s.19(1)

s.24(1)

Emploi et Social Development Canada Développement social Canada OFFICIAL USE ONLY Agreement N°:

Labour Program Federal Contractors Program

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

Departing Name (if different from Legal Name of Organization)  CA Technologies Inc.  Organization's North American Industry Classification System (NAICS) Code 541510  Official use only (if information above is incorrect)  Procurement Business Number  Total number of Organization)  HEA  Address (building number, street, suite, etc.)  125 Commerce Valley Drive, West, suite 800  Thornhill, Ontario L3T 7W4	de N°  femployees in Canad  AD OFFICE  City Thornhill Telephone Number 289-695-7622  T EQUITY CONTAITIE Sr. Human Re	visit: http://www.norme/naics-scia	wsiness Number employees in Crime/Temporary anization's NAIC statean gc.ca/sian/2002/naics-se	anada ) 260 ) S Code Number pleasubjects-sujets/standard cian02l-eng.htm  Postal Code No
CA Canada Company  Operating Name (if different from Legal Name of Organization)  CA Technologies Inc.  Organization's North American Industry Classification System (NAICS) Code 541510  Official use only (if information above is incorrect)  Procurement Business Number Total number of 641510  HEA  Address (building number, street, suite, etc.) 125 Commerce Valley Drive, West, suite 800  Thornhill, Ontario L3T 7W4  EMPLOYMEN  Name (print) Shelly Weathers Felephone Number	AD OFFICE City Thornhill Telephone Number 289-695-7622 T EQUITY CONTA	Procurement B  Total number of (Full-Time/Part- To find your orgatistic http://www.norme/naics-scial  a	wsiness Number employees in Crime/Temporary anization's NAIC statean gc.ca/stan/2002/naics-sca	anada ) 260 ) S Code Number pleasubjects-sujets/standard cian02l-eng.htm  Postal Code No
Organization's North American Industry Classification System (NAICS) Cook 141510  Official use only (if information above is incorrect)  Procurement Business Number  Total number of the Address (building number, street, suite, etc.)  25 Commerce Valley Drive, West, suite 800 Shornhill, Ontario L3T 7W4  EMPLOYMEN  Lame (print) Shelly Weathers elephone Number	AD OFFICE City Thornhill Telephone Number 289-695-7622 T EQUITY CONTA	Total number of (Full-Time/Part-To find your orgavisit: http://www.norme/naics-sci	usiness Numbe employees in C Time/Temporary enization's NAIC statean.gc.ca/s an/2002/naics-sc  Organization  Province ON Fax Numbe	anada 260 S Code Number pleasubjects-sujets/standard cian02I-eng.htm  Postal Code No  Postal Code L3T 7W4
In a Technologies Inc.  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American Industry Classification System (NAICS) Code (A1510)  Inganization's North American	AD OFFICE City Thornhill Telephone Number 289-695-7622 T EQUITY CONTA	Total number of (Full-Time/Part-To find your orgavisit: http://www.norme/naics-sci	employees in C Time/Temporary anization's NAIC statean gc ca/s an/2002/naics-so  Organization  Province ON Fax Numbe	anada 260 S Code Number pleas ubjects-sujets/standarc cian02I-eng.htm  Postal Code L3T 7W4
Organization's North American Industry Classification System (NAICS) Code 41510  Official use only (if information above is incorrect)  Total number of the Address (building number, street, suite, etc.) 25 Commerce Valley Drive, West, suite 800 Chornhill, Ontario L3T 7W4  EMPLOYMEN  Lame (print) Chelly Weathers elephone Number	AD OFFICE City Thornhill Telephone Number 289-695-7622 T EQUITY CONTA	(Full-Time/Part-To find your org: visit: http://www.norme/naics-scia	Organization  Province ON Fax Numbe	Postal Code  L3T 7W4
A1510  Official use only (if information above is incorrect)  Total number of the Address (building number, street, suite, etc.)  25 Commerce Valley Drive, West, suite 800 Chornhill, Ontario L3T 7W4  EMPLOYMEN  Lame (print) Chelly Weathers elephone Number	AD OFFICE City Thornhill Telephone Number 289-695-7622 T EQUITY CONTA	(Full-Time/Part-To find your org: visit: http://www.norme/naics-scia	Organization  Province ON Fax Numbe	Postal Code  L3T 7W4
### Address (building number, street, suite, etc.) 25 Commerce Valley Drive, West, suite 800 hornhill, Ontario L3T 7W4  #### EMPLOYMEN  ame (print) helly Weathers elephone Number	AD OFFICE City Thornhill Telephone Number 289-695-7622 T EQUITY CONTA	To find your organistic http://www.norme/naics-scientary.	organization's NAIC statean gc.ca/s an/2002/naics-sc  Organization  Province ON Fax Numbe	S Code Number pleas ubjects-sujets/standard cian02l-eng.htm  's NAICS Code No  Postal Code L3T 7W4
Total number of HEA  Address (building number, street, suite, etc.) 25 Commerce Valley Drive, West, suite 800 Chornhill, Ontario L3T 7W4  EMPLOYMEN  Lame (print) Chelly Weathers  elephone Number	AD OFFICE  City Thornhill Telephone Number 289-695-7622  T EQUITY CONT.  Title Sr. Human Re	2 ACT	Organization Province ON Fax Number	Postal Code L3T 7W4
Total number of HEA  Address (building number, street, suite, etc.) 25 Commerce Valley Drive, West, suite 800 Chornhill, Ontario L3T 7W4  EMPLOYMEN  Lame (print) Chelly Weathers  elephone Number	AD OFFICE  City Thornhill Telephone Number 289-695-7622  T EQUITY CONT.  Title Sr. Human Re	2 ACT	Province ON Fax Numbe	Postal Code L3T 7W4
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Address (building number, street, suite, etc.) 1.25 Commerce Valley Drive, West, suite 800 Thornhill, Ontario L3T 7W4  EMPLOYMEN  Name (print) Shelly Weathers Gelephone Number	City Thornhill Telephone Number 289-695-7622 T EQUITY CONT. Title Sr. Human Re	ACT	ON Fax Numbe	L3T 7W4
ddress (building number, street, suite, etc.) 25 Commerce Valley Drive, West, suite 800 chornhill, Ontario L3T 7W4  EMPLOYMEN  Tame (print) helly Weathers elephone Number	City Thornhill Telephone Number 289-695-7622 T EQUITY CONT. Title Sr. Human Re	ACT	ON Fax Numbe	L3T 7W4
25 Commerce Valley Drive, West, suite 800 hornhill, Ontario L3T 7W4  EMPLOYMEN  ame (print) helly Weathers elephone Number	Thornhill Telephone Number 289-695-7622 T EQUITY CONT. Title Sr. Human Re	ACT	ON Fax Numbe	
EMPLOYMEN  iame (print) helly Weathers elephone Number	T EQUITY CONTAINED TITLE Sr. Human Re	ACT	1	
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helly Weathers elephone Number	Sr. Human Re			
elephone Number	<u></u>		_2	
•		esources bu	siness rai	rtner
	shelly.weath	ners@ca.com		
CER	TIFICATION			
he above-named organization:  having a combined workforce of 100 or more permanent full-tin 12 weeks or more in Canada, AND  intending to bid on, or being in receipt of, a federal government Supply Arrangement, valued at \$1,000,000 or more (including at \$1,000,000 or more).	t goods or services			
lereby certifies its commitment to implement or maintain employm istrument, in keeping with the Federal Contractors Program requilease refer to: <a href="http://www.esdc.gc.ca/eng/labour/equality/fcp/index">http://www.esdc.gc.ca/eng/labour/equality/fcp/index</a> **mportant note: If an audit of the Agreement to Implement Employ be procurement instrument(s) with the Government of Canada markets.	ient equity on an on- irements. For more i c.shtml irment Equity uncove	information on h	ow to impleme	ent employment equ
	-			
IOTE: The signatory must be the Chief Executive Officer OR an a	SNATORY authorized person in	an executive p	osition with leg	gal authority to sign a
contract on behalf of the organization. ame (print)	Title			
enee Lalonde	VP, Sales ar	nd Country	Manager	
elephone Number	E-mail Address			
AF ZAF 3A86	Renee.Lalond	de@ca.com		
	Date	bab	alu	ĺ
DETLIDA	INSTRUCTIONS	<del>1 - Y -   Y -</del>	<del>-(</del> /-\-	



### CA Canada Company (certificate # 060651)

### FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2015-10-25 to 2018-01-01

### **GEOGRAPHICAL AREAS**

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

	I	Province				Cens	us Metropolitan	Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees		Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	101	0	0	101	Montréal	24	0	0	24
Québec	24	0	0	24	Toronto	5	0	0	5
British Columbia	184	0	0	184	Vancouver	184	0	0	184
Total Employees in C	Canada •			309	Ottawa - Gatineau	16	0	0	16
					Ont. less CMA	s 80	0	0	80
					Total Employe	es in Canada	<b>•</b>		309



Occupational Group		A	All Employees		Ab	Aboriginal Peoples	les	Perso	Persons with Disabilities	oilities	Member	Members of Visible Minorities	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Senior Managers	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	2	2										
	Total	3	3										
Middle and Other Managers	4												
Top Range: Under \$5,000	ယ												
Bottom Range: Under \$5,000	2												
	_	28	20	8							3	3	
	Total	28	20	8							3	3	
Professionals	4	_	_										
Top Range: \$100,000 and over	ω												
Bottom Range: Under \$5,000	2												
	_	153	110	43	1		1				58	40	18
	Total	154	111	43	1		1				58	40	18
Semi-Professionals and Technicians	4												
Top Range: Under \$5,000	ω												
Bottom Range: Under \$5,000	2												
	1	21	18	အ	1	1					4	3	_
	Total	21	18	3	1	1					4	3	1

Form 2 A

Occupational Group		Þ	All Employees		At	Aboriginal Peoples	ples	Persi	Persons with Disabilities	bilities	Member	Members of Visible Minorities	1inorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Administrative and Senior Clerical Personnel	4												
Top Range: Under \$5,000	3												
Bottom Range: Under \$5,000	2												
	_	19	12	7							6	7	2
	Total	19	12	7							6	7	2
Skilled Sales and Service Personnel	4	2	2										
Top Range: \$100,000 and over	3												
Bottom Range: Under \$5,000	2												
	_	82	68	14	1	1					20	17	3
	Total	84	70	14	l	L					20	17	3
Total Number of Employees		309	234	75	3	2					94	70	24

## FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National Reporting Period 2015-10-25 to 2018-01-01

Total Number of Employees	\$100,000 and over	Under \$15,000	salary Ralige	
602	6	303	Col. 1	
234	6	228	Col. 2	All Employees
75		75	Col. 3	
3		3	Col. 4	
2		2	Col. 5	Aboriginal Peoples
L		1	Col. 6	
			Col. 7	Pers
			Col. 8	Persons with Disabilities
			Col. 9	ilities
94		94	Col. 10	Membe
70		70	Col. 11	Members of Visible Minorities
24		24	Col. 12	inorities

## FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National Reporting Period 2015-10-25 to 2018-01-01

		All Employees		Ab	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Member	Members of Visible Minorities	orities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total		Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	_		Col. 12
Middle and Other Managers	10	9	-1							2	2	
Professionals	88	66	22							38	28	10
Semi-Professionals and Technicians	4	4										
Administrative and Senior Clerical Personnel	24	17	7							15	12	ယ
Skilled Sales and Service Personnel	11	10	1							6	6	
<b>Total Number of Employees Hired</b>	137	106	31							19	48	13

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## CA Canada Company (certificate # 060651) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / National Reporting Period 2015-10-25 to 2018-01-01

	-											
	Employ	ees promoted (	Employees pro	moted during t	the year are to	be reported on	ly in the occup	ational groups	in which or to v	which they have	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.)	noted.)
		All Employees		Al	Aboriginal Peoples	es	Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	7	6	-3							_		
Professionals	33	28	5							8	7	1
Semi-Professionals and Technicians	1	1										
Administrative and Senior Clerical Personnel	1	1										
Skilled Sales and Service Personnel	6	6								2	2	
Total Number of Employees Promoted	48	42	6							11	10	1
Total Number of Promotions	49	43	6							11	10	1

### CA Canada Company (certificate # 060651)

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

### Reporting Period 2015-10-25 to 2018-01-01

		All Employees		А	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	11	9	2							1		1
Professionals	68	57	11							16	14	2
Semi-Professionals and Technicians	1	1										
Administrative and Senior Clerical Personnel	11	6	5							6	5	1
Skilled Sales and Service Personnel	23	22	1							3	3	
Total Number of Employees Terminated	114	95	19							26	22	4

### Workplace Equity Information Management System - CA Canada Company

### **Workforce Analysis - Detailed Report**

Date: 2018-01-01

### Women

					Women			
Employment Equity Occupational Group	Internal Location	All Employees	•	sentation		lability 	Gap	Recruitment Area
		#	#	%	%	#	#	
01 : Senior Managers	National	3	0	0.0 %	27.4 %	1	-1	National
02 : Middle and Other Managers	National	28	8	28.6 %	38.9 %	11	-3	National
03 : Professionals		154	43	27.9 %	22.3 %	34	9	
1121 : Human resources professionals	National	1	1	100.0 %	71.1 %	1	0	National
1122 : Professional occupations in business management consulting	National	9	2	22.2 %	42.0 %	4	-2	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	3	37.5 %	66.4 %	5	-2	National
2173 : Software engineers and designers	National	133	35	26.3 %	17.4 %	23	12	National
4112 : Lawyers and Quebec notaries	National	2	1	50.0 %	42.5 %	1	0	National
4169 : Other professional occupations in social science, n.e.c.	National	1	1	100.0 %	58.1 %	1	0	National
04 : Semi-Professionals and Technicians		21	3	14.3 %	23.9 %	5	-2	
2281 : Computer network technicians	British Columbia	1	0	0.0 %	19.8 %	0	0	British Columbia
2281 : Computer network technicians	Ontario	2	0	0.0 %	20.8 %	0	0	Ontario
2282 : User support technicians	British Columbia	7	0	0.0 %	25.1 %	2	-2	British Columbia
2282 : User support technicians	Ontario	11	3	27.3 %	24.2 %	3	0	Ontario
07 : Administrative and Senior Clerical Personnel		19	7	36.8 %	79.5 %	15	-8	
Employment Equity Occupational Group	Montréal	1	1	100.0 %	80.8 %	1	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	87.1 %	1	0	Ont. less CMAs
Employment Equity Occupational Group	Vancouver	17	5	29.4 %	79.0 %	13	-8	Vancouver
08 : Skilled Sales and Service Personnel		84	14	16.7 %	28.5 %	24	-10	
6221 : Technical sales specialists - wholesale trade	British Columbia	10	1	10.0 %	26.3 %	3	-2	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	59	10	16.9 %	28.7 %	17	-7	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	15	3	20.0 %	29.1 %	4	-1	Québec
						***************************************		



# Workplace Equity Information Management System - CA Canada Company

## **Workforce Analysis - Detailed Report**

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Date: 2018-01-01

### Women

Total	Employment Equity Occupational Group
	Internal Location
309	All Employees #
75	Representation
75 24.3 % 29.2 %	• -
29.2 %	Women Availabili %
90 -15	ability #
<u>-1</u>	Gap
	Recruitment Area

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

Total may not equal sum of components due to rounding.

2018-05-22 Page 2 of 9



# Workplace Equity Information Management System - CA Canada Company

## Workforce Analysis - Detailed Report

001891

Date: 2018-01-01

### **Aboriginal Peoples**

				Aborig	Aboriginal Peoples			
Employment Equity Occupational Group	Internal Location	All Employees #	Represe	Representation # %	Availability %#	ability #	Gap #	Recruitment Area
01 : Senior Managers	National	ω	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	28	0	0.0 %	2.2 %	_	<u>.</u>	National
03 : Professionals		154	_	0.6 %	0.8 %	_	0	
1121 : Human resources professionals	National	_	_	100.0 %	2.7 %	0	_	National
1122 : Professional occupations in business management consulting	National	Ø	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	œ	0	0.0 %	2.1 %	0	0	National
2173 : Software engineers and designers	National	133	0	0.0 %	0.6 %	_	<u>.</u>	National
4112 : Lawyers and Quebec notaries	National	2	0	0.0 %	1.6 %	0	0	National
4169 : Other professional occupations in social science, n.e.c.	National	_	0	0.0 %	4.7 %	0	0	National
04 : Semi-Professionals and Technicians		21	_	4.8 %	1.7 %	0	_	
2281 : Computer network technicians	British Columbia	_	0	0.0 %	2.0 %	0	0	British Columbia
2281 : Computer network technicians	Ontario	2	0	0.0 %	1.4 %	0	0	Ontario
2282 : User support technicians	British Columbia	7	0	0.0 %	1.8 %	0	0	British Columbia
2282 : User support technicians	Ontario	11	_	9.1 %	1.6 %	0	_	Ontario
07 : Administrative and Senior Clerical Personnel		19	0	0.0 %	2.2 %	0	0	
Employment Equity Occupational Group	Montréal	_	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	_	0	0.0 %	4.1 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Vancouver	17	0	0.0 %	2.1 %	0	0	Vancouver
08 : Skilled Sales and Service Personnel		84	_	1.2 %	1.2 %	_	0	
6221 : Technical sales specialists - wholesale trade	British Columbia	10	0	0.0 %	2.5 %	0	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	59	_	1.7 %	1.0 %	_	0	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	15	0	0.0 %	1.0 %	0	0	Québec

# Workplace Equity Information Management System - CA Canada Company

## Workforce Analysis - Detailed Report

001892

Date: 2018-01-01

### **Aboriginal Peoples**

Total	Employment Equity Occupational Group
	Internal Location
309	All Employees #
з	Abo Representation # %
3 1.0 % 1.2 %	Aboriginal esentation %
1.2 %	
з	eoples Availability % #
0	Gap #
	Recruitment Area

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

Total may not equal sum of components due to rounding.

2018-05-22 Page 4 of 9



# Workplace Equity Information Management System - CA Canada Company

## Workforce Analysis - Detailed Report

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Date: 2018-01-01

### **Members of Visible Minorities**

				Members o	Members of Visible Minorities	ities		
Employment Equity Occupational Group	Internal Location	All Employees #	Represo	Representation # %	Availability %#	# -	Gap #	Recruitment Area
01 : Senior Managers	National	ω	0	0.0 %	10.1 %	0	0	National
02 : Middle and Other Managers	National	28	ω	10.7 %	15.0 %	4	<u>.</u>	National
03 : Professionals		154	58	37.7 %	37.4 %	58	0	
1121 : Human resources professionals	National	_	0	0.0 %	14.1 %	0	0	National
1122 : Professional occupations in business management consulting	National	9	0	0.0 %	21.6 %	2	'n	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	ω	37.5 %	16.9 %	<u> </u>	2	National
2173 : Software engineers and designers	National	133	54	40.6 %	40.5 %	54	0	National
4112 : Lawyers and Quebec notaries	National	Ν	_	50.0 %	12.5 %	0	_	National
4169 : Other professional occupations in social science, n.e.c.	National	_	0	0.0 %	9.9 %	0	0	National
04 : Semi-Professionals and Technicians		21	4	19.0 %	34.2 %	7	۵	
2281 : Computer network technicians	British Columbia	_	_	100.0 %	28.5 %	0	_	British Columbia
2281 : Computer network technicians	Ontario	N	0	0.0 %	34.1 %	_	<u>.</u>	Ontario
2282 : User support technicians	British Columbia	7	0	0.0 %	32.5 %	2	ĸ	British Columbia
2282 : User support technicians	Ontario	11	ω	27.3 %	35.9 %	4	<u>.</u>	Ontario
07 : Administrative and Senior Clerical Personnel		19	9	47.4 %	32.3 %	6	ω	
Employment Equity Occupational Group	Montréal	_	0	0.0 %	12.2 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	_	0	0.0 %	1.6 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Vancouver	17	9	52.9 %	35.3 %	6	ω	Vancouver
08 : Skilled Sales and Service Personnel		84	20	23.8 %	19.0 %	16	4	
6221 : Technical sales specialists - wholesale trade	British Columbia	10	2	20.0 %	24.7 %	2	0	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	59	14	23.7 %	20.8 %	12	2	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	15	4	26.7 %	8.5 %	_	ω	Québec

# Workplace Equity Information Management System - CA Canada Company

## Workforce Analysis - Detailed Report

001894

Date: 2018-01-01

### **Members of Visible Minorities**

ω # -	91 # '	29.6	# % % 94 30.4% 29.6%	94 #	309 #		Total
Gap	le Minorities Availability	f Visib	Members o Representation	Repres	All Employees	Internal Location	Employment Equity Occupational Group

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

Total may not equal sum of components due to rounding.

2018-05-22 Page 6 of 9



# Workplace Equity Information Management System - CA Canada Company

## Workforce Analysis - Detailed Report

Date: 2018-01-01

### Persons with Disabilities

				Persons v	Persons with Disabilities	ies	
Employment Equity Occupational Group	Internal Location	All Employees	Representation	ntation	Availability	ability Gap	Recruitment Area
		#	#	%	%	#	
01/02 : Managers	National	31	0	0.0 %	4.3 %	1 -1	National
03 : Professionals	National	154	0	0.0 %	3.8 %	6 -6	National
04 : Semi-Professionals and Technicians	National	21	0	0.0 %	4.6 %	-1	National
07 : Administrative and Senior Clerical Personnel	National	19	0	0.0 %	3.4 %	-1	National
08 : Skilled Sales and Service Personnel	National	84	0	0.0 %	3.5 %	ω •	National
Total		309	0	0.0% 3.8%	3.8 %	12 -12	

Total may not equal sum of components due to rounding.

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



2018-05-22

# Workplace Equity Information Management System - CA Canada Company

001896

## Workforce Analysis - Detailed Report

Date: 2018-01-01

# WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

11 : Intermediate Sales and Service Personnel	08 : Skilled Sales and Service Personnel	07 : Administrative and Senior Clerical Personnel	04 : Semi-Professionals and Technicians	03 : Professionals	02 : Middle and Other Managers	01 : Senior Managers	Employment Equity Occupational Group
EEOG	NOC	EEOG	NOC	NOC	EEOG	EEOG	Perform Analysis By
CMA	Provincial	CMA	Provincial	National	National	National	Recruitment Area

### Workplace Equity Information Management System - CA Canada Company

### **Workforce Analysis - Detailed Report**

Date: 2018-01-01

### 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



### Workplace Equity Information Management System - CA Canada Company

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

Date: 2018-01-01

### Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Avail	lability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	3	0	0.0 %	27.4 %	1	-1	
02 : Middle and Other Managers	28	8	28.6 %	38.9 %	11	-3	
03 : Professionals	154	43	27.9 %	22.3 %	34	9	
04 : Semi-Professionals and Technicians	21	3	14.3 %	23.9 %	5	-2	
07 : Administrative and Senior Clerical Personnel	19	7	36.8 %	79.5 %	15	-8	
08 : Skilled Sales and Service Personnel	84	14	16.7 %	28.5 %	24	-10	
Total	309	75	24.3 %	29.2 %	90	-15	

Total may not equal sum of components due to rounding.



# Workplace Equity Information Management System - CA Canada Company

## **Workforce Analysis - Summary Report**

001899

Date: 2018-01-01

### **Aboriginal Peoples**

			Aborigi	Aboriginal Peoples		
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability	oility	Gap
	#	#	%	%	#	#
01 : Senior Managers	3	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	28	0	0.0 %	2.2 %	_	<u>.</u>
03 : Professionals	154	<u> </u>	0.6 %	0.8 %	_	0
04 : Semi-Professionals and Technicians	21	_	4.8 %	1.7 %	0	-
07 : Administrative and Senior Clerical Personnel	19	0	0.0 %	2.2 %	0	0
08 : Skilled Sales and Service Personnel	84	_	1.2 %	1.2 %	_	0
Total	309	ω	3 1.0% 1.2%	1.2 %	ω	0

Total may not equal sum of components due to rounding.



# Workplace Equity Information Management System - CA Canada Company

## **Workforce Analysis - Summary Report**

001900

Date: 2018-01-01

### **Members of Visible Minorities**

			Members o	Members of Visible Minorities	rities		
Employment Equity Occupational Group	All Employees	Repres	Representation	Avail	Availability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	3	0	0.0 %	10.1 %	0	0	
02 : Middle and Other Managers	28	ω	10.7 %	15.0 %	4	<u>.</u>	
03 : Professionals	154	58	37.7 %	37.4 %	58	0	
04 : Semi-Professionals and Technicians	21	4	19.0 %	34.2 %	7	۵	
07 : Administrative and Senior Clerical Personnel	19	9	47.4 %	32.3 %	6	ယ	
08 : Skilled Sales and Service Personnel	84	20	23.8 %	19.0 %	16	4	
Total	309	94	30.4 %	29.6 %	91	ω	

Total may not equal sum of components due to rounding.



# Workplace Equity Information Management System - CA Canada Company

## **Workforce Analysis - Summary Report**

001901

Date: 2018-01-01

### **Persons with Disabilities**

			Persons w	Persons with Disabilities	Š	
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability	oility Gap	
	#	#	%	%	#	
01/02 : Managers	31	0	0.0 %	4.3 %	1	
03 : Professionals	154	0	0.0 %	3.8 %	6 -6	
04 : Semi-Professionals and Technicians	21	0	0.0 %	4.6 %	1	
07 : Administrative and Senior Clerical Personnel	19	0	0.0 %	3.4 %	-1	
08 : Skilled Sales and Service Personnel	84	0	0.0 %	3.5 %	3	
Total	309	0	0 0.0% 3.8%	3.8 %	12 -12	

Total may not equal sum of components due to rounding.



2018-05-22

# Workplace Equity Information Management System - CA Canada Company

001902

## **Workforce Analysis - Summary Report**

Date: 2018-01-01

# WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

11 : Intermediate Sales and Service Personnel	08 : Skilled Sales and Service Personnel	07 : Administrative and Senior Clerical Personnel	04 : Semi-Professionals and Technicians	03 : Professionals	02 : Middle and Other Managers	01 : Senior Managers	Employment Equity Occupational Group
EEOG	NOC	EEOG	NOC	NOC	EEOG	EEOG	Perform Analysis By
CMA	Provincial	CMA	Provincial	National	National	National	Recruitment Area

### Workplace Equity Information Management System - CA Canada Company

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

Date: 2018-01-01

### 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
07 : Administrative and Senior Clerical Personnel	EEOG	National
08 : Skilled Sales and Service Personnel	EEOG	National
11 : Intermediate Sales and Service Personnel	EEOG	National



### **Federal Contractors Program Achievement Report**

### Part 1: Workforce Analysis

### **CA Canada Company**

[Date: 2018-01-01]

### Data from First/Previous Workforce Analysis

Data from Fin	st/Previous Work	force Analysis
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Data Home	Subsequent/Curr Analysis	ent workforce
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Data from Subse	quent/Current Wo	rkforce Analysis
YYYY	MM	DD
2018	01	01

		Table 1: Women			
		First/Previous Workforce Analysis			
Emple	symant Equity Occupational Crown (FEOC)	All Employees	Wor	nen	
Empic	yment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	3	0	27.40	
02	Middle & Other Managers	31	6	38.90	
03	Professionals	118	35	31.40	
04	Semi-Professionals & Technicians	3	0	20.50	
05	Supervisors	0	0	0.00	
06	Supervisors: Crafts & Trades	0	0	0.00	
07	Administrative & Senior Clerical Personnel	5	5	80.60	
08	Skilled Sales & Service Personnel	101	14	28.40	
09	Skilled Crafts & Trades Workers	0	0	0.00	
10	Clerical Personnel	0	0	0.00	
11	Intermediate Sales & Service Personnel	0	0	0.00	
12	Semi-Skilled Manual Workers	0	0	0.00	
13	Other Sales & Service Personnel	1	0	55.50	
14	Other Manual Workers	0	0	0.00	
Total		262	60	32.0	

* Source:	

r	Гable 5: Women			
Subsequent/Current Workforce Analysis				
All Employees	Women			
	Representation	Availability*		
#	#	%		
3	0	27.40		
28	8	38.90		
154	43	22.30		
21	3	23.90		
0	0	0.00		
0	0	0.00		
19	7	79.50		
84	14	28.50		
0	0	0.00		
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* Source:		

### Federal Contractors Program Achievement Report Part 1: Workforce Analysis CA Canada Company Date: 2018-01-01



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Data from Subsequent/Current Workforce

Analysis

	Table	Table 2: Aboriginal Peoples	eoples
	First/Pr	First/Previous Workforce Analysis	\nalysis
	All Employees	Aboriginal Peoples	d Peoples
Symetric Educity Occupational Group (EEOG)		Representation	Availability*
	#	#	%
Senior Managers	3	0	2,90
Middle & Other Managers	31	0	2.20
Professionals	118	1	1.10
Semi-Professionals & Technicians	သ	0	1.60
Supervisors	0	0	0.00
Supervisors: Crafts & Trades	0	0	0.00
Administrative & Senior Clerical Personnel	5	0	2.20
Skilled Sales & Service Personnel	101	1	1.20
Skilled Crafts & Trades Workers	0	0	0.00
Clerical Personnel	0	0	0.00
Intermediate Sales & Service Personnel	0	0	0.00
Semi-Skilled Manual Workers	0	0	0.00
Other Sales & Service Personnel	1	0	0.80
Other Manual Workers	0	0	0.00

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	#		VII Employees	Subseque	Tabl	
3 (	#	Representation	Aborigin	Subsequent/Current Workforce Analysis	<b>Table 6: Aboriginal Peoples</b>	
2.9	0%	Availability*	Aboriginal Peoples	rce Analysis	eoples	

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## Federal Contractors Program Achievement Report Part 1: Workforce Analysis

CA Canada Company

Date: 2018-01-01

## Data from First/Previous Workforce Analysis

Data from Subsequent/Current Workforce Analysis

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All Employees

Members of Visible Minorities

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Sording	Employment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	3	0	10.10
02	Middle & Other Managers	31	2	15.00
03	Professionals	118	27	32.90
04	Semi-Professionals & Technicians	3		32.20
05	Supervisors	0	0	0.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	5	0	24.10
08	Skilled Sales & Service Personnel	101	16	19.20
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	0	0	0.00
11	Intermediate Sales & Service Personnel	0	0	0.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	1	0	52.70
14	Other Manual Workers	0	0	0.00
Total		262	46	25.1

309	0	0	0	0	0	0	84	19	0	0	21	154	28	ယ	#	Re	All Employees	Subsequent/Cu	Table 7: Members of Visible Minorities
94	0	0	0	0	0	0	20	9	0	0	4	58	دی	0	#	Representation	Members of Visible Minorities	Subsequent/Current Workforce Analysis	ers of Visible
29.6	0.0	0.0	0.0	0.0	0.0	0.0	19.0	32.3	0.0	0.0	34.2	37.4	15.0	10.1	%	Availability*	ible Minorities	e Analysis	Minorities

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### Federal Contractors Program Achievement Report Part 1: Workforce Analysis CA Canada Company Date: 2018-01-01



Data from Subsequent/Current Workforce

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Table 4:	2013
Persons with Di	10
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First/Previous Workforce Analysis

Table 8: 1	2018
<b>Table 8: Persons with Disabilitie</b>	01
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from Subsequent/Current Workforce Analysis

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0.00	0	Semi-Skilled Manual Workers	12
	0	Intermediate Sales & Service Personnel	11
0.00	0	Clerical Personnel	10
0.00	0	Skilled Crafts & Trades Workers	09
0 3.50	101	Skilled Sales & Service Personnel	80
0 3,40	5	Administrative & Senior Clerical Personnel	07
0.00	0	Supervisors: Crafts & Trades	90
0.00	0	Supervisors	05
0 4.60	ယ	Semi-Professionals & Technicians	04
0 3.80	118	Professionals	03
0 4.30	34	01/02   Managers	01/02
9%	# #		
tation Availability*	Representation	Employment Educy Occupational Group (EEGG)	ond ma
Persons with Disabilities	All Employees Perso	Compatible Compational Crown (FFOC)	

309	0	0	0	0	0	0	84	19	0	0	21	154	31	#		All Employees	Subsequent	Table 8:
0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Representation	Persons with Disabilities	Subsequent/Current Workforce Analysis	<b>Table 8: Persons with Disabilities</b>
3.8	0.0	0.0	0.0	0.0	0.0	0.0	3.5	3.4	0.0	0.0	4.6	3.8	4.3	9/0	Availability*	Disabilities	ce Analysis	sabilities

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Source:

[Date: 2018-01-01]	CA Canada Company	Part 2: Flow Data Analysis	Federal Contractors Program Achievement Report
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Data from Form 4 - Employees

Data from Form 5 - Employees

Data from Form 6 - Employees Terminated

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	Full_time	Full-time / National	Part-time / National	/National	
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired	2
	#	#	#	#	
01 Senior Managers	0	0	0	0	
02 Middle & Other Managers	10	1	0	0	
03 Professionals	88	22	0	0	
04 Semi-Professionals & Technicians	4	0	0	0	
05 Supervisors	0	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	24	7	0	0	
08 Skilled Sales & Service Personnel	-	_	0	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	
10 Clerical Personnel	0	0	0	0	
11 Intermediate Sales & Service Personnel	0	0	0	0	
12 Semi-Skilled Manual Workers	0	0	0	0	
13 Other Sales & Service Personnel	0	0	0	0	
14 Other Manual Workers	0	0	0	0	
Total	137	31	0	0	

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-	National	Part-time / National	National	Full-time / National
		Women	Table 5:	
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)	#	Women Terminated	Vational		<b>←</b>

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0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	All Employees Terminated
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	Women Terminated

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### Part 2: Flow Data Analysis CA Canada Company

[Date: 2018-01-01]

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Data from Form 4 - Employees Hired

Tab	Table 2: Aboriginal Peoples	iginal Peoples Part-time / National	ples / National		Table 6: Ab	le 6: Abor	Table 6: Aboriginal Peoples	oles Selc
All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	•	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Abor Peo
#	#	#	#		#	#	#	
0	0	0	0		0	0	0	
10	0	0	0		7	0	0	
88	0	0	0		33	0	0	
4	0	0	0		1	0	0	
0	0	0	0		0	0	0	
0	0	0	0		0	0	0	
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02 Middle & Othe 03 Professionals

Middle & Other Managers

01 | Senior Managers

**Employment Equity Occupational Group** 

06 Supervisors: Crafts & Trades07 Administrative & Senior Cler

Administrative & Senior Clerical Personnel

08 Skilled Sales & Service Personnel09 Skilled Crafts & Trades Workers

12 Semi-Skilled Manual Workers13 Other Sales & Service Personnel

14 Other Manual Workers

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11 Intermediate Sales & Service Personnel

10 Clerical Personnel

04 Semi-Professionals & Technicians 05 Supervisors

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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Aboriginal Promoted Peoples

Part-time / National

All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
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### Part 2: Flow Data Analysis

CA Canada Company

[Date: 2018-01-01]

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	Data from Form 4 - Employees Hired	
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Table 3: Persons with Disabilities

	Full-time	Full-time / National	Part-time	Part-time / National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	10	0	0	0
03 Professionals	88	0	0	0
04 Semi-Professionals & Technicians	4	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	24	0	0	0
08 Skilled Sales & Service Personnel	11	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	137	0	0	0

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All Employees Promoted Full-time / National Table 7: Persons with Disabilities Disabilities Promoted Persons with All Employees Part-time / National Promoted 00000000000 Persons with Disabilities Promoted

### Data from Form 6 - Employees Terminated

# #	Table 1	Table 11: Person: Ill-time / National mployees Persons with mployees Disabilities ninated Terminated	Table 11: Persons with Disabilities  Ill-time / National Part-time / National  Persons with All Employees Disabilities  Terminated Terminated Terminated	hbilities / National / Persons with Disabilities Terminated
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0 0	#	Persons with Disabilities Terminated	/ National	bilities	•

All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
0	0	0	0
=	0	0	
68	0	0	
_	0	0	
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0	0	0	
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Part 2: Flow Data Analysis CA Canada Company

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Data from Form 4 - Employees Hired

Table 4: Members of Visible Minorities

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	0	0	0	0	14 Other Manual Workers
	0	0	0	0	13 Other Sales & Service Personnel
	0	0	0	0	12 Semi-Skilled Manual Workers
	0	0	0	0	11 Intermediate Sales & Service Personnel
	0	0	0	0	10 Clerical Personnel
	0	0	0	0	09 Skilled Crafts & Trades Workers
	0	0	9	11	08 Skilled Sales & Service Personnel
	0	0	15	24	07 Administrative & Senior Clerical Personnel
	0	0	0	0	06 Supervisors: Crafts & Trades
	0	0	0	0	05 Supervisors
	0	0	0	4	04 Semi-Professionals & Technicians
	0	0	38	88	03 Professionals
	0	0	2	10	02 Middle & Other Managers
	0	0	0	0	01 Senior Managers
	#	#	#	#	
	Hired		Hired		
All Er	Visible Minorities	All Employees Hired	Visible Minorities	All Employees Hired	Employment Equity Occupational Group (EEOG)
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Ŧ	/National	Part-time / National	'National	Full-time / National	

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Data from Form 5 - Employees Promoted

Table 8: Members of Visible Minorities Full-t Formot #

Ì	o. members	01 1 101016 11	1711110111100	1 4 5 1
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yees	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Emp Termir
	#	#	#	#
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Data from Form 6 - Employees Terminated

Table 12: Members of Visible Minorities

ployees	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
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68	16	0	0
	0	0	0
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0	0	0	0
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Data for First/Previous Goals	[Date: 2018-01-01]	CA Canada Company	Part 3: Goals	Federal Contractors Program Achievement Report

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19.4%	19.4%	-6	-6	38.9%	0	6	0	0.0%	6 0	0	0		%	0 37.3%		-3.3%	31 		Middle & Other Managers	02 Middle
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Years				·	2018	2015		ally Over 3	-25 Annually	2015-10-25	Years	Over 3 Years	Annually	Annually	lly Over 3 Years	ally Annually	25 Annually	2015-10-25		
Representation in 3	Representation	Gap	Present Cap	Availability	****		Over 3			GG-WW-AAAA	Hires Over 3	Projected	79	Actual	Projected		-DD Actual	AAAA-WW-DD	3	Group (EFOG)
Projected	[				3 Year Goals From - To			furnover (Replacement of Terminated Employees)	L	d Number	ed Anticipated	of Terminate	Turnover (Replacement of Terminated Employees)	Turnover	Positions)	Growth (New Positions)		Number	Fundament Fourity Occupations	Employment
				Women	W									All Employees	A			П		
							Goals	First/Previous Short-term Goals	rst/Previou	3										
								Table 1: Women	Table											
<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	←	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	←	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>		
(K - M + O) ÷ (C + F)	K+C	(K - M + O) - ((C + F) x Q)	From (K - M + Workforce O) - ((C + Analysis F) x Q)	From Workforce Analysis	Data Entry	JxP	3 (F x Q) - R + M	alent KxLx3	Equivalent to H	From Workforce Analysis	F + I	ну СхНх	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis*		ntry CxEx3	From Workforce Data Entry Analysis <sup>†</sup>		From Workforce Analysis		Data sources:
U	T	s	R	Q	P	0	z	, M	T	K	J	I	Н	G	Ξ.	) E	D	С	В	A
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Total	262	5.7%			0 39	39.9%		0 0	0 0	60	0.0%	0	24	0		32.0%	-24	-24	22.9%	22.9%
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† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)	formula: ((	Current nu	mber of en	ployees fro	m Workfo	rce Analysis	+ Previous	number of	employees f	rom Workfo	rce Analysi	s) $^{1/3}$ - 1) x 100.	00.							
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.	formula: (T	erminated	full-time e	mployees f	rom Flow I	Data Analysi	is + Termina	ated part-tin	ne employee	s from Flow	Data Analy	/sis) ÷ ((Tot	tal number o	of employee:	from Previo	ous Workford	e Analysis +	Total numbe	er of employees	from Current
										Ta	Table 2: Women	men								
Employment Faulty Occumational		Women	nen																	
luty Occupational	Short-term Goals	Goals	Long-t	Long-term Goals									Comments	nts						
Group (EEGG)	#	%	*	%																
01 Senior Managers	0	0.0		0 0	0.0															
02 Middle & Other Managers	2	0.0	-	4 0	0.0															
03 Professionals	2	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	0.0															
07 Administrative & Sr Clerical	0	0.0		0 0	0.0															
08 Skilled Sales & Service	9	0.0	-	6 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															
14 Other Manual Workers	0	0.0	-	0 0	0.0															
Total	14		_																	

Data for First/Previous Goals	[Date: 2018-01-01]	CA Canada Company	Part 3: Goals	Federal Contractors Program Achievement Report

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Representation in 3	Representation	Gap	Present Gap	Availability	YYYY-YYYY	Π	Over 3		YYYY-MM-DD		Hires Over 3	Projected	Actual	Projected	Proj	3D Actual	VYYY-MM-DD	Group (EEOG)	Group
Projected	Process	-		Discont	3 Year Goals From - To			Eurnover (Replacement of Terminated Employees)	Number Turn		nated Anticipated	Turnover (Replacement of Terminated Employees)	Turnover (Repla		Growth (New Positions)	ଜ	Number	Employment Fauity Occupational	Employ
				Aboriginal Peoples	Aborigin								loyees	All Employees					
							rm Goals	304.000	First/Prev										
							Peoples	<b>Table 3: Aboriginal F</b>	Table 3:										
←	_	<b>←</b>	<b>←</b>	<b>+</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>		, 4	↓	<b>←</b>	<b>←</b>	<b>+</b>	<b>+</b>	<b>←</b>		
(K - M + O) ÷ (C + F)	K+C (	(K - M + O) - ((C + F) x Q)	From (K - M + Workforce O) - ((C + Analysis F) x Q)	From Workforce Analysis	Data Entry	- JxP	L x 3 (F x Q) - R + M	Equivalent KxL>	From Equ. Workforce to		1 x 3 F + I	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis*	From Flow Data Analysis & Dat Workforce Analysis*	CxEx3	From Workforce Data Entry Analysis <sup>†</sup>		From Workforce Analysis	urces:	Data sources:
U	T	s	R	Q	P	0	z	L M	K		J.	H	G	Ŧ	E	D	C	В	A
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14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	0	#DIV/0!
Total	262	5.7%		0	39.9%		0	0	2	0.0%	0	_	0		1.3%	<u>-</u>	<u>.</u> .	3.0	0.8%	0.8%
t Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)	ng formula: ((	Current nun	ber of emplo	yees from V	Vorkforce Ar	ıalysis ÷ Pre	vious number	r of employe	es from Wor	kforce Anal	ysis) <sup>1/3</sup> - 1) x 100.	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.	ng formula: (7 ).	[erminated f	ull-time emp	loyees from	Flow Data A	ınalysis + Te	rminated par	t-time emplo	yees from F	low Data Ar	nalysis) ÷ ((7	otal number	r of employe	es from Prev	ious Workfor	ce Analysis	+ Total numl	ber of employ	ees from Cu	urrent
									Table	Table 4: Aboriginal Peoples	ginal Peop	les								
Fundament Fundament Commission		<b>Aboriginal Peoples</b>	Peoples																	
Employment Equity Occupational	Short-term Goals	n Goals	Long-term Goals	n Goals								Comments	ents							
Group (Execut)	#	%	#	%																
01 Senior Managers	0	0.0	0	0.0																
02 Middle & Other Managers	_	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																
Total			0																	

Federal Contractors Program Achievement Report  Part 3: Goals  CA Canada Company  [Date: 2018-01-01]  Data for First/Previous Goals					
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0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	%	1 -100.0%		Other Sales & Service	13 Othe
	#DIV/0!	0	0	6.3%	0	0	0	0.0%	0	0	0	0.0%	0	%	0.0%		Semi-Skilled Manual	12 Sem
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	#DIV/0!	0	0	0.0%	0	0	0	0.0%	0	c	0	0.0%	0	%	0.0%		Skilled Crafts & Trades	09 Skill
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	#DIV/0!	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	%	0.0%		Supervisors	05 Supe
6 0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	8.3%	0	%	3 91.3%		Semi-Professionals & Tech	04 Sem
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Representation in 3	Present	rrojecien	Present Gap		YYYY-YYYY				YYYY-MM-DD	Hires Over 3	Projected	Actual	cted	Projected	DD Actual	DE-WW-AAAA	embio)ment edun) occupational	Conduction of the conduction o
Projected	,			7	3 Year Goals From - To			Turnover (Replacement of Terminated Employees)	Number	Anticipated	Turnover (Replacement of Terminated Employees)	Turnover (Replac Emj		Growth (New Positions)	G	Number		E mai oumo
				Persons with Disabilities	Persons wi							oyees	All Employees					
							term Goals	First/Previous Short-te	First/P									
						5	ı Disabilities	able 5: Persons with	Table 5:									
←	<b>←</b>	<b>-</b>	<b>←</b>	<b>←</b>	←	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>		
(K - M + O) ÷ (C + F)	K+C	(K - M + O) - ((C + F) x Q)	From (K - M + Workforce O) - ((C + Analysis F) x Q)	From Workforce Analysis	P Data Entry	() - J x P	(Lx3 (FxQ)- R+M	Equivalent K x	From Workforce Analysis	F + I	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis*	From Flow Data Analysis & Dat Workforce Analysis*	C x E x 3	From Workforce Data Entry Analysis Analysis		From Workforce Analysis	es:	Data sources:
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<sup>+</sup> Tot.

Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)<sup>1/2</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.

Total	14 Other	13 Other	12 Semi-S	11 Interm	10 Cleric	09 Skilled	08 Skilled	07 Admir	06 Superv	05 Supervisors	04 Semi-	03 Professionals	01/02 Managers	or only done	Comm (FFOC)	Employment	
	14 Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	visors	04   Semi-Professionals & Tech	sionals	gers	50)	Crown (FFOC)	+ Fanish Ommasiana	
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			-	-	-		-	-	-	-				#:	Lon	Disabil	
6	0	0	0	0	0	0	2	0	0	0	0	3	_		Long-term Goals	ities	
	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	%	Goals		
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Part 3: Goals	Federal Contractors Program Achievement Report

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9%	%	#	#	%	%	#	#	#	%	#	#	#	%	%	#	9%	%	#		
Years	sselvi oscanarnom	u		Symmothy	2018	2015	Years	Over 3 Years	Annually		Years	Over 3 Years	Annually	Annually	Over 3 Years	Annua		2015-10-25		eroup (EEcoc)
Representation in 3		Cam	Present Gap	Availability	AAAA - AAAA	1111	Over 3			3 YYYY-MM-DD	Hires Over 3	Projected	P <sub>t</sub>	Actual	Projected		-DD Actual	GG-WW-AAAA	Comm (FFOC)	Comp./EFOC
Projected	7			,	3 Year Goals From - To	3 Yea	·····	Turnover (Replacement of Terminated Employees)	Turnover (	Number	Anticipated	Turnover (Replacement of Terminated Employees)	(Replacement of Employees)	Turnover	itions)	Growth (New Positions)	-	Number	mitte Occumentary	Employment E
			ties	Members of Visible Minorities	fembers of V	-								All Employees	AHE					
							Goals	First/Previous Short-term Goals	t/Previous	Firs										
						Ś	ble Minorities	of Visible	able 7: Members of Visil	Table 7: 1										
<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>		
(K - M + O) + (C + F)	K+C	(K - M + O) - ((C + F) x Q)	From (K - M + Workforce O) - ((C + Analysis F) x Q)	From Workforce Analysis	Data Entry	JχP	3 (F x Q) - R + M	nt KxLx3	e Equivalent	From Workforce Analysis	F + I	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis*	w & Data Ent		y CxEx3	From Workforce Data Entry Analysis <sup>†</sup>		From Workforce Analysis		Data sources:
U	T	s	R	Q	P	0	z	Y	L	K	J	I	Н	G	F	E	D	С	В	A
							1					į								

14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!
Total	262	5.7%	9	0	39.9%		0	0	46	0.0%	0	20	0	25.1%	-20	-20	17.6%	17.6%
† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)	ing formula: (((	urrent nu	mber of emplo	yees from W	orkforce Ana	lysis ÷ Previc	us number of	employees fr	om Workfor	ce Analysis)1/	s) <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	ing formula: (T	erminated	full-time emp	loyees from l	Flow Data Ar	ıalysis + Term	inated part-tir	ne employees	from Flow I	Data Analysis	) ÷ ((Total n	umber of em	ployees from Pre	vious Workford	e Analysis + T	otal number o	f employees from	1 Current
over the forest running and the second								Table	8: Memb	Table 8: Members of Visible Minorities	ble Minor	ities						
	Memb	ers of Vis	Members of Visible Minorities	S .														
Employment Equity Occupational	Short-term Goals	Goals	Long-term Goals	1 Goals							0	Comments						
Group (EEOG)	#	%	#	%														
01 Senior Managers	0	0.0	0	0.0														
02 Middle & Other Managers		0.0	0	0.0														
03 Professionals	7	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														
08 Skilled Sales & Service	(y)	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														
Total	12		0															

Part 3: Goals	Federal Contractors Program Achievement Report

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	1	7			From Flow				1						1	1			
Data sources:	From Workforce Analysis	From Workforce Analysis <sup>†</sup>	From Workforce Data Entry Analysis <sup>†</sup>	y CxEx3	Data Analysis & Workforce Analysis*	Data Analysis & Data Entry C x H x 3 Workforce Analysis*	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	T		<u></u>	T	Ţ	T		Τ	±.	L	T			_	<b>L</b>	Τ.	_	T	
	l	ļ	ŀ	ŀ	ŀ	ŀ	ŀ	ŀ	ŀ			ŀ	ŀ	ļ	ŀ	ŀ	ŀ	\	•
									Silverin	Table 9: Women	Women	Coole							
				4 H F a	anlowane									Was	ion l				
	Γ			200	on embiologica									***	TICH.				
	Number	9	Growth (New Positions)	sitions)	Turnover (R	Turnover (Replacement of Terminated Employees)	Ferminated	Anticipated	Number	Turnover (R	Turnover (Replacement of	Hires	3 Year Goals From - To	ioals To					Projected
Employment Equity Occupational	YYYY-MM-DD	Actual	Pr	Projected	Actual	Projected	cted	Hires Over 3	YYYY-MM-DD		reamment comprojects	Over 3	1111-1111		Present	Present Gap	Projected	Present	Representation in 3
	2018-01-01	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-01-01	Annually	Over 3 Years	Years	2018	2021				•	Years
	#	%	%	#	%	%	#	Ħ	#	%	#	#	#	%	%	#	#	%	%
01   Senior Managers	3	0.0%	%0.0%	. (	0.0%	0.0%	0	0	0	0.0%	0	1	0	27.40%	27.4%	<u>.</u>	<u>-1</u>	0.0%	
	28	-3.3%	% 5.0%	<u>~</u>	37.3%	11.3%	9	13	~	3 11.3%	3	7	<u>5</u>	38.9%	38.9%	<u>ა</u>	-2	28.6%	31.3%
	154		% 30.0%	<u>%</u> 139	50.0%	15.9%	74	213	43		21	43	47	22.3%	22.3%	9	4	27.9%	
04   Semi-Professionals & Tech	21	91.3%	% 4.8%	<u>85</u>	8.3%		0	ယ	သ	0.0%	0	3		23.9%	23.9%	-2	-2	14.3%	16.7%
05 Supervisors	0	0.0%	% 0.0%	0	0.0%		0	0	0		0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
06 Supervisors: Crafts & Trades	0	0.0%	% 0.0%	···	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	19	56.0%	% 0.0%	<u>.</u>	91.7%		0	0		7 0.0%	0	8	0	79.5%	79.5%	<u></u>	-&	36.8%	36.8%
08 Skilled Sales & Service	84	-6.0%	% 0.0%	<u>~</u>	24.9%	6.8%	17	17	14	6.8%	ယ	13	<u>5</u>	28.5%	28.5%	-10	-8	16.7%	19.0%
09 Skilled Crafts & Trades	0	0.0%	% 0.0%	<u></u>	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%	% 0.0%	<u></u>	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%	% 0.0%	<u>~</u>	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%	· C	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%	% 0.0%	<u>~</u>	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%	% 0.0%	(	0.0%		0	0	0		0	0	0		0.0%	0	0	#DIV/0!	
		Z-07-	% 16 2%	% 150	39.9%	11.3%	105	255	75	5 11.3%	25	84	74	29.200	29.2%	-15	-10	24.3%	

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

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.

SHOUNDER OF	SOURCE STEFANE K, JOHNSON ET AL	I SI CIOIIS	78 OI OUI IIIIEU IEHO	0 01 001		C IOI OF	COLUMN	MOIIICII OII CACII SIACE IOI ACIEASE 7.2	NO OIL	29.2%		0.0		14 Other Manual Workers Total
				× > = = = = = = = = = = = = = = = = = =								0.0		13 Other Sales & Service
		t least two	ipeline by having <u>at least tw</u>	peline b	7	rse can	our dive	Our goal: Build our diverse candidate	Our go			0.0		Semi-Skilled Manual
		*					*	*				0.0	ice	11 Intermediate Sales & Service
												0.0		10 Clerical Personnel
												0.0		09 Skilled Crafts & Trades
										28.5%		0.3		08 Skilled Sales & Service
										79.5%		0.8	cal	07 Administrative & Sr Clerical
												0.0	des	06 Supervisors: Crafts & Trades
												0.0		05 Supervisors
										23.9%		0.2	h	04   Semi-Professionals & Tech
										22.3%		0.2		03 Professionals
	COMPOSITION									38 9%		0.4	3	02 Middle & Other Managers
CIKELINOOD										27 4%		0.3		01 Senior Managers
										%		- %		aroup (EEGO)
			Comments	Com						ioals	Long-term G	Short-term Goals   Long-term Goals	П	Employment Educy Occupational
												Women	-	
				YID .	Table 10: Women	Tab								

Data for Subsequent/Current Goals	CA Canada Company	Part 3: Goals	Federal Contractors Program Achievement Report	
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A :																			
	From	From	j		From Flow Data	1	•	  -  -	From	Equivalent		(F x O) -				From	(K - M +	)	(K - M + O) ÷ (C
Data sources:	Workforce Analysis	Workforce Analysis <sup>†</sup>	Workforce Data Entry CxEx3 Analysis <sup>↑</sup>		Analysis & Data Entry C x H x 3 Workforce Analysis*	Oata Entry C	xHx3	म + -	Workforce Analysis	to H	KxLx3	R + M	JxP E	Data Entry	Workforce Analysis	Workforce O) - ((C + Analysis F) x Q)	O) - ((C + F) x Q)	K+C	+F)
	<b>←</b>	←	←	←	←	←	←	←	<b>←</b>	←	←	←	←	←	<b>←</b>	←	←	←	<b>←</b>
									Table	Table 11: Aborioinal Peoples	ioinal Peo	nles							
									Subseque	Subsequent/Current Short-term Goals	Short-term	Goals							
				All Employees	loyees									Aboriginal Peoples	Peoples				
	Number	Grøv	Growth (New Positions)	ons)	Turnover (Rep	Turnover (Replacement of Terminated	minated		Number	Turnover (Replacement of	placement of	#inox	3 Year Goals	oals					
<b>Employment Equity Occupational</b>	TO THE PARTY	Actual	Projector	oted	A control	Projected		Anticipated L	OR MIN ANA	Terminated Employees)	Employees)	Required	AAAA AAAA		Present	Present Can	Projected	Present	Projected  Representation in 3
Group (EEOG)	2010	-	:	Over 3			Ver 3	-	2010		Over 3	Years		•	Аханавшку		cap	Representation	Years
	2018-01-01	Annuany	Annuany	Years	Annuany	Annuany	Years		2018-01-01	Annuany	Years		2018	2021					
	#	%	%	#	%	%	*	#	#	%	#	#	#:	%	%	#	#	%	%
01 Senior Managers	3	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	28	-3.3%	5.0%	4	37.3%	11.3%	9	13	0	11.3%	0		0	2.2%	2.2%	<u>-1</u>	<u>.</u>	0.0%	0.0%
03 Professionals	154	9.3%	30.0%	139	50.0%	15.9%	74	213	_	15.9%	0	_	2	0.8%	0.8%	0	1	0.6%	1.0%
04   Semi-Professionals & Tech	21	91.3%	4.8%	ယ	8.3%		0	ယ	_	0.0%	0	<u>.</u>	0		1.7%		_	4.8%	4.2%
05 Supervisors	0	0.0%	0.0%	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#[
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	
07 Administrative & Sr Clerical	19	56.0%	0.0%	0	91.7%		0	0	0	0.0%	0	0	0		2.2%	0	0	0.0%	
08 Skilled Sales & Service	84	-6.0%	0.0%	0	24.9%	6.8%	17	17	_	6.8%	0	0	0		1.2%	0	0	1.2%	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	0	0.0%	0.0%	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#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	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%	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	#DIV/0!	#DIV/0!
Tatal	309	5.7%	16.2%	150	39.9%	11.3%	105	255	3	11.3%	1	4	3	1.2%	1.2%	-1	-1	1.0%	

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

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: Aborigina	original Peoples			
	Aboriginal Peoples	ples						
nty Occupational	Short-term Goals   1	Long-term Goals	oals		Com	Comments		
Group (EEOG)	9%		%					
01 Senior Managers	0.0							
02 Middle & Other Managers	0.0		2.2%					
03 Professionals	0.0		0.8%					
04 Semi-Professionals & Tech	0.0		0.0%					
05 Supervisors	0.0		0.0%					
06 Supervisors: Crafts & Trades	0.0		0.0%					
07 Administrative & Sr Clerical	0.0		0.0%					
08 Skilled Sales & Service	0.0		0.0%					
09 Skilled Crafts & Trades	0.0		0.0%					
10 Clerical Personnel	0.0		0.0%					
11 Intermediate Sales & Service	0.0		0.0%					
12 Semi-Skilled Manual	0.0		0.0%					
13 Other Sales & Service	0.0		0.0%					
14 Other Manual Workers	0.0		0.0%					
Total	0.0		1.2%					

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				Conti
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* ** **	[Date: 2018-01-01]	CA Canada Company	Part 3: Goals	Federal Contractors Program Achievement Report
Data for Subsequent/Current	1-01]	mpar	als	Achi
Sec		y		evem
				ent Ro
rrent				port
Coals				

2.2%	0.0%	-7	-12		10 3.8%	17	0	11.3%	0	255	105	11.3%	39.9%	150	16.2%		309		Total
#DIV/0!	#DIV/0!	0	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0.0%	0.0%	0	Other Manual Workers	14 Oth
#DIV/0!	#DIV/0!	0	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0.0%	-100.0%	0	Other Sales & Service	13 Oth
#DIV/0!	#DIV/0!	0	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0.0%	0.0%	0	Semi-Skilled Manual	12 Sem
#DIV/0!	#DIV/0!	0	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0.0%	0.0%	0	Intermediate Sales & Service	11 Inte
#DIV/0!	#DIV/0!	0	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0.0%	0.0%	)	Clerical Personnel	10 Clei
#DIV/0!	#DIV/0!	0	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0.0%	0.0%	0	Skilled Crafts & Trades	09 Skil
1.2%	0.0%	-2	-5	3.5%	3.5%	ယ	0	6.8%	0	17	17	6.8%	24.9%	0	0.0%	-6.0%	84	Skilled Sales & Service	08 Skil
0.0%	0.0%	-1	_	3.4%	0 3.4%	_	0	0.0%	0	0	0		91.7%	0	0.0%	56.0%	19	Administrative & Sr Clerical	07 Adn
#DIV/0!	#DIV/0!	0	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0.0%	0.0%	0	Supervisors: Crafts & Trades	06 Sup
#DIV/0!	#DIV/0!	0	0	0.0%	0	0	0	0.0%	0	0	0		0.0%	0	0.0%	0.0%	)	Supervisors	05 Sup
0.0%	0.0%	<u>-1</u>		4.6%	0 4 6%	_	0	0.0%	0	ω	0		8.3%	ယ	4.8%	91.3%	21	Semi-Professionals & Tech	04 Sem
2.7%	0.0%	చ	-6	3.8%	8 3.8%		0	15.9%	0	213	74	15.9%	50.0%	139	30.0%		154	Professionals	03 Prof
2.8%	0.0%	-1		4.3%	1 4,30%	2	0	11.3%	0	16	Ξ	11.3%	18.6%	5	5.0%	-1.7%	31	agers	01/02 Managers
%	%	#	#	%	%	#:	#:	% #	#	#	#	%	%	#:	%	%	#		
Years	Kepresentation	Gill		Avadability	2021	2(	Years	Annually Over 3			Over 3 Years	Annually	· ·	Over 3 Years	Annually	Annually	2018-01-01	506)	Group (EEOG)
Representation in 3		-	Present Cap		1111-1111			e commence company (cos)	YYYY-MM-DD	Ξ.	Hin	Projected	Actual	ed	Projected	Actual	DG-WW-YAAA	Emproyment Educy Occupational	Die Serie
Projected					3 Year Goals From - To	Т		Turnover (Replacement of	Number Turn	Anticipated		Turnover (Replacement of Terminated Employees)	Eurnover (Repk En		Growth (New Positions)	Grow	Number		
				Persons with Disabilities	Persons wit								oyees	All Employees					
							rm Goals	Subsequent/Current Short-term Goals	ubsequent/C	S									
							Disabilities		able 13: Persons with	Ta									
<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<u>_</u>	<b>←</b>	<b>←</b>	←	←	<u></u>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>	<b>←</b>		
(K - M + O) ÷ (C + F)	K+C	From (K - M + Workforce O) - ((C + Analysis F) x Q)	From Workforce Analysis	From Workforce Analysis	Data Entry	J <sub>X</sub> P	3 (F x Q) - R + M	Equivalent KxLx3	From Equi Workforce to Analysis	F+I Wor An		From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis *	From Flow Data Analysis & Data Workforce Analysis*		From Workforce Data Entry C x E x 3 Analysis?	From Workforce Analysis <sup>†</sup>	From Workforce Analysis	es:	Data sources:
U	T	s	R	Q	P	0	z	L	K	J	1	Н	G	Ŧ	Е	D	С	В	A
		·					,	· · · · · · · · · · · · · · · · · · ·	, , , , , , , , , , , , , , , , , , ,							,			

Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + 2) x 100.

01/02 Managers
03 Professiona
04 Semi-Profes
05 Supervisors
06 Supervisors
07 Administrat
08 Skilled Sale
09 Skilled Crat
110 Clerical Per
11 Intermediat
12 Semi-Skille
13 Other Sales
14 Other Manu Employment Equity Occupational Group (EEOG) Skilled Sales & Service Clerical Personnel Skilled Crafts & Trades Supervisors: Crafts & Trades Administrative & Sr Clerical Semi-Skilled Manual Intermediate Sales & Service Supervisors Semi-Professionals & Tech Professionals 0.0 0.0 0.0 0.0 0.0 0.0 3.4% 4 5% 4 6% Table 14: Persons with Disabilities Comments

Total

Other Sales & Service Other Manual Workers

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Data sources:	From Workforce Analysis	From Workforce Analysis	From Workforce Data Entry Analysis <sup>†</sup>	C x E x 3	From Flow Data Analysis & Data Entry C x H x 3 Workforce Workstore Analysis*	Data Entry (	Cx H x 3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From (K - M + Workforce O) - ((C + Analysis F) x Q)	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	<b>+</b>	↓	<b>+</b>	<b>–</b>	↓	↓	↓	<b></b>	<b>+</b>	↓	<b>+</b>	↓	<b>←</b>	<b>←</b>	<b></b>	↓	<b>↓</b>	<b>↓</b>	<b>←</b>
									lable 15: N	Members of Vis	of Visible	ible Minorities	•						
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				All Employees	Hoyees								Me	mbers of Vi	Members of Visible Minorities	ties			
	Number	Gro	Growth (New Positions)	ions)	Turnover (Rej	Turnover (Replacement of Terminated Employees)	erminated		Number	Turnover (R	Turnover (Replacement of	Hires	3 Year Goals	Goals					
Employment Equity Occupational			7		4.			Anticipated			Terminated Employees)	Required	01 - 00014	10	Present	Print	Projected	Present	Projected
Group (EEOG)						-	ľ	Years				Over3			Availability		Cap	Representation	Years
	2018-01-01	Annually	Annually	Years	Annually	Annually	Years		2018-01-01	Annually	Vears	Years	2018	2021					
	#	%	%	#	%	%	#	#	#	%	#	#:	#	%	%	#	#	%	%
01 Senior Managers	3	0.0%		0	0.0%	0.0%	0	0	0		0	0	0		10.1%	0	0	0.0%	
02 Middle & Other Managers	28	-3.3%	5.0%	4	37.3%	11.3%	9	13	သ	11.3%	_	ယ	2	(S. Q.)	15.0%	<u>.</u>	<u>-</u>	10.7%	12.5%
03 Professionals	154		30.0%	139	50.0%	15.9%	74	213	58		28	80	80	37.4%	37.4%	0	0	37.7%	
04   Semi-Professionals & Tech	21	91.3%	4.8%	3	8.3%		0	3	4		0	4	_	34 2%	34.2%	-ა	-53	19.0%	
05 Supervisors	0	0.0%	0.0%	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#
06   Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	19	56.0%	0.0%	0	91.7%		0	0	9	0.0%	0	చ	0		32.3%	s	<sub>3</sub>	47.4%	47.4%
08 Skilled Sales & Service	84	-6.0%	0.0%	0	24.9%	6.8%	17	17	20	6.8%	4	0	0	0.0%	19.0%	4	0	23.8%	19.0%
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
10   Clerical Personnel	0	0.0%	0.0%	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#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	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	-100.0%	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	#DIV/0!	#DIV/0!
		- 10	1000	150	%p 05	11 3%	105	255	94		32	74	75	29.6%	29.6%	3	_	30.4%	

Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 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.

0.0				11 Intermediate Sales & Service			Skilled Sales & Service	07 Administrative & Sr Clerical	06   Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers	areah (masas)	Employment Equity Occupational	
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								179		9,6	Goal Met	-			<b>←</b>	F + M x 100												#	Expected	Women			<b>←</b>	K x G + 100	2	-01-01	ompa	- Won	m Ach
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8682.2	0.0	0.0	0.0	0.0	0.0	%	Percent of Goal Met		s		<b>←</b>	F + I x 10	83.1	71.6	0.0	0.0		0.0	9%	EE Result				<b>←</b>	E+H x 100	L				Fede
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Federal Contractors Program Achievement Report	
Part 8: Reasonable Efforts	
CA Canada Company	
[Date: 2018-01-01]	

# **Efforts**

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

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Requi	ired measures:
<b>√</b>	Ensured new employees were given the opportunity to self-identify and adjusted survey results accordingly.
<b>✓</b>	Provided a self-identification questionnaire to employees who wished to change information previously submitted and to those who requested it, and adjusted survey results accordingly.
<b>✓</b>	Adjusted survey results to reflect hires, promotions and terminations.
<b>V</b>	Updated the workforce analysis to reflect new hires, promotions and terminations; any changes employees made to their self-identification questionnaires; and any revisions made to the availability estimates.
<b>✓</b>	Adjusted the availability estimates to reflect major changes in the workforce (e.g., changes in geographic recruitment areas, addition of new occupational groups or changes in the composition of occupational groups).
<b>✓</b>	Updated the availability estimates to incorporate new Census data as it is made available for employment equity purposes.
<b>4</b>	Ensured that any new gaps identified are addressed accordingly.
V	Maintained appropriate records in all required areas.
Other	measures:
<b>V</b>	Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
<b>✓</b>	Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
<b>√</b>	Ensured ongoing senior-level support for employment equity and its implementation.
<b>V</b>	Established accountability mechanisms to ensure that the short-term goals would be met.
噩	Communicated the goals to relevant managers as well as monitored and recorded the results.
V	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.

<b>V</b>	Put in place a strategy to ensure a barrier-free workplace.
4	Undertook initiatives to increase representation where gaps in representation were found.
<b>√</b>	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	rational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your zation's activities during the period between the first/previous and subsequent/current compliance ment.
<b>V</b>	Impact of economic and industrial conditions on the organization.
	CA's talent acquisition efforts have been impacted by low unemployment rates in the provinces where we have focused hiring efforts. Strong total employment growth indicates a tightening job market. Job market is challenging due to competition with big name businesses and shallow talent pools. Candidate sentiment is leaning toward contracting roles versus full time employment.
<b>√</b>	Any reorganization or other corporate structural changes.
	CA implemented some restructuring across functional areas which resulted in some reductions in force.
V	Acquisitions, mergers or transfers of employees.
	CA acquired businesses which had some employees based in Canada.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
Addit	cional Details
Please p	provide any additional information (optional):
	CA is committed to diverse hiring efforts. Opportunities for employment are listed in posting sites and publications focused on women in technology, visible minorities, Aboriginal Peoples and persons with disabilities.

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

**Employer Name:** CA Canada Company

Primary Location: Vancouver, British Columbia

**Number of Employees: 309** 

British Columbia – 184 employees

Ontario - 101 employees Quebec – 24 employees

# **Organization Overview:**

NAICS 5415: Computer systems design and related services

CA Canada Company develops and provides e-business software solutions, including systems, security, storage and information management solutions.

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

Initiated: 2015-10-28 Received: 2015-11-26 Closed: 2016-01-06 WFA: 2015-10-25

# **Key Dates – Subsequent Assessment**

Initiated: 2018-03-31 Received: 2018-04-10 WFA: 2018-01-01

#### **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:

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

#### ASSESSMENT OF REASONABLE PROGRESS

The organization had set its hiring and promotion goals in hard numbers format. To note, the previous compliance assessment accepted that the company be found in compliance without setting goals at least equal to availability for each area of under-representation.

#### Women

2.	Middle & Other Managers	Goal met (100%)
3.	Professionals	Goal met (1350%)
8.	Skilled Sales & Service Personnel	Goal not met (11.1%)
13	Other Sales & Service Personnel	Goal not met (0%)

### Assessment/Observations

- In 2015, the organization had gaps of -1 for women in EEOGs 01 and 04. However, no short term goals were set to address the gaps and this was accepted during the previous compliance assessment.
  - o EEOG 01: There were no new entrants for this EEOG.
  - o EEOG 04: There were five new entrants, and none were women.
- EEOG 02: There were 16 new entrants, and two were women. The short term goal that had been accepted for this EEOG was two women; therefore this goal has been met. However, it is important to note that this represents a hiring rate of 12.5% and is below labour market availability for this EEOG (38.9%).
- EEOG 03: There were 120 new entrants, and 27 were women. The short term goal that had been accepted for this EEOG was two women; therefore this goal has been met. In terms of comparison, however, the hiring rate of women in this EEOG was 22.5% and labour market availability was 31.4%.
- EEOG 08: There were 16 new entrants, and one was a woman. This is below the goal that the organization had set of hiring nine women for this EEOG. The hiring rate (6.3%) is also well under the labour market availability rate of 28.4% for this EEOG.
- EEOG 13: There were no new entrants for this EEOG. This explains why the short-term goal of one woman was not achieved.

### **Aboriginal Peoples**

2. Middle & Other Managers Goal not met (0%)	
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#### Assessment/Observations

EEOG 02: There were 16 new employees, and none were Aboriginal. This is to be expected given the labour market availability of 2.2%.

### Persons with Disabilities

3.	Professionals	Goal not met (0%)
8.	Skilled Sales & Service Personnel	Goal not met (0%)

# Assessment/Observations

- In 2015, the organization had a gap of -1 for persons with disabilities in EEOGs 01/02. However, no short term goals were set to address the gaps and this was accepted during the previous compliance assessment.
  - EEOG 01/02: There were 16 new entrants, and none were persons with disabilities. This is to be expected given the labour market availability of 4.3%.
- EEOG 03: There were 120 new entrants, and none were persons with disabilities. This is below the goal that the organization had set of hiring one person with disabilities for this EEOG. In addition, based on labour market availability (3.8%), at least four persons with disabilities should have been hired.
- EEOG 08: There were 16 new entrants, and none were persons with disabilities. This is below the goal that the organization had set of hiring two persons with disabilities for this EEOG.

# **Members of Visible Minorities**

2.	Middle & Other Managers	Goal met (300%)
3.	Professionals	Goal met (643%)
7.	Administrative & Senior Clerical Personnel	Goal met (1500%)
8.	Skilled Sales & Service Personnel	Goal met (233%)

### Assessment/Observations

In 2015, the organization had a gap of -1 for members of visible minorities in EEOG 13. However, no short term goals were set to address the gap and this was accepted during the previous compliance assessment. There were no new entrants since 2015 and the organization no longer has staff in this EEOG.

### ASSESSMENT OF REASONABLE EFFORTS

Of the 11 goals that the organization had set during their first compliance assessment, six have been met and five have not.

It is important to note that this assessment covers less than three years, going from October 2015 to January 2018. During this time period, the organization indicate that it acquired businesses which had employees in Canada - therefore, those listed as new hires would have been existing employees of the acquired businesses and the diversity of those new entrants would reflect the diversity in those acquired companies. The organization has also indicated that restructuring in some areas took place. This is confirmed by a review of both workforce analysis where we note an increase of staff in some EEOGs (03, 04, 07) and a reduction in others (02, 08, 13).

In sum, the organization has met some of its goals, even though they were set at levels lower than labour market availability. It is reasonable to expect that additional progress could have been made should the organization have had a full three years to achieve its goals, particularly once its workforce stabilized from its recent acquisitions. As such, it is recommended that the assessment focus on ensuring that appropriate goals are set for the next three years to ensure that reasonable progress will be expected.

#### **ASSESSMENT OF SHORT-TERM GOALS**

 For all new and outstanding gaps, a short-term goal was set in percentage and is at least equal to availability.

# Long-term goals

- $\times$ A long-term goal has been set for every gap uncovered by the most recent workforce analysis.
- The organization has set its long-term goals at the labour market availability, which seems reasonable and appropriate. The next subsequent assessment will be able to provide a better overview of the company's employment equity achievements.

#### **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 CA Canada Company has a number of gaps for women and persons with disabilities, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these two groups. Guidance on the conduct of 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%40eng.jsp?&&cid=aide-help& ga=2.252268041.1845905918.1519931408-1912045188.1507820070.
- We note that you have a practice of posting employment opportunities on sites and publications focussed on women in technology or targeting the designated groups. In addition, you may want to partner with organizations working with designated group members, including professional associations, in order to expand your outreach efforts.

Name of Analyst: Marie-Josee Lemery

Date: May 30, 2018

From: Lemery, Marie-Josée M [NC] On Behalf Of EE-EME

Sent: June 8, 2018 11:52 AM

To: 'Renee.Lalonde@ca.com' < Renee.Lalonde@ca.com>

Cc: 'stodd@fasken.com' <stodd@fasken.com>

Subject: Government of Canada Agreement Number: 060651 – Notification of Compliance with the

**Federal Contractors Program** 

Cette information est également disponible en français sur demande.

#### Dear Renée L. Lalonde:

I am writing to inform you that the subsequent compliance assessment initiated on March 31, 2018 has been completed. As a result of the assessment, CA Canada Company has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

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

- Given that CA Canada Company has a number of gaps for women and persons with disabilities, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these two groups. Guidance on how to conduct an employment systems review is available on the Labour Program website (Step 2-2 of the modules): <a href="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</a>.
- We note that you have a practice of posting employment opportunities on sites and publications
  focussed on women in technology or targeting the designated groups. In addition, you may want
  to partner with organizations working with designated group members, including professional
  associations, in order to expand your outreach efforts.

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 31, 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, CA Canada Company will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Sincerely.

Workplace Equity Team

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



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