | 0.0  |                     |                  | 0.0   | 0.0                 |      |                 | 0.0                 | 0.0      | 0.0                 |          |
| 14 Other Manual Workers                    | 2018 | 0             | 0      | 0.0  | 0                   | 0.0              | 0.0   | 0.0                 | 0.0  | 0               | 0.0                 | 0.0      | 0.0                 |          |
|  | 2021 | 0             | 0      | 0.0  |                     |                  | 0.0   | 0.0                 |      |                 | 0.0                 | 0.0      | 0.0                 |          |
| Total                                      | 2018 | 197           | 63     | 32.0 | 1                   | 6300.0           | 0.0   | 0.0                 | 0.0  | 4               | 1575.0              | 0.0      | 0.0                 |          |
|  | 2021 | 197           | 63     | 32.0 |                     |                  | 0.0   | #####               |      |                 | 0.0                 | 878563.1 |                     |          |

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |              |     |           |        |          |            | Flow Data Analysis |                    |          |            |               |                    |          |            |               |                    |   |     |     |     |   |   |
|---|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|------------|--------------------|--------------------|----------|------------|---------------|--------------------|----------|------------|---------------|--------------------|---|-----|-----|-----|---|---|
|   |      | Workforce          |                    |              |     |           |        |          |            | Hires              |                    |          |            | Promotions    |                    |          |            | Terminations  |                    |   |     |     |     |   |   |
|   |      | All Employees      | Aboriginal Peoples |              |     |           |        |          |            | All Employees      | Aboriginal Peoples |          |            | All Employees | Aboriginal Peoples |          |            | All Employees | Aboriginal Peoples |   |     |     |     |   |   |
|   |      |                    | Representation     | Availability | Gap | EE Result | Actual | Expected | Difference |                    | Actual             | Expected | Difference |               | Actual             | Expected | Difference |               |                    |   |     |     |     |   |   |
| #   | #    | %                  | %                  | #            | #   | %         | #      | %        | #          | %                  | #                  | #        | #          | %             | #                  | #        | #          | %             | #                  | # | #   | #   |     |   |   |
| 01 Senior Managers                          | 2015 | 6                  | 0                  | 0.0          | 2.9 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |     |     |     |   |   |
|   | 2018 | 5                  | 0                  | 0.0          | 2.9 | 0         | 0      | 0.0      | 1          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0        | 0.0        | 0             | 0                  | 0 | 2   | 0   | 0.0 | 0 | 0 |
| 02 Middle & Other Managers                  | 2015 | 38                 | 0                  | 0.0          | 2.2 | 1         | -1     | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |     |     |     |   |   |
|   | 2018 | 38                 | 0                  | 0.0          | 2.2 | 1         | -1     | 0.0      | 13         | 0                  | 0.0                | 0        | 0          | 0             | 12                 | 0        | 0.0        | 0             | 0                  | 0 | 21  | 0   | 0.0 | 0 | 0 |
| 03 Professionals                            | 2015 | 66                 | 0                  | 0.0          | 1.0 | 1         | -1     | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |     |     |     |   |   |
|   | 2018 | 74                 | 0                  | 0.0          | 1.0 | 1         | -1     | 0.0      | 42         | 0                  | 0.0                | 0        | 0          | 0             | 6                  | 0        | 0.0        | 0             | 0                  | 0 | 26  | 0   | 0.0 | 0 | 0 |
| 04 Semi-Professionals & Technicians         | 2015 | 77                 | 3                  | 3.9          | 2.7 | 2         | 1      | 144.3    |            |                    |                    |          |            |               |                    |          |            |               |                    |   |     |     |     |   |   |
|   | 2018 | 91                 | 4                  | 4.4          | 2.9 | 3         | 1      | 151.6    | 38         | 1                  | 2.6                | 1        | 0          | 10            | 2                  | 20.0     | 0          | 2             | 11                 | 0 | 0.0 | 0   | 0   | 0 |   |
| 05 Supervisors                              | 2015 | 5                  | 0                  | 0.0          | 3.4 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |     |     |     |   |   |
|   | 2018 | 7                  | 0                  | 0.0          | 3.8 | 0         | 0      | 0.0      | 1          | 0                  | 0.0                | 0        | 0          | 2             | 0                  | 0.0      | 0          | 0             | 1                  | 0 | 0.0 | 0   | 0   | 0 |   |
| 06 Supervisors: Crafts & Trades             | 2015 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |     |     |     |   |   |
|   | 2018 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      | 0          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0 | 0   | 0.0 | 0   | 0 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                    |      |                     | Goals              |                     |      |                     |                    |                     |     |  | Comments |
|---|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|-----|--|----------|
|   |      | Flow Data     |                    |      |                     | Short-term Goals   |                     |      |                     | Long-term Goals    |                     |     |  |          |
|   |      | All Employees | Aboriginal Peoples |      |                     | Aboriginal Peoples |                     |      |                     | Aboriginal Peoples |                     |     |  |          |
|   |      |               | Actual             | Goal | Percent of Goal Met | Goal               | Percent of Goal Met | Goal | Percent of Goal Met | Goal               | Percent of Goal Met |     |  |          |
| #   | #    | %             | %                  | #    | %                   | %                  | %                   | #    | %                   | %                  | %                   |     |  |          |
| 01 Senior Managers                          | 2018 | 1             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0 |  |          |
|   | 2021 | 1             | 0                  | 0.0  | 0.0                 | 0.0                | 0.0                 | 0.0  | 0.0                 | 0.0                | 0.0                 | 0.0 |  |          |
| 02 Middle & Other Managers                  | 2018 | 25            | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0 |  |          |
|   | 2021 | 25            | 0                  | 0.0  | 0.0                 | 0.0                | 0.0                 | 0.0  | 0.0                 | 0.0                | 0.0                 | 0.0 |  |          |
| 03 Professionals                            | 2018 | 48            | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0 |  |          |
|   | 2021 | 48            | 0                  | 0.0  | 0.0                 | 0.0                | 0.0                 | 0.0  | 0.0                 | 0.0                | 0.0                 | 0.0 |  |          |
| 04 Semi-Professionals & Technicians         | 2018 | 48            | 3                  | 6.3  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0 |  |          |
|   | 2021 | 48            | 3                  | 6.3  | 0.0                 | 0.0                | 0.0                 | 0.0  | 0.0                 | 0.0                | 0.0                 | 0.0 |  |          |
| 05 Supervisors                              | 2018 | 3             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0 |  |          |
|   | 2021 | 3             | 0                  | 0.0  | 0.0                 | 0.0                | 0.0                 | 0.0  | 0.0                 | 0.0                | 0.0                 | 0.0 |  |          |
| 06 Supervisors: Crafts & Trades             | 2018 | 0             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0 |  |          |
|   | 2021 | 0             | 0                  | 0.0  | 0.0                 | 0.0                | 0.0                 | 0.0  | 0.0                 | 0.0                | 0.0                 | 0.0 |  |          |

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |              |     |           |        |          |            | Flow Data Analysis |                    |          |            |               |                    |          |            |               |                    |    |   |     |   |   |
|---|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|------------|--------------------|--------------------|----------|------------|---------------|--------------------|----------|------------|---------------|--------------------|----|---|-----|---|---|
|   |      | Workforce          |                    |              |     |           |        |          |            | Hires              |                    |          |            | Promotions    |                    |          |            | Terminations  |                    |    |   |     |   |   |
|   |      | All Employees      | Aboriginal Peoples |              |     |           |        |          |            | All Employees      | Aboriginal Peoples |          |            | All Employees | Aboriginal Peoples |          |            | All Employees | Aboriginal Peoples |    |   |     |   |   |
|   |      |                    | Representation     | Availability | Gap | EE Result | Actual | Expected | Difference |                    | Actual             | Expected | Difference |               | Actual             | Expected | Difference |               |                    |    |   |     |   |   |
| #   | #    | #                  | %                  | %            | #   | #         | %      | #        | #          | %                  | #                  | #        | #          | #             | %                  | #        | #          | #             | #                  | %  | # | #   |   |   |
| 07 Administrative & Senior Clerical         | 2015 | 43                 | 0                  | 0.0          | 3.1 | 1         | -1     | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |    |   |     |   |   |
|   | 2018 | 62                 | 0                  | 0.0          | 3.1 | 2         | -2     | 0.0      | 40         | 0                  | 0.0                | 1        | -1         | 19            | 0                  | 0.0      | 0          | 0             | 0                  | 17 | 0 | 0.0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel        | 2015 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |    |   |     |   |   |
|   | 2018 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      | 0          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0  | 0 | 0.0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers          | 2015 | 1                  | 0                  | 0.0          | 6.8 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |    |   |     |   |   |
|   | 2018 | 2                  | 0                  | 0.0          | 6.8 | 0         | 0      | 0.0      | 1          | 0                  | 0.0                | 0        | 0          | 1             | 0                  | 0.0      | 0          | 0             | 0                  | 0  | 0 | 0.0 | 0 | 0 |
| 10 Clerical Personnel                       | 2015 | 34                 | 0                  | 0.0          | 3.6 | 1         | -1     | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |    |   |     |   |   |
|   | 2018 | 29                 | 0                  | 0.0          | 3.8 | 1         | -1     | 0.0      | 9          | 0                  | 0.0                | 0        | 0          | 2             | 0                  | 0.0      | 0          | 0             | 0                  | 8  | 0 | 0.0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel   | 2015 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |    |   |     |   |   |
|   | 2018 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      | 0          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0  | 0 | 0.0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers              | 2015 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |    |   |     |   |   |
|   | 2018 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      | 0          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0  | 0 | 0.0 | 0 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                    |      |                     | Goals              |                     |      |                     |                    |                     |     |  | Comments |
|---|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|-----|--|----------|
|   |      | Flow Data     |                    |      |                     | Short-term Goals   |                     |      |                     | Long-term Goals    |                     |     |  |          |
|   |      | All Employees | Aboriginal Peoples |      |                     | Aboriginal Peoples |                     |      |                     | Aboriginal Peoples |                     |     |  |          |
|   |      |               | Actual             | Goal | Percent of Goal Met | Goal               | Percent of Goal Met | Goal | Percent of Goal Met | Goal               | Percent of Goal Met |     |  |          |
| #   | #    | #             | %                  | #    | %                   | %                  | %                   | #    | %                   | %                  | %                   |     |  |          |
| 07 Administrative & Senior Clerical         | 2018 | 59            | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 1                   | 0.0                | 0.0                 | 0.0 |  |          |
|   | 2021 | 59            | 0                  | 0.0  |                     |                    |                     |      |                     |                    |                     |     |  |          |
| 08 Skilled Sales & Service Personnel        | 2018 | 0             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0 |  |          |
|   | 2021 | 0             | 0                  | 0.0  |                     |                    |                     |      |                     |                    |                     |     |  |          |
| 09 Skilled Crafts & Trades Workers          | 2018 | 2             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0 |  |          |
|   | 2021 | 2             | 0                  | 0.0  |                     |                    |                     |      |                     |                    |                     |     |  |          |
| 10 Clerical Personnel                       | 2018 | 11            | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 1                   | 0.0                | 0.0                 | 0.0 |  |          |
|   | 2021 | 11            | 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 |  |          |
|   | 2021 | 0             | 0                  | 0.0  |                     |                    |                     |      |                     |                    |                     |     |  |          |
| 12 Semi-Skilled Manual Workers              | 2018 | 0             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0 |  |          |
|   | 2021 | 0             | 0                  | 0.0  |                     |                    |                     |      |                     |                    |                     |     |  |          |

**Federal Contractors Program Achievement Report**

**Part 5: Results - Aboriginal Peoples**

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis |                    |              |     |           |        |          |            | Flow Data Analysis |                    |          |            |               |                    |          |            |               |                    |   |     |     |    |   |
|--|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|------------|--------------------|--------------------|----------|------------|---------------|--------------------|----------|------------|---------------|--------------------|---|-----|-----|----|---|
|  |      | Workforce          |                    |              |     |           |        |          |            | Hires              |                    |          |            | Promotions    |                    |          |            | Terminations  |                    |   |     |     |    |   |
|  |      | All Employees      | Aboriginal Peoples |              |     |           |        |          |            | All Employees      | Aboriginal Peoples |          |            | All Employees | Aboriginal Peoples |          |            | All Employees | Aboriginal Peoples |   |     |     |    |   |
|  |      |                    | Representation     | Availability | Gap | EE Result | Actual | Expected | Difference |                    | Actual             | Expected | Difference |               | Actual             | Expected | Difference |               |                    |   |     |     |    |   |
| #  | #    | #                  | %                  | %            | #   | #         | %      | #        | #          | %                  | #                  | #        | #          | #             | %                  | #        | #          | #             | #                  | % | #   | #   |    |   |
| 13 Other Sales & Service Personnel         | 2015 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |     |     |    |   |
|  | 2018 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      | 0          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0 | 0   | 0.0 | 0  | 0 |
| 14 Other Manual Workers                    | 2015 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |   |     |     |    |   |
|  | 2018 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      | 0          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0 | 0   | 0.0 | 0  | 0 |
| Total                                      | 2015 | 270                | 3                  | 1.1          | 0.0 | 0         | 3      | 4,629.6  |            |                    |                    |          |            |               |                    |          |            |               |                    |   |     |     |    |   |
|  | 2018 | 308                | 4                  | 1.3          | 0.0 | 0         | 4      | 5,194.8  | 145        | 1                  | 0.7                | 0        | 1          | 52            | 2                  | 3.8      | 1          | 1             | 86                 | 0 | 0.0 | 1   | -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 |
|               | ↓                          | ↓                          | ↓           | ↓             | ↓           | ↓             | ↓           | ↓             | ↓           | ↓             | ↓           |

| Employment Equity Occupational Group (EOG) | Year | New Entrants  |                    |      |                     | Goals              |                     |      |                     |                    |                     |      |                     | Comments |
|--|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
|  |      | Flow Data     |                    |      |                     | Short-term Goals   |                     |      |                     | Long-term Goals    |                     |      |                     |          |
|  |      | All Employees | Aboriginal Peoples |      |                     | Aboriginal Peoples |                     |      |                     | Aboriginal Peoples |                     |      |                     |          |
|  |      |               | Actual             | Goal | Percent of Goal Met | Goal               | Percent of Goal Met | Goal | Percent of Goal Met | Goal               | Percent of Goal Met | Goal | Percent of Goal Met |          |
| #  | #    | %             | #                  | %    | #                   | %                  | #                   | %    | #                   | %                  | #                   | %    |                     |          |
| 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                 |          |
|  | 2021 | 0             | 0                  | 0.0  |                     |                    | 0.0                 | 0.0  |                     |                    | 0.0                 | 0.0  | 0.0                 |          |
| 14 Other Manual Workers                    | 2018 | 0             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0.0                 |          |
|  | 2021 | 0             | 0                  | 0.0  |                     |                    | 0.0                 | 0.0  |                     |                    | 0.0                 | 0.0  | 0.0                 |          |
| Total                                      | 2018 | 197           | 3                  | 1.5  | 0                   | 0.0                | 0.0                 | 0.0  | 2                   | 150.0              | 0.0                 | 0.0  | 0.0                 |          |
|  | 2021 | 197           | 3                  | 1.5  |                     |                    | 0.0                 | 0.0  |                     |                    | 0.0                 | 0.0  | 0.0                 |          |

**Federal Contractors Program Achievement Report**

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

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                           |              |      |           |        |          |               |                           | Flow Data Analysis |               |                           |            |               |                           |              |            |    |   |     |   |   |  |
|---|------|--------------------|---------------------------|--------------|------|-----------|--------|----------|---------------|---------------------------|--------------------|---------------|---------------------------|------------|---------------|---------------------------|--------------|------------|----|---|-----|---|---|--|
|   |      | Workforce          |                           |              |      |           |        |          |               |                           | Hires              |               |                           | Promotions |               |                           | Terminations |            |    |   |     |   |   |  |
|   |      | All Employees      | Persons with Disabilities |              |      |           |        |          | All Employees | Persons with Disabilities |                    | All Employees | Persons with Disabilities |            | All Employees | Persons with Disabilities |              |            |    |   |     |   |   |  |
|   |      |                    | Representation            | Availability | Gap  | EE Result | Actual | Expected |               | Difference                | Actual             |               | Expected                  | Difference |               | Actual                    | Expected     | Difference |    |   |     |   |   |  |
| #   | #    | #                  | %                         | %            | #    | #         | %      | #        | #             | %                         | #                  | #             | #                         | #          | %             | #                         | #            | #          | #  | % | #   | # |   |  |
| 01 & 02 Managers                            | 2015 | 44                 | 2                         | 4.5          | 4.3  | 2         | 0      | 105.7    |               |                           |                    |               |                           |            |               |                           |              |            |    |   |     |   |   |  |
|   | 2018 | 43                 | 1                         | 2.3          | 4.3  | 2         | -1     | 54.1     | 14            | 0                         | 0.0                | 1             | -1                        | 12         | 1             | 8.3                       | 1            | 0          | 23 | 2 | 8.7 | 1 | 1 |  |
| 03 Professionals                            | 2015 | 66                 | 3                         | 4.5          | 3.8  | 3         | 0      | 119.6    |               |                           |                    |               |                           |            |               |                           |              |            |    |   |     |   |   |  |
|   | 2018 | 74                 | 3                         | 4.1          | 3.8  | 3         | 0      | 106.7    | 42            | 2                         | 4.8                | 2             | 0                         | 6          | 0             | 0.0                       | 0            | 0          | 26 | 1 | 3.8 | 1 | 0 |  |
| 04 Semi-Professionals & Technicians         | 2015 | 77                 | 2                         | 2.6          | 4.6  | 4         | -2     | 56.5     |               |                           |                    |               |                           |            |               |                           |              |            |    |   |     |   |   |  |
|   | 2018 | 91                 | 2                         | 2.2          | 4.6  | 4         | -2     | 47.8     | 38            | 0                         | 0.0                | 2             | -2                        | 10         | 0             | 0.0                       | 0            | 0          | 11 | 0 | 0.0 | 0 | 0 |  |
| 05 Supervisors                              | 2015 | 5                  | 0                         | 0.0          | 13.9 | 1         | -1     | 0.0      |               |                           |                    |               |                           |            |               |                           |              |            |    |   |     |   |   |  |
|   | 2018 | 7                  | 0                         | 0.0          | 13.9 | 1         | -1     | 0.0      | 1             | 0                         | 0.0                | 0             | 0                         | 2          | 0             | 0.0                       | 0            | 0          | 1  | 0 | 0.0 | 0 | 0 |  |
| 06 Supervisors: Crafts & Trades             | 2015 | 0                  | 0                         | 0.0          | 0.0  | 0         | 0      | 0.0      |               |                           |                    |               |                           |            |               |                           |              |            |    |   |     |   |   |  |
|   | 2018 | 0                  | 0                         | 0.0          | 0.0  | 0         | 0      | 0.0      | 0             | 0                         | 0.0                | 0             | 0                         | 0          | 0             | 0.0                       | 0            | 0          | 0  | 0 | 0.0 | 0 | 0 |  |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                           |      |                     | Goals                     |                     |        |                     |                           |                     |        |                     | Comments |
|---|------|---------------|---------------------------|------|---------------------|---------------------------|---------------------|--------|---------------------|---------------------------|---------------------|--------|---------------------|----------|
|   |      | Flow Data     |                           |      |                     | Short-term Goals          |                     |        |                     | Long-term Goals           |                     |        |                     |          |
|   |      | All Employees | Persons with Disabilities |      |                     | Persons with Disabilities |                     |        |                     | Persons with Disabilities |                     |        |                     |          |
|   |      |               | Actual                    | Goal | Percent of Goal Met | Goal                      | Percent of Goal Met | Goal   | Percent of Goal Met | Goal                      | Percent of Goal Met | Goal   | Percent of Goal Met |          |
| #   | #    | #             | %                         | #    | %                   | %                         | %                   | #      | %                   | %                         | %                   |        |                     |          |
| 01 & 02 Managers                            | 2018 | 26            | 1                         | 3.8  | 0                   | 0.0                       | 0.0                 | 0.0    | 0                   | 0.0                       | 0.0                 | 0.0    |                     |          |
|   | 2021 | 26            | 1                         | 3.8  |                     |                           | 0.0                 | 8944.5 |                     |                           | 0.0                 | 8944.5 |                     |          |
| 03 Professionals                            | 2018 | 48            | 2                         | 4.2  | 0                   | 0.0                       | 0.0                 | 0.0    | 0                   | 0.0                       | 0.0                 | 0.0    |                     |          |
|   | 2021 | 48            | 2                         | 4.2  |                     |                           | 0.0                 | 0.0    |                     |                           | 0.0                 | 0.0    |                     |          |
| 04 Semi-Professionals & Technicians         | 2018 | 48            | 0                         | 0.0  | 0                   | 0.0                       | 0.0                 | 0.0    | 0                   | 0.0                       | 0.0                 | 0.0    |                     |          |
|   | 2021 | 48            | 0                         | 0.0  |                     |                           | 0.0                 | 0.0    |                     |                           | 0.0                 | 0.0    |                     |          |
| 05 Supervisors                              | 2018 | 3             | 0                         | 0.0  | 0                   | 0.0                       | 0.0                 | 0.0    | 0                   | 0.0                       | 0.0                 | 0.0    |                     |          |
|   | 2021 | 3             | 0                         | 0.0  |                     |                           | 0.1                 | 0.0    |                     |                           | 0.1                 | 0.0    |                     |          |
| 06 Supervisors: Crafts & Trades             | 2018 | 0             | 0                         | 0.0  | 0                   | 0.0                       | 0.0                 | 0.0    | 0                   | 0.0                       | 0.0                 | 0.0    |                     |          |
|   | 2021 | 0             | 0                         | 0.0  |                     |                           | 0.0                 | 0.0    |                     |                           | 0.0                 | 0.0    |                     |          |

**Federal Contractors Program Achievement Report**

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

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                           |              |     |           |        |               |                           |            | Flow Data Analysis |               |                           |            |            |               |                           |            |              |    |   |     |   |   |
|---|------|--------------------|---------------------------|--------------|-----|-----------|--------|---------------|---------------------------|------------|--------------------|---------------|---------------------------|------------|------------|---------------|---------------------------|------------|--------------|----|---|-----|---|---|
|   |      | Workforce          |                           |              |     |           |        |               |                           |            | Hires              |               |                           |            | Promotions |               |                           |            | Terminations |    |   |     |   |   |
|   |      | All Employees      | Persons with Disabilities |              |     |           |        | All Employees | Persons with Disabilities |            |                    | All Employees | Persons with Disabilities |            |            | All Employees | Persons with Disabilities |            |              |    |   |     |   |   |
|   |      |                    | Representation            | Availability | Gap | EE Result | Actual |               | Expected                  | Difference | Actual             |               | Expected                  | Difference | Actual     |               | Expected                  | Difference |              |    |   |     |   |   |
| #   | #    | #                  | %                         | %            | #   | #         | %      | #             | #                         | %          | #                  | #             | #                         | #          | %          | #             | #                         | #          | #            | %  | # | #   |   |   |
| 07 Administrative & Senior Clerical         | 2015 | 43                 | 1                         | 2.3          | 3.4 | 1         | 0      | 68.4          |                           |            |                    |               |                           |            |            |               |                           |            |              |    |   |     |   |   |
|   | 2018 | 62                 | 1                         | 1.6          | 3.4 | 2         | -1     | 47.4          | 40                        | 0          | 0.0                | 1             | -1                        | 19         | 0          | 0.0           | 0                         | 0          | 0            | 17 | 0 | 0.0 | 0 | 0 |
| 08 Skilled Sales & Service Personnel        | 2015 | 0                  | 0                         | 0.0          | 0.0 | 0         | 0      | 0.0           |                           |            |                    |               |                           |            |            |               |                           |            |              |    |   |     |   |   |
|   | 2018 | 0                  | 0                         | 0.0          | 0.0 | 0         | 0      | 0.0           | 0                         | 0          | 0.0                | 0             | 0                         | 0          | 0          | 0.0           | 0                         | 0          | 0            | 0  | 0 | 0.0 | 0 | 0 |
| 09 Skilled Crafts & Trades Workers          | 2015 | 1                  | 0                         | 0.0          | 3.8 | 0         | 0      | 0.0           |                           |            |                    |               |                           |            |            |               |                           |            |              |    |   |     |   |   |
|   | 2018 | 2                  | 0                         | 0.0          | 3.8 | 0         | 0      | 0.0           | 1                         | 0          | 0.0                | 0             | 0                         | 1          | 0          | 0.0           | 0                         | 0          | 0            | 0  | 0 | 0.0 | 0 | 0 |
| 10 Clerical Personnel                       | 2015 | 34                 | 1                         | 2.9          | 7.0 | 2         | -1     | 42.0          |                           |            |                    |               |                           |            |            |               |                           |            |              |    |   |     |   |   |
|   | 2018 | 29                 | 1                         | 3.4          | 7.0 | 2         | -1     | 49.3          | 9                         | 0          | 0.0                | 1             | -1                        | 2          | 0          | 0.0           | 0                         | 0          | 0            | 8  | 0 | 0.0 | 0 | 0 |
| 11 Intermediate Sales & Service Personnel   | 2015 | 0                  | 0                         | 0.0          | 0.0 | 0         | 0      | 0.0           |                           |            |                    |               |                           |            |            |               |                           |            |              |    |   |     |   |   |
|   | 2018 | 0                  | 0                         | 0.0          | 0.0 | 0         | 0      | 0.0           | 0                         | 0          | 0.0                | 0             | 0                         | 0          | 0          | 0.0           | 0                         | 0          | 0            | 0  | 0 | 0.0 | 0 | 0 |
| 12 Semi-Skilled Manual Workers              | 2015 | 0                  | 0                         | 0.0          | 0.0 | 0         | 0      | 0.0           |                           |            |                    |               |                           |            |            |               |                           |            |              |    |   |     |   |   |
|   | 2018 | 0                  | 0                         | 0.0          | 0.0 | 0         | 0      | 0.0           | 0                         | 0          | 0.0                | 0             | 0                         | 0          | 0          | 0.0           | 0                         | 0          | 0            | 0  | 0 | 0.0 | 0 | 0 |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                           |                           |      | Goals               |      |                           |      |                     |      |                     |  | Comments |
|---|------|---------------|---------------------------|---------------------------|------|---------------------|------|---------------------------|------|---------------------|------|---------------------|--|----------|
|   |      | Flow Data     |                           | Short-term Goals          |      |                     |      | Long-term Goals           |      |                     |      |                     |  |          |
|   |      | All Employees | Persons with Disabilities | Persons with Disabilities |      |                     |      | Persons with Disabilities |      |                     |      |                     |  |          |
|   |      |               |                           | Actual                    | Goal | Percent of Goal Met | Goal | Percent of Goal Met       | Goal | Percent of Goal Met | Goal | Percent of Goal Met |  |          |
| #   | #    | #             | %                         | #                         | %    | %                   | %    | #                         | %    | %                   | %    |                     |  |          |
| 07 Administrative & Senior Clerical         | 2018 | 59            | 0                         | 0.0                       | 0    | 0.0                 | 0.0  | 0.0                       | 0    | 0.0                 | 0.0  | 0.0                 |  |          |
|   | 2021 | 59            | 0                         | 0.0                       |      |                     | 0.0  | 0.0                       |      |                     | 0.0  | 0.0                 |  |          |
| 08 Skilled Sales & Service Personnel        | 2018 | 0             | 0                         | 0.0                       | 0    | 0.0                 | 0.0  | 0.0                       | 0    | 0.0                 | 0.0  | 0.0                 |  |          |
|   | 2021 | 0             | 0                         | 0.0                       |      |                     | 0.0  | 0.0                       |      |                     | 0.0  | 0.0                 |  |          |
| 09 Skilled Crafts & Trades Workers          | 2018 | 2             | 0                         | 0.0                       | 0    | 0.0                 | 0.0  | 0.0                       | 0    | 0.0                 | 0.0  | 0.0                 |  |          |
|   | 2021 | 2             | 0                         | 0.0                       |      |                     | 0.0  | 0.0                       |      |                     | 0.0  | 0.0                 |  |          |
| 10 Clerical Personnel                       | 2018 | 11            | 0                         | 0.0                       | 0    | 0.0                 | 0.0  | 0.0                       | 0    | 0.0                 | 0.0  | 0.0                 |  |          |
|   | 2021 | 11            | 0                         | 0.0                       |      |                     | 0.1  | 0.0                       |      |                     | 0.1  | 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                 |  |          |
|   | 2021 | 0             | 0                         | 0.0                       |      |                     | 0.0  | 0.0                       |      |                     | 0.0  | 0.0                 |  |          |
| 12 Semi-Skilled Manual Workers              | 2018 | 0             | 0                         | 0.0                       | 0    | 0.0                 | 0.0  | 0.0                       | 0    | 0.0                 | 0.0  | 0.0                 |  |          |
|   | 2021 | 0             | 0                         | 0.0                       |      |                     | 0.0  | 0.0                       |      |                     | 0.0  | 0.0                 |  |          |

**Federal Contractors Program Achievement Report**

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

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis |                           |              |     |           |        |          |            | Flow Data Analysis |                           |          |            |               |                           |          |            |               |                           |   |     |     |   |   |
|--|------|--------------------|---------------------------|--------------|-----|-----------|--------|----------|------------|--------------------|---------------------------|----------|------------|---------------|---------------------------|----------|------------|---------------|---------------------------|---|-----|-----|---|---|
|  |      | Workforce          |                           |              |     |           |        |          |            | Hires              |                           |          |            | Promotions    |                           |          |            | Terminations  |                           |   |     |     |   |   |
|  |      | All Employees      | Persons with Disabilities |              |     |           |        |          |            | All Employees      | Persons with Disabilities |          |            | All Employees | Persons with Disabilities |          |            | All Employees | Persons with Disabilities |   |     |     |   |   |
|  |      |                    | Representation            | Availability | Gap | EE Result | Actual | Expected | Difference |                    | Actual                    | Expected | Difference |               | Actual                    | Expected | Difference |               |                           |   |     |     |   |   |
| #  | #    | #                  | %                         | %            | #   | #         | %      | #        | #          | %                  | #                         | #        | #          | #             | %                         | #        | #          | #             | #                         | % | #   | #   |   |   |
| 13 Other Sales & Service Personnel         | 2015 | 0                  | 0                         | 0.0          | 0.0 | 0         | 0      | 0.0      |            |                    |                           |          |            |               |                           |          |            |               |                           |   |     |     |   |   |
|  | 2018 | 0                  | 0                         | 0.0          | 0.0 | 0         | 0      | 0.0      |            | 0                  | 0.0                       | 0        | 0          | 0             | 0                         | 0.0      | 0          | 0             | 0                         | 0 | 0   | 0.0 | 0 | 0 |
| 14 Other Manual Workers                    | 2015 | 0                  | 0                         | 0.0          | 0.0 | 0         | 0      | 0.0      |            |                    |                           |          |            |               |                           |          |            |               |                           |   |     |     |   |   |
|  | 2018 | 0                  | 0                         | 0.0          | 0.0 | 0         | 0      | 0.0      |            | 0                  | 0.0                       | 0        | 0          | 0             | 0                         | 0.0      | 0          | 0             | 0                         | 0 | 0   | 0.0 | 0 | 0 |
| Total                                      | 2015 | 270                | 9                         | 3.3          | 0.0 | 0         | 9      | 7,246.4  |            |                    |                           |          |            |               |                           |          |            |               |                           |   |     |     |   |   |
|  | 2018 | 308                | 8                         | 2.6          | 0.0 | 0         | 8      | 5,646.5  | 145        | 2                  | 1.4                       | 0        | 2          | 52            | 1                         | 1.9      | 2          | -1            | 86                        | 3 | 3.5 | 3   | 0 |   |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants  |                           |      |                     | Goals                     |                     |       |                     |                           |                     |          |  | Comments |
|--|------|---------------|---------------------------|------|---------------------|---------------------------|---------------------|-------|---------------------|---------------------------|---------------------|----------|--|----------|
|  |      | Flow Data     |                           |      |                     | Short-term Goals          |                     |       |                     | Long-term Goals           |                     |          |  |          |
|  |      | All Employees | Persons with Disabilities |      |                     | Persons with Disabilities |                     |       |                     | Persons with Disabilities |                     |          |  |          |
|  |      |               | Actual                    | Goal | Percent of Goal Met | Goal                      | Percent of Goal Met | Goal  | Percent of Goal Met | Goal                      | Percent of Goal Met |          |  |          |
| #  | #    | #             | %                         | #    | %                   | %                         | %                   | #     | %                   | %                         | %                   |          |  |          |
| 13 Other Sales & Service Personnel         | 2018 | 0             | 0                         | 0.0  | 0                   | 0.0                       | 0.0                 | 0.0   | 0                   | 0.0                       | 0.0                 | 0.0      |  |          |
|  | 2021 | 0             | 0                         | 0.0  |                     |                           | 0.0                 | 0.0   |                     |                           | 0.0                 | 0.0      |  |          |
| 14 Other Manual Workers                    | 2018 | 0             | 0                         | 0.0  | 0                   | 0.0                       | 0.0                 | 0.0   | 0                   | 0.0                       | 0.0                 | 0.0      |  |          |
|  | 2021 | 0             | 0                         | 0.0  |                     |                           | 0.0                 | 0.0   |                     |                           | 0.0                 | 0.0      |  |          |
| Total                                      | 2018 | 197           | 3                         | 1.5  | 0                   | 0.0                       | 0.0                 | 0.0   | 0                   | 0.0                       | 0.0                 | 0.0      |  |          |
|  | 2021 | 197           | 3                         | 1.5  |                     |                           | 0.0                 | ##### |                     |                           | 0.0                 | 331052.7 |  |          |

**Federal Contractors Program Achievement Report**

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

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |              |      |           |               |                    |          | Flow Data Analysis |               |                    |          |            |               |                    |          |              |    |   |      |     |    |   |
|---|------|--------------------|--------------------|--------------|------|-----------|---------------|--------------------|----------|--------------------|---------------|--------------------|----------|------------|---------------|--------------------|----------|--------------|----|---|------|-----|----|---|
|   |      | Workforce          |                    |              |      |           |               |                    |          | Hires              |               |                    |          | Promotions |               |                    |          | Terminations |    |   |      |     |    |   |
|   |      | All Employees      | Visible Minorities |              |      |           | All Employees | Visible Minorities |          |                    | All Employees | Visible Minorities |          |            | All Employees | Visible Minorities |          |              |    |   |      |     |    |   |
|   |      |                    | Representation     | Availability | Gap  | EE Result |               | Actual             | Expected | Difference         |               | Actual             | Expected | Difference |               | Actual             | Expected | Difference   |    |   |      |     |    |   |
| #   | #    | %                  | %                  | #            | #    | %         | #             | #                  | %        | #                  | #             | #                  | #        | %          | #             | #                  | #        | #            | %  | # | #    |     |    |   |
| 01 Senior Managers                          | 2015 | 6                  | 0                  | 0.0          | 10.1 | 1         | -1            | 0.0                |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |     |    |   |
|   | 2018 | 5                  | 0                  | 0.0          | 10.1 | 1         | -1            | 0.0                | 1        | 0                  | 0.0           | 0                  | 0        | 0          | 0             | 0.0                | 0        | 0            | 0  | 2 | 0    | 0.0 | 0  | 0 |
| 02 Middle & Other Managers                  | 2015 | 38                 | 3                  | 7.9          | 15.0 | 6         | -3            | 52.6               |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |     |    |   |
|   | 2018 | 38                 | 5                  | 13.2         | 15.0 | 6         | -1            | 87.7               | 13       | 2                  | 15.4          | 2                  | 0        | 12         | 1             | 8.3                | 1        | 0            | 21 | 1 | 4.8  | 2   | -1 |   |
| 03 Professionals                            | 2015 | 66                 | 7                  | 10.6         | 29.4 | 19        | -12           | 36.1               |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |     |    |   |
|   | 2018 | 74                 | 9                  | 12.2         | 29.1 | 22        | -13           | 41.8               | 42       | 8                  | 19.0          | 12                 | -4       | 6          | 0             | 0.0                | 1        | -1           | 26 | 6 | 23.1 | 3   | 3  |   |
| 04 Semi-Professionals & Technicians         | 2015 | 77                 | 1                  | 1.3          | 14.6 | 11        | -10           | 8.9                |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |     |    |   |
|   | 2018 | 91                 | 1                  | 1.1          | 16.4 | 15        | -14           | 6.7                | 38       | 0                  | 0.0           | 6                  | -6       | 10         | 0             | 0.0                | 0        | 0            | 11 | 0 | 0.0  | 0   | 0  |   |
| 05 Supervisors                              | 2015 | 5                  | 0                  | 0.0          | 10.1 | 1         | -1            | 0.0                |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |     |    |   |
|   | 2018 | 7                  | 0                  | 0.0          | 11.0 | 1         | -1            | 0.0                | 1        | 0                  | 0.0           | 0                  | 0        | 2          | 0             | 0.0                | 0        | 0            | 1  | 0 | 0.0  | 0   | 0  |   |
| 06 Supervisors: Crafts & Trades             | 2015 | 0                  | 0                  | 0.0          | 0.0  | 0         | 0             | 0.0                |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |     |    |   |
|   | 2018 | 0                  | 0                  | 0.0          | 0.0  | 0         | 0             | 0.0                | 0        | 0                  | 0.0           | 0                  | 0        | 0          | 0             | 0.0                | 0        | 0            | 0  | 0 | 0.0  | 0   | 0  |   |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                    |      |                     | Goals              |                     |        |                     |                    |                     |        |  | Comments |
|---|------|---------------|--------------------|------|---------------------|--------------------|---------------------|--------|---------------------|--------------------|---------------------|--------|--|----------|
|   |      | Flow Data     |                    |      |                     | Short-term Goals   |                     |        |                     | Long-term Goals    |                     |        |  |          |
|   |      | All Employees | Visible Minorities |      |                     | Visible Minorities |                     |        |                     | Visible Minorities |                     |        |  |          |
|   |      |               | Actual             | Goal | Percent of Goal Met | Goal               | Percent of Goal Met | Goal   | Percent of Goal Met | Goal               | Percent of Goal Met |        |  |          |
| #   | #    | %             | %                  | #    | %                   | %                  | %                   | #      | %                   | %                  | %                   |        |  |          |
| 01 Senior Managers                          | 2018 | 1             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0    | 0                   | 0.0                | 0.0                 | 0.0    |  |          |
|   | 2021 | 1             | 0                  | 0.0  |                     |                    | 0.1                 | 0.0    |                     |                    | 0.1                 | 0.0    |  |          |
| 02 Middle & Other Managers                  | 2018 | 25            | 3                  | 12.0 | 0                   | 0.0                | 0.0                 | 0.0    | 1                   | 300.0              | 0.0                 | 0.0    |  |          |
|   | 2021 | 25            | 3                  | 12.0 |                     |                    | 0.2                 | 8000.0 |                     |                    | 0.2                 | 8000.0 |  |          |
| 03 Professionals                            | 2018 | 48            | 8                  | 16.7 | 1                   | 800.0              | 0.0                 | 0.0    | 3                   | 266.7              | 0.0                 | 0.0    |  |          |
|   | 2021 | 48            | 8                  | 16.7 |                     |                    | 0.3                 | 5727.4 |                     |                    | 0.3                 | 5727.4 |  |          |
| 04 Semi-Professionals & Technicians         | 2018 | 48            | 0                  | 0.0  | 2                   | 0.0                | 0.0                 | 0.0    | 2                   | 0.0                | 0.0                 | 0.0    |  |          |
|   | 2021 | 48            | 0                  | 0.0  |                     |                    | 0.2                 | 0.0    |                     |                    | 0.2                 | 0.0    |  |          |
| 05 Supervisors                              | 2018 | 3             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0    | 0                   | 0.0                | 0.0                 | 0.0    |  |          |
|   | 2021 | 3             | 0                  | 0.0  |                     |                    | 0.1                 | 0.0    |                     |                    | 0.1                 | 0.0    |  |          |
| 06 Supervisors: Crafts & Trades             | 2018 | 0             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0    | 0                   | 0.0                | 0.0                 | 0.0    |  |          |
|   | 2021 | 0             | 0                  | 0.0  |                     |                    | 0.0                 | 0.0    |                     |                    | 0.0                 | 0.0    |  |          |



**Federal Contractors Program Achievement Report**

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

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EEOG) | Year | Workforce Analysis |                    |              |      |           |               |                    |          | Flow Data Analysis |               |                    |          |            |               |                    |          |              |    |   |      |   |   |  |
|---|------|--------------------|--------------------|--------------|------|-----------|---------------|--------------------|----------|--------------------|---------------|--------------------|----------|------------|---------------|--------------------|----------|--------------|----|---|------|---|---|--|
|   |      | Workforce          |                    |              |      |           |               |                    |          | Hires              |               |                    |          | Promotions |               |                    |          | Terminations |    |   |      |   |   |  |
|   |      | All Employees      | Visible Minorities |              |      |           | All Employees | Visible Minorities |          |                    | All Employees | Visible Minorities |          |            | All Employees | Visible Minorities |          |              |    |   |      |   |   |  |
|   |      |                    | Representation     | Availability | Gap  | EE Result |               | Actual             | Expected | Difference         |               | Actual             | Expected | Difference |               | Actual             | Expected | Difference   |    |   |      |   |   |  |
| #   | #    | #                  | %                  | %            | #    | #         | %             | #                  | #        | %                  | #             | #                  | #        | #          | %             | #                  | #        | #            | #  | % | #    | # |   |  |
| 07 Administrative & Senior Clerical         | 2015 | 43                 | 8                  | 18.6         | 9.7  | 4         | 4             | 191.8              |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |   |   |  |
|   | 2018 | 62                 | 10                 | 16.1         | 9.4  | 6         | 4             | 171.6              | 40       | 6                  | 15.0          | 4                  | 2        | 19         | 1             | 5.3                | 4        | -3           | 17 | 3 | 17.6 | 3 | 0 |  |
| 08 Skilled Sales & Service Personnel        | 2015 | 0                  | 0                  | 0.0          | 0.0  | 0         | 0             | 0.0                |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |   |   |  |
|   | 2018 | 0                  | 0                  | 0.0          | 0.0  | 0         | 0             | 0.0                | 0        | 0                  | 0.0           | 0                  | 0        | 0          | 0             | 0.0                | 0        | 0            | 0  | 0 | 0.0  | 0 | 0 |  |
| 09 Skilled Crafts & Trades Workers          | 2015 | 1                  | 0                  | 0.0          | 14.6 | 0         | 0             | 0.0                |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |   |   |  |
|   | 2018 | 2                  | 0                  | 0.0          | 14.6 | 0         | 0             | 0.0                | 1        | 0                  | 0.0           | 0                  | 0        | 1          | 0             | 0.0                | 0        | 0            | 0  | 0 | 0.0  | 0 | 0 |  |
| 10 Clerical Personnel                       | 2015 | 34                 | 3                  | 8.8          | 10.4 | 4         | -1            | 84.8               |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |   |   |  |
|   | 2018 | 29                 | 2                  | 6.9          | 9.6  | 3         | -1            | 71.8               | 9        | 0                  | 0.0           | 1                  | -1       | 2          | 0             | 0.0                | 0        | 0            | 8  | 1 | 12.5 | 1 | 0 |  |
| 11 Intermediate Sales & Service Personnel   | 2015 | 0                  | 0                  | 0.0          | 0.0  | 0         | 0             | 0.0                |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |   |   |  |
|   | 2018 | 0                  | 0                  | 0.0          | 0.0  | 0         | 0             | 0.0                | 0        | 0                  | 0.0           | 0                  | 0        | 0          | 0             | 0.0                | 0        | 0            | 0  | 0 | 0.0  | 0 | 0 |  |
| 12 Semi-Skilled Manual Workers              | 2015 | 0                  | 0                  | 0.0          | 0.0  | 0         | 0             | 0.0                |          |                    |               |                    |          |            |               |                    |          |              |    |   |      |   |   |  |
|   | 2018 | 0                  | 0                  | 0.0          | 0.0  | 0         | 0             | 0.0                | 0        | 0                  | 0.0           | 0                  | 0        | 0          | 0             | 0.0                | 0        | 0            | 0  | 0 | 0.0  | 0 | 0 |  |

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

| Employment Equity Occupational Group (EEOG) | Year | New Entrants  |                    |      |                     | Goals              |                     |      |                     |                    |                     |      |                     | Comments |
|---|------|---------------|--------------------|------|---------------------|--------------------|---------------------|------|---------------------|--------------------|---------------------|------|---------------------|----------|
|   |      | Flow Data     |                    |      |                     | Short-term Goals   |                     |      |                     | Long-term Goals    |                     |      |                     |          |
|   |      | All Employees | Visible Minorities |      |                     | Visible Minorities |                     |      |                     | Visible Minorities |                     |      |                     |          |
|   |      |               | Actual             | Goal | Percent of Goal Met | Goal               | Percent of Goal Met | Goal | Percent of Goal Met | Goal               | Percent of Goal Met | Goal | Percent of Goal Met |          |
| #   | #    | #             | %                  | #    | %                   | %                  | %                   | #    | %                   | %                  | %                   |      |                     |          |
| 07 Administrative & Senior Clerical         | 2018 | 59            | 7                  | 11.9 | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  |                     |          |
|   | 2021 | 59            | 7                  | 11.9 |                     |                    |                     |      |                     |                    |                     |      |                     |          |
| 08 Skilled Sales & Service Personnel        | 2018 | 0             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  |                     |          |
|   | 2021 | 0             | 0                  | 0.0  |                     |                    |                     |      |                     |                    |                     |      |                     |          |
| 09 Skilled Crafts & Trades Workers          | 2018 | 2             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  |                     |          |
|   | 2021 | 2             | 0                  | 0.0  |                     |                    |                     |      |                     |                    |                     |      |                     |          |
| 10 Clerical Personnel                       | 2018 | 11            | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  |                     |          |
|   | 2021 | 11            | 0                  | 0.0  |                     |                    | 0.1                 | 0.0  |                     |                    | 0.1                 | 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  |                     |          |
|   | 2021 | 0             | 0                  | 0.0  |                     |                    | 0.0                 | 0.0  |                     |                    | 0.0                 | 0.0  |                     |          |
| 12 Semi-Skilled Manual Workers              | 2018 | 0             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  | 0                   | 0.0                | 0.0                 | 0.0  |                     |          |
|   | 2021 | 0             | 0                  | 0.0  |                     |                    | 0.0                 | 0.0  |                     |                    | 0.0                 | 0.0  |                     |          |

**Federal Contractors Program Achievement Report**

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

**Babcock Canada Inc.**

**[Date: 2018-04-04] revision 2**

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

| Employment Equity Occupational Group (EOG) | Year | Workforce Analysis |                    |              |     |           |        |          |            | Flow Data Analysis |                    |          |            |               |                    |          |            |               |                    |    |      |     |   |   |
|--|------|--------------------|--------------------|--------------|-----|-----------|--------|----------|------------|--------------------|--------------------|----------|------------|---------------|--------------------|----------|------------|---------------|--------------------|----|------|-----|---|---|
|  |      | Workforce          |                    |              |     |           |        |          |            | Hires              |                    |          |            | Promotions    |                    |          |            | Terminations  |                    |    |      |     |   |   |
|  |      | All Employees      | Visible Minorities |              |     |           |        |          |            | All Employees      | Visible Minorities |          |            | All Employees | Visible Minorities |          |            | All Employees | Visible Minorities |    |      |     |   |   |
|  |      |                    | Representation     | Availability | Gap | EE Result | Actual | Expected | Difference |                    | Actual             | Expected | Difference |               | Actual             | Expected | Difference |               |                    |    |      |     |   |   |
| #  | #    | #                  | %                  | %            | #   | #         | %      | #        | #          | %                  | #                  | #        | #          | #             | %                  | #        | #          | #             | #                  | %  | #    | #   |   |   |
| 13 Other Sales & Service Personnel         | 2015 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |    |      |     |   |   |
|  | 2018 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      | 0          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0  | 0    | 0.0 | 0 | 0 |
| 14 Other Manual Workers                    | 2015 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      |            |                    |                    |          |            |               |                    |          |            |               |                    |    |      |     |   |   |
|  | 2018 | 0                  | 0                  | 0.0          | 0.0 | 0         | 0      | 0.0      | 0          | 0                  | 0.0                | 0        | 0          | 0             | 0                  | 0.0      | 0          | 0             | 0                  | 0  | 0    | 0.0 | 0 | 0 |
| Total                                      | 2015 | 270                | 22                 | 8.1          | 0.2 | 0         | 22     | 4,850.1  |            |                    |                    |          |            |               |                    |          |            |               |                    |    |      |     |   |   |
|  | 2018 | 308                | 27                 | 8.8          | 0.2 | 1         | 26     | 5,280.9  | 145        | 16                 | 11.0               | 0        | 16         | 52            | 2                  | 3.8      | 4          | -2            | 86                 | 11 | 12.8 | 7   | 4 |   |

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

| Employment Equity Occupational Group (EOG) | Year | New Entrants  |                    |      |                     | Goals              |                     |       |                     |                    |                     |          |  | Comments |
|--|------|---------------|--------------------|------|---------------------|--------------------|---------------------|-------|---------------------|--------------------|---------------------|----------|--|----------|
|  |      | Flow Data     |                    |      |                     | Short-term Goals   |                     |       |                     | Long-term Goals    |                     |          |  |          |
|  |      | All Employees | Visible Minorities |      |                     | Visible Minorities |                     |       |                     | Visible Minorities |                     |          |  |          |
|  |      |               | Actual             | Goal | Percent of Goal Met | Goal               | Percent of Goal Met | Goal  | Percent of Goal Met | Goal               | Percent of Goal Met |          |  |          |
| #  | #    | #             | %                  | #    | %                   | %                  | %                   | #     | %                   | %                  | %                   |          |  |          |
| 13 Other Sales & Service Personnel         | 2018 | 0             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0   | 0                   | 0.0                | 0.0                 | 0.0      |  |          |
|  | 2021 | 0             | 0                  | 0.0  |                     |                    | 0.0                 | 0.0   |                     |                    | 0.0                 | 0.0      |  |          |
| 14 Other Manual Workers                    | 2018 | 0             | 0                  | 0.0  | 0                   | 0.0                | 0.0                 | 0.0   | 0                   | 0.0                | 0.0                 | 0.0      |  |          |
|  | 2021 | 0             | 0                  | 0.0  |                     |                    | 0.0                 | 0.0   |                     |                    | 0.0                 | 0.0      |  |          |
| Total                                      | 2018 | 197           | 18                 | 9.1  | 3                   | 600.0              | 0.0                 | 0.0   | 6                   | 300.0              | 0.0                 | 0.0      |  |          |
|  | 2021 | 197           | 18                 | 9.1  |                     |                    | 0.0                 | ##### |                     |                    | 0.0                 | 550425.1 |  |          |

|   |
|---|
| <b>Federal Contractors Program Achievement Report</b> |
| <b>Part 8: Reasonable Efforts</b>                     |
| <b>Babcock Canada Inc.</b>                            |
| <b>[Date: 2018-04-04] revision 2</b>                  |

## Efforts

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

### Required measures:

- Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
- Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
- Adjusted survey results to reflect hires, promotions and terminations.
- Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
- Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups). Wasn't aware that we needed to this. Don't know how?
- Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes. Wasn't aware that we needed to this. Don't know how?
- Ensured that any new gaps identified are addressed accordingly.
- Maintained appropriate records in all required areas.

### Other measures:

- Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
- Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- Communicated the goals to relevant managers as well as monitored and recorded the results. In the past we used to send the gaps to the whole organization since we had a Referral Policy whereby if employees referred a candidate for a gap and the candidate was successful, the employee would be paid a referral fee.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.

- Consulted employee/union representatives on communication and implementation of employment equity.
- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found. In the past we have taken targeted measures when recruiting designated members such as posting at the Songhees Wellness Centre in Victoria (to attract Aboriginals), and posting in Vancouver (as opposed to Victoria) to try to attract a greater number of visible minorities.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

Babcock Canada has taken several Employment Equity initiatives including: The establishment of an Employment Equity Committee run by the VP of HR, an Employment Equity Recruiting Procedure, an Accommodation Policy, wording on all our job advertisements indicating that we are an equal opportunity employer and that we will accommodate candidates throughout the recruitment process, and an internal webpage dedicated to Employment Equity. On this webpage, you can find a Employment Equity brochure which we provide all new hires (we also provide candidates and new hires with a self-declaration form), a Myths and Realities document, and endoresements by both our Babcock International CEO and Babcock Canada President. We also have two corporate videos that we've produced on the topic. As well, we are very active with WIDS (Women in Defence and Security) and providing opportunities to our women employees through this organization such as a mentoring event.

## Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

The organization switched from a vertical structure to a matrix structure. Over 2016 and 2017, a new President, VP Engineering/COO, and VP HR started.

[Redacted]

- Acquisitions, mergers or transfers of employees.

[Redacted]

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

[Redacted]

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

[Redacted]

- Other.

[Redacted]

### **Additional Details**

Please provide any additional information (optional):

Babcock Canada faces Employment Equity challenges due to the nature of its work: 1) The majority of workers are Engineers or Engineering Technologist. A study reported by ONWiE (the Ontario Network of Women in Engineering), indicates that in 2013, only 19% of female undergraduates were studying in Engineering in accredited programs across Canada. Consequently, the pool of women Engineers to fill most of our positions is relatively low. 2) According to the Government of Canada's

Engineers to fill most of our positions is relatively low. 2) According to the Government of Canada's Labour Program, North American Indians represent the largest group (60%) people identified themselves as being an Aboriginal person. In 2006, almost half (48%) of North American Indians had no certificate, diploma or degree. Only 5% of North American Indians over the age of 14 held a university degree. And 54% of North American Indians were without secondary schooling. Almost all of our positions require secondary education so this can be a challenge at times. 3) Babcock requires employees to be cleared to the Secret level. In order to be eligible for a Secret Security Clearance, candidates must have lived, worked, or studied in the last 10 years in Canada or in a country where a bilateral security agreement exists. Otherwise, it is possible for a secret clearance to be obtained however, the wait times are much longer and most of our positions need to be filled immediately. Due to this requirement, there may be the possibility that some visible minorities are not eligible to work at Babcock. 4) The majority of our employees work in Victoria, a city where the number of visible minorities is low compared to the rest of the population. According to Statistics Canada's 2006 Census of Population, only 10.4% of the population in Victoria self identifies as visible minority.

## Federal Contractors Program Report of the Subsequent Compliance Assessment

**Employer Name:** Babcock Canada Inc.

**Primary Location:** Ottawa, Ontario

**Number of Employees(Permanent full-time + permanent part-time) :** 308

British Columbia – 202

Ontario – 71

Nova Scotia – 35

**Organization Overview:**

**NAICS :** 5413 (Architectural, engineering, and related services)

Babcock Canada Inc. provides aerial services for mission-critical operations and naval support solutions. They design, build, manage, operate and maintain assets vital to the delivery of a wide assortment of mission critical services. Babcock Canada belongs to Babcock International. The Canadian head office is situated in Ottawa, Ontario.

**Key Dates – First Year Assessment**

Initiated: 2015-10-27

Received: 2015-11-09

Closed: 2015-12-11

WFA: 2015-11-06

**Key Dates – Subsequent Assessment**

Initiated: 2018-04-09

Received: 2018-06-25

WFA: 2018-06-08

**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:

Yes  No

**Comments:**

Minor discrepancies were noted in the Flow data Analysis – Achievement report and the Forms 6. Corrections were made based on the form. After the correction was made - the data from the current workforce analysis included in the Achievement table was consistent with that found in Forms 1 to 6 from WEIMS.

## ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment many gaps were found in different EEOG's in the designated groups such as women, Indigenous peoples, persons with disabilities and visible minorities. The period for which the data was submitted and analyzed is between 2015-11-06 to 2018-06-08.

### Women

|    |                                  |                   |
|----|----------------------------------|-------------------|
| 1  | Senior Managers                  | Goal not set      |
| 2  | Middle and Other Managers        | Goal not set      |
| 4  | Semi-Professionals & Technicians | Goal met (200.0%) |
| 5  | Supervisors                      | Goal not set      |
| 7  | Administrative & Senior Clerical | Goal not set      |
| 10 | Clerical Personnel               | Goal not set      |

### Assessment/Observations

Most of the goals were not set in the last assessment and thus cannot assess reasonable progress / efforts of the Company.

- EEOG 1 – There was only 1 new entrant, and that employee is from this designated group. The market availability is 27.4%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.
- EEOG 2 – Out of 25 new entrants, 6 were from this designated group. The market availability is 38.9%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.
- EEOG 4 – Out of 48 new entrants, 2 were from this designated group. The market availability is 7.3%. The company had set a goal of hiring / promoting 1 person and they hired / promoted 2. Thus was able to meet the goal by 200.0%.
- EEOG 5 - Out of 3 new entrants, 2 were from this designated group. The market availability is 56.9%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.
- EEOG 7 - Out of 59 new entrants, 40 were from this designated group. The market availability is 79.7%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.
- EEOG 10 - Out of 11 new entrants, 2 were from this designated group. The market availability is 58.8%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.

### Indigenous Peoples

|   |                           |              |
|---|---------------------------|--------------|
| 2 | Middle and Other Managers | Goal not set |
|---|---------------------------|--------------|



|    |                                  |              |
|----|----------------------------------|--------------|
| 3  | Professionals                    | Goal not set |
| 7  | Administrative & Senior Clerical | Goal not set |
| 10 | Clerical Personnel               | Goal not set |

#### Assessment/Observations

- EEOG 2 – There was only 1 new entrant, who is not from this designated group. This is expected since the market availability is 2.2%. Also previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company
- EEOG 3 - Out of 48 new entrants, none were from this designated group. This expected since the market availability is 1.0%. Also previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.
- EEOG 7 – Out of 59 new entrants, none were from this designated group, even though the availability is 3.1%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.
- EEOG 10 - Out of 11 new entrants, none were Aboriginal, even though the market availability is 3.6%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.

#### *Person with Disabilities*

|    |                                   |              |
|----|-----------------------------------|--------------|
| 4  | Semi-Professional and Technicians | Goal not set |
| 5  | Supervisors                       | Goal not set |
| 10 | Clerical Personnel                | Goal not set |

#### Assessment/Observations

- EEOG 4 - Out of 48 new entrants, none were from this designated group, even though the market availability is 4.6%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.
- EEOG 5 – Out of 3 new entrants, none were from this designated group, even though the market availability is 13.9%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.
- EEOG 10 – Out of 11 new entrants, none were from this designated group, even though the market availability is 7.0%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.

#### *Members of Visible Minorities*

|   |                                    |                     |
|---|------------------------------------|---------------------|
| 1 | Senior Managers                    | Goal not set        |
| 2 | Middle & Other Managers            | Goal not set        |
| 3 | Professionals                      | Goal met (800.0%)   |
| 4 | Semi-Professionals and Technicians | Goal not met (0.0%) |
| 5 | Supervisors                        | Goal not set        |

|    |                    |              |
|----|--------------------|--------------|
| 10 | Clerical Personnel | Goal not set |
|----|--------------------|--------------|

#### Assessment/Observations

- EEOG 1 - There was only 1 new entrant, who is not from this designated group, even though the market availability is 10.1%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.
- EEOG 2 - Out of 25 new entrants, only 3 were from this designated group, even though the market availability is 15.0%. Previously the company did not set a short term goal and thus cannot assess if any reasonable progress was made by the company.
- EEOG 3 – Out of 48 new entrants, 8 were from this designated group, even though the market availability is 29.4%. Previously the company had set a goal for 1 new entrant, while company has 8 new entrants. Thus they met the goal by 800.0%.
- EEOG 4 – Out of 48 new entrants, none were from this designated group, even though the market availability is 14.6%. Previously the company had set a goal of 2 new entrants but it not hire/promoted anyone from this designated group. Thus did not meet the goal.
- EEOG 5 - Out of 3 new entrants, none were from this designated group, even though the market availability is 10.1%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company
- EEOG 10 – Out of 11 new entrants, none were from this designated group, even though the market availability is 10.4%. Previously the company had not set a goal and thus cannot assess if any reasonable progress was made by the company.

#### ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2015-11-06 to 2018-06-08. During their initial assessment, the organization had set 3 short term numerical goals and two were achieved.
  - The Company stated they used to share the gaps with the whole organization since they had a Referral Policy whereby if employees referred a candidate for a gap and the candidate was successful, the employee would be paid a referral fee.
  - It also stated that in the past they have taken targeted measures when recruiting designated members such as posting at the Songhees Wellness Centre in Victoria (to attract Indigenous peoples), and posting in Vancouver (as opposed to Victoria) to try to attract a greater number of visible minorities.
  - The Company advised that it has taken several Employment Equity initiatives including: The establishment of an Employment Equity Committee run by the VP of HR, an Employment Equity Recruiting Procedure, an Accommodation Policy, wording on all their job advertisements indicating that they are an equal opportunity employer and that they will accommodate candidates throughout the recruitment process, and an internal webpage dedicated to Employment Equity. On this webpage, one can find an

Employment Equity brochure which they provide to all new hires (they also provide candidates and new hires with a self-declaration form), a Myths and Realities document, and endorsements by both their Babcock International CEO and Babcock Canada President. The Company is also very active with WIDS (Women in Defence and Security) and provide opportunities to women employees through this organization such as a mentoring event.

## ASSESSMENT OF GOALS

### *Short-term goals*

- For all the outstanding gaps, a short term goal was set at availability.
- All short-term goals are set in percentage only.

### Women

- EEOG 2 – Gap at -8 and the availability is 38.9%. The Company has set a short-term goal to be 38.9 % which is on par with the market availability.
- EEOG 3 – Gap at -3 and the availability is 20.1%. The Company has set a short-term goal to be 20.1 % which is on par with the market availability.
- EEOG 4 - Gap at -4 and the availability is 7.3%. The Company has set a short-term goal to be 7.3 % which is on par with the market availability.
- EEOG 5 - Gap at -1 and the availability is 58.1%. The Company has set a short-term goal to be 58.1 % which is on par with the market availability. Advised the HR representative that as per the Employee workbook their work force representation of women should not be over 50.0%.
- EEOG 7 - Gap at -12 and the availability is 80.0%. The Company has set a short-term goal to be 80.0 % which is on par with the market availability. Advised the HR representative that as per the Employee workbook their work force representation of women should not be over 50.0%.
- EEOG 10 - Gap at -6 and the availability is 71.5%. The Company has set a short-term goal to be 71.5 % which is on par with the market availability. Advised the HR representative that as per the Employee workbook their work force representation of women should not be over 50.0%.

### Indigenous Peoples

- EEOG 2 – Gap at -1 and the availability is 2.2%. The Company has set a short-term goal to be 2.2 % which is on par with the market availability.
- EEOG 3 - Gap at -1 and the availability is 1.0%. The Company has set a short-term goal to be 1.0 % which is on par with the market availability.
- EEOG 7 - Gap at -2 and the availability is 3.1%. The Company has set a short-term goal to be 3.1 % which is on par with the market availability.

- EEOG 10 - Gap at -1 and the availability is 3.8%. The Company has set a short-term goal to be 3.8 % which is on par with the market availability.

#### Persons with Disabilities

- EEOG 1/2 - Gap at -1 and the availability is 4.3%. The Company has set a short-term goal to be 4.3 % which is on par with the market availability.
- EEOG 4 - Gap at -2 and the availability is 4.6%. The Company has set a short-term goal to be 4.6 % which is on par with the market availability.
- EEOG 5 - Gap at -1 and the availability is 13.9%. The Company has set a short-term goal to be 13.9 % which is on par with the market availability.
- EEOG 7 - Gap at -1 and the availability is 3.4%. The Company has set a short-term goal to be 3.4 % which is on par with the market availability.
- EEOG 10 - Gap at -1 and the availability is 7.0%. The Company has set a short-term goal to be 7.0 % which is on par with the market availability.

#### Visible Minorities

- EEOG 1 - Gap at -1 and the availability is 10.1%. The Company has set a short-term goal to be 10.1 % which is on par with the market availability.
- EEOG 2 - Gap at -1 and the availability is 15.0%. The Company has set a short-term goal to be 15.0 % which is on par with the market availability.
- EEOG 3 - Gap at -13 and the availability is 29.1%. The Company has set a short-term goal to be 29.1 % which is on par with the market availability.
- EEOG 4 - Gap at -14 and the availability is 16.4%. The Company has set a short-term goal to be 16.4 % which is on par with the market availability.
- EEOG 5 - Gap at -1 and the availability is 11.0%. The Company has set a short-term goal to be 11.0 % which is on par with the market availability.
- EEOG 10 - Gap at -1 and the availability is 9.6%. The Company has set a short-term goal to be 9.6 % which is on par with the market availability.

#### **Long-term goals**

- A long-term goal has been set for every gap uncovered by the most recent workforce analysis.

#### Assessment/Observations

- For all the outstanding gaps, a long term goal was set at availability.
- All long-term goals are set in percentage only.

#### **RECOMMENDATION**

I recommend that the employer be found:

in compliance    in non-compliance

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

- Given that Babcock Canada Inc. has a number of gaps in women, Indigenous peoples, persons with disabilities and visible minorities overall, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070)
- As stated in the Achievement report – in the Efforts page, the company tries to hire people from the designated groups from Victoria, BC only. If not done already, Babcock Canada Inc. might consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of the designated groups.

**Name of Analyst: Neena Sharan**

**Date: July 18, 2018**

## Nyirasafari, Ange AN [NC]

---

**From:** Sharan, Neena [NC] on behalf of EE-EME  
**Sent:** September 7, 2018 9:51 AM  
**To:** 'john.o'neil@babcockcanada.com'; 'keely.gregory@babcockcanada.com'  
**Subject:** Government of Canada Agreement Number: 060552 – Notification of Compliance with the Federal Contractors Program

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

Dear John O'Neil:

I am writing to inform you that the subsequent compliance assessment initiated on March 27, 2018, has been completed. As a result of the assessment, Babcock Canada Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

The purpose of this 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 the Babcock Canada Inc.'s employment equity program.

- Given that Babcock Canada Inc. has a number of gaps in women, Indigenous peoples, persons with disabilities and visible minorities overall, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals in all these designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): [https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070)
- As stated in the Achievement report – in the Efforts page, the company tries to hire people from the designated groups from Victoria, BC only. If not done already, Babcock Canada Inc. might consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of the designated groups.

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 March 27, 2021. 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, Babcock Canada Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

- tailored programs to attract and retain designated group members in areas where they are under-represented; 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 Workplace Equity Information Management System (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](mailto:ee-eme@hrsdc-rhdcc.gc.ca).

Your cooperation during the course of this compliance assessment was appreciated and we wish Babcock Canada Inc. 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](mailto: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!