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Employment and Social Development Canada

Emploi et Développement social Canada

Labour Program Federal Contractors Program

OFFICIAL USE ONLY Agreement N°:

Agreement to Implement Employment Equity

- New Agreement
Revised Agreement

ORGANIZATION
Legal Name of Organization: CA Canada Company
Operating Name: CA Technologies Inc.
NAICS Code: 541510
Total employees in Canada: 260

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: 125 Commerce Valley Drive, West, suite 800 Thornhill, Ontario L3T 7W4
City: Thornhill
Province: ON
Postal Code: L3T 7W4
Telephone Number: 289-695-7622
Fax Number: 905-695-7350

EMPLOYMENT EQUITY CONTACT
Name: Shelly Weathers
Title: Sr. Human Resources Business Partner
Telephone Number: 289-695-7622
E-mail Address: shelly.weathers@ca.com

CERTIFICATION
The above-named organization:
- 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
- intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes).
Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements.
Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.
Name: Renee Lalonde
Title: VP, Sales and Country Manager
Telephone Number: 905-695-7346
E-mail Address: Renee.Lalonde@ca.com
Date: 6/2/2014

RETURN INSTRUCTIONS
IMPORTANT
- The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8768 or by e-mail at: ee-eme@hrsdcc-rhdcc.gc.ca



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)

	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	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 Canada				309	Ottawa - Gatineau	16	0	0	16
					Ont. less CMAs	80	0	0	80
					Total Employees in Canada				309

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities						
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
Senior Managers Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	1	1														
	3																
	2																
	1	2	2														
	Total	3	3														
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	28	20	8										3	3		
	Total	28	20	8										3	3		
Professionals Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	1	1														
	3																
	2																
	1	153	110	43	1		1							58	40		18
	Total	154	111	43	1		1							58	40		18
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	21	18	3	1		1							4	3		1
	Total	21	18	3	1		1							4	3		1



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

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



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

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	303	228	75	3	2	1				94	70	24
\$100,000 and over	6	6										
Total Number of Employees	309	234	75	3	2	1				94	70	24

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

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
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	3
Skilled Sales and Service Personnel	11	10	1							6	6	
Total Number of Employees Hired	137	106	31							61	48	13

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

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	7	6	1								1	1			
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	6						11	10	1			
Total Number of Promotions	49	43	6	6						11	10	1			



CA Canada Company (certificate # 060651)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

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

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
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

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		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

Workforce Analysis - Detailed Report

Date: 2018-01-01

Women

Employment Equity Occupational Group	Women					
	Internal Location	All Employees	Representation	Availability	Gap	Recruitment Area
	#	#	%	%	#	
Total	309	75	24.3 %	29.2 %	90	-15

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2018-01-01

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	%	Availability %	#		
01 : Senior Managers	National	3	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	28	0	0.0 %	2.2 %	1	-1	National
03 : Professionals		154	1	0.6 %	0.8 %	1	0	
1121 : Human resources professionals	National	1	1	100.0 %	2.7 %	0	1	National
1122 : Professional occupations in business management consulting	National	9	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	0	0.0 %	2.1 %	0	0	National
2173 : Software engineers and designers	National	133	0	0.0 %	0.6 %	1	-1	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	1	0	0.0 %	4.7 %	0	0	National
04 : Semi-Professionals and Technicians		21	1	4.8 %	1.7 %	0	1	
2281 : Computer network technicians	British Columbia	1	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	1	9.1 %	1.6 %	0	1	Ontario
07 : Administrative and Senior Clerical Personnel		19	0	0.0 %	2.2 %	0	0	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	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	1.2 %	1.2 %	1	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	1.7 %	1.0 %	1	0	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	15	0	0.0 %	1.0 %	0	0	Québec

Workforce Analysis - Detailed Report

Date: 2018-01-01

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples		Gap #	Recruitment Area
			Representation #	Availability %		
Total		309	3	1.0 %	3	0

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2018-01-01

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Gap #	Recruitment Area
			Representation #	Availability %		
01 : Senior Managers	National	3	0	0.0 %	0	National
02 : Middle and Other Managers	National	28	3	10.7 %	-1	National
03 : Professionals	National	154	58	37.7 %	0	National
1121 : Human resources professionals	National	1	0	0.0 %	0	National
1122 : Professional occupations in business management consulting	National	9	0	0.0 %	-2	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	3	37.5 %	1	National
2173 : Software engineers and designers	National	133	54	40.6 %	0	National
4112 : Lawyers and Quebec notaries	National	2	1	50.0 %	0	National
4169 : Other professional occupations in social science, n.e.c.	National	1	0	0.0 %	0	National
04 : Semi-Professionals and Technicians	British Columbia	21	4	19.0 %	-3	British Columbia
2281 : Computer network technicians	Ontario	2	0	0.0 %	-1	Ontario
2282 : User support technicians	British Columbia	7	0	0.0 %	-2	British Columbia
2282 : User support technicians	Ontario	11	3	27.3 %	-1	Ontario
07 : Administrative and Senior Clerical Personnel	Montréal	19	9	47.4 %	3	Montréal
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	0	Ont. less CMAs
Employment Equity Occupational Group	Vancouver	17	9	52.9 %	0	Vancouver
08 : Skilled Sales and Service Personnel	British Columbia	84	20	23.8 %	4	British Columbia
6221 : Technical sales specialists - wholesale trade	Ontario	10	2	20.0 %	0	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	59	14	23.7 %	2	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	15	4	26.7 %	3	Québec

Workforce Analysis - Detailed Report

Date: 2018-01-01

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Gap #	Recruitment Area	
			Representation #	Availability %			
Total		309	94	30.4 %	29.6 %	91	3

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2018-01-01

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability #	Gap #	Recruitment Area
			Representation #	Representation %			
01/02 : Managers	National	31	0	0.0 %	1	-1	National
03 : Professionals	National	154	0	0.0 %	6	-6	National
04 : Semi-Professionals and Technicians	National	21	0	0.0 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	19	0	0.0 %	1	-1	National
08 : Skilled Sales and Service Personnel	National	84	0	0.0 %	3	-3	National
Total		309	0	0.0 %	12	-12	

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: 2018-01-01

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
11 : Intermediate Sales and Service Personnel	EEOG	CMA



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

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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.

Workforce Analysis - Summary Report

Date: 2018-01-01

Aboriginal Peoples

Employment Equity Occupational Group	All Employees		Aboriginal Peoples			
	#	Representation %	Representation %	Availability %	Availability #	Gap #
01 : Senior Managers	3	0.0 %	2.9 %	0	0	0
02 : Middle and Other Managers	28	0.0 %	2.2 %	1	-1	-1
03 : Professionals	154	1.0 %	0.8 %	1	0	0
04 : Semi-Professionals and Technicians	21	4.8 %	1.7 %	0	1	1
07 : Administrative and Senior Clerical Personnel	19	0.0 %	2.2 %	0	0	0
08 : Skilled Sales and Service Personnel	84	1.2 %	1.2 %	1	0	0
Total	309	1.0 %	1.2 %	3	0	0

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-01-01

Members of Visible Minorities

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Availability	Gap
	#	%	#	%		
01 : Senior Managers	3	0.0 %	0	10.1 %	0	0
02 : Middle and Other Managers	28	10.7 %	3	15.0 %	4	-1
03 : Professionals	154	37.7 %	58	37.4 %	58	0
04 : Semi-Professionals and Technicians	21	19.0 %	4	34.2 %	7	-3
07 : Administrative and Senior Clerical Personnel	19	47.4 %	9	32.3 %	6	3
08 : Skilled Sales and Service Personnel	84	23.8 %	20	19.0 %	16	4
Total	309	30.4 %	94	29.6 %	91	3

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - CA Canada Company
Workforce Analysis - Summary Report
 Date: 2018-01-01

Persons with Disabilities

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

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-01-01

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
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	NOC	Provincial
11 : Intermediate Sales and Service Personnel	EEOG	CMA



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

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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	10	25

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

Table 1: Women

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees	Women	
		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

Table 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
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
0	0	0.00
309	75	29.2

* Source:

* Source:

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

Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	10	25

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples		
	First/Previous Workforce Analysis		Availability*
	All Employees	Aboriginal Peoples	
#	Representation	%	
01 Senior Managers	3	0	2.90
02 Middle & Other Managers	31	0	2.20
03 Professionals	118	1	1.10
04 Semi-Professionals & Technicians	3	0	1.60
05 Supervisors	0	0	0.00
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	5	0	2.20
08 Skilled Sales & Service Personnel	101	1	1.20
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	0.80
14 Other Manual Workers	0	0	0.00
Total	262	2	1.3

Employment Equity Occupational Group (EEOG)	Table 6: Aboriginal Peoples		
	Subsequent/Current Workforce Analysis		Availability*
	All Employees	Aboriginal Peoples	
#	Representation	%	
01 Senior Managers	3	0	2.9
02 Middle & Other Managers	28	0	2.2
03 Professionals	154	1	0.8
04 Semi-Professionals & Technicians	21	1	1.7
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	19	0	2.2
08 Skilled Sales & Service Personnel	84	1	1.2
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	309	3	1.2

* Source: 0

* Source: 0

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

Data from First/Previous Workforce Analysis

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	10	25

Data from Subsequent/Current Workforce Analysis

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

Table 3: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities	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	1	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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Members of Visible Minorities	Availability*
	#	#	%
01 Senior Managers	3	0	10.1
02 Middle & Other Managers	28	3	15.0
03 Professionals	154	58	37.4
04 Semi-Professionals & Technicians	21	4	34.2
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	19	9	32.3
08 Skilled Sales & Service Personnel	84	20	19.0
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	309	94	29.6

* Source: 0

* Source: 0

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

Data from First/Previous Workforce Analysis

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	10	25

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	01	01

Table 4: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Persons with Disabilities	Availability*
	#	Representation	%
01/02 Managers	34	0	4.30
03 Professionals	118	0	3.80
04 Semi-Professionals & Technicians	3	0	4.60
05 Supervisors	0	0	0.00
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	5	0	3.40
08 Skilled Sales & Service Personnel	101	0	3.50
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	6.30
14 Other Manual Workers	0	0	0.00
Total	262	0	3.8

Table 8: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Persons with Disabilities	Availability*
	#	Representation	%
01/02 Managers	31	0	4.3
03 Professionals	154	0	3.8
04 Semi-Professionals & Technicians	21	0	4.6
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	19	0	3.4
08 Skilled Sales & Service Personnel	84	0	3.5
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	309	0	3.8

* Source:

* Source:

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
CA Canada Company

[Date: 2018-01-01]

Start Date of Flow Data			
YYYY	MM	DD	
2015	10	25	

End Date of Flow Data			
YYYY	MM	DD	
2018	01	01	

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		Full-time / National		Part-time / National		
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	
01 Senior Managers	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	10	1	0	0	7	1	0	0	0
03 Professionals	88	22	0	0	33	5	0	0	0
04 Semi-Professionals & Technicians	4	0	0	0	1	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	24	7	0	0	1	0	0	0	0
08 Skilled Sales & Service Personnel	11	1	0	0	6	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0
Total	137	31	0	0	48	6	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

CA Canada Company

[Date: 2018-01-01]

Start Date of Flow Data		
YYYY	MM	DD
2015	10	25

End Date of Flow Data		
YYYY	MM	DD
2018	01	01

Data from Form 4 - Employees Hired

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples 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

Data from Form 5 - Employees Promoted

Employment Equity Occupational Group (EEOG)	Table 6: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	7	0	0	0
03 Professionals	33	0	0	0
04 Semi-Professionals & Technicians	1	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	0	0	0
08 Skilled Sales & Service Personnel	6	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	48	0	0	0

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National	
	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	11	0	0	0
03 Professionals	68	0	0	0
04 Semi-Professionals & Technicians	1	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	11	0	0	0
08 Skilled Sales & Service Personnel	23	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	114	0	0	0

Federal Contractors Program Achievement Report
 Part 2: Flow Data Analysis
 CA Canada Company

[Date: 2018-01-01]

Start Date of Flow Data		
YYYY	MM	DD
2015	10	25

End Date of Flow Data		
YYYY	MM	DD
2018	01	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	10	0	0	0	7	0	0	0	11	0	0	0
03 Professionals	88	0	0	0	33	0	0	0	68	0	0	0
04 Semi-Professionals & Technicians	4	0	0	0	1	0	0	0	1	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	24	0	0	0	1	0	0	0	11	0	0	0
08 Skilled Sales & Service Personnel	11	0	0	0	6	0	0	0	23	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	137	0	0	0	48	0	0	0	114	0	0	0

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis

CA Canada Company

[Date: 2018-01-01]

Start Date of Flow Data		
YYYY	MM	DD
2015	10	25

End Date of Flow Data		
YYYY	MM	DD
2018	01	01

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities Hired				Table 8: Members of Visible Minorities Promoted				Table 12: Members of Visible Minorities Terminated			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	10	2	0	0	7	1	0	0	11	1	0	0
03 Professionals	88	38	0	0	33	8	0	0	68	16	0	0
04 Semi-Professionals & Technicians	4	0	0	0	1	0	0	0	1	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	24	15	0	0	1	0	0	0	11	6	0	0
08 Skilled Sales & Service Personnel	11	6	0	0	6	2	0	0	23	3	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	137	61	0	0	48	11	0	0	114	26	0	0

Federal Contractors Program Achievement Report
Part 3: Goals

CA Canada Company

[Date: 2018-01-01]

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
		From Workforce Analysis	From Workforce Analysis ⁷	Data Entry	C x E x 3	Data Analysis & Workforce Analysis ⁸	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)

Table I: Women

Employment Equity Occupational Group (EEOG)	All Employees										Women																						
	Number		Growth (Net Positions)		Turnover (Replacement of Employees)		Turnover (Replacement of Terminated Employees)		Anticipated Hire 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	2015-10-25	Actual	Annually	Projected	Annually	Projected	Annually	Projected	Over 3 Years	Annually	Projected	Annually	Projected	Over 3 Years	2015	2018	%	#	%	#	%	#	%	#	%	#	%					
01 Senior Managers	3	0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	1	0	0	27.4%	-1	0.0%	-1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%				
02 Middle & Other Managers	31	6	-3.3%		0	0	0.0%	0	6	0	0	0.0%	0	6	0	0	38.9%	-6	19.4%	-6	19.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%				
03 Professionals	118	35	9.3%		0	0	50.0%	0	2	0	0	0.0%	2	0	0	31.4%	-2	29.7%	-2	29.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%			
04 Semi-Professionals & Tech	3	0	91.3%		0	0	8.3%	0	0	0	0	0.0%	0	1	0	0	20.5%	-1	0.0%	-1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
05 Supervisors	0	0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
06 Supervisors: Crafts & Trades	0	0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
07 Administrative & Sr Clerical	5	0	56.0%		0	0	91.7%	0	0	0	0	0.0%	0	-1	0	0	80.6%	1	100.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
08 Skilled Sales & Service	101	0	-6.0%		0	0	24.9%	0	0	0	0	0.0%	0	15	0	0	28.4%	-15	13.9%	-15	13.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
09 Skilled Crafts & Trades	0	0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
10 Clerical Personnel	0	0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
11 Intermediate Sales & Service	0	0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	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	0	0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
13 Other Sales & Service	1	0	-100.0%		0	0	0.0%	0	0	0	0	0.0%	0	1	0	0	55.5%	-1	0.0%	-1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
14 Other Manual Workers	0	0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	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	262	60	5.7%		0	0	39.9%	0	0	0	0	0.0%	0	24	0	0	32.0%	-24	-24	-24	-24	-24	22.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) ^{1/3} - 1) x 100.
 † Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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	Short-term Goals	Long-term Goals	
	#	%	#	%	
01 Senior Managers	0	0.0%	0	0.0%	
02 Middle & Other Managers	2	0.0%	4	0.0%	
03 Professionals	2	0.0%	0	0.0%	
04 Semi-Professionals & Tech	0	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	9	0.0%	6	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	1	0.0%	0	0.0%	
14 Other Manual Workers	0	0.0%	0	0.0%	
Total	14		11		

Federal Contractors Program Achievement Report
Part 3: Goals

CA Canada Company

[Date: 2018-01-01]

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
		From Workforce Analysis	From Workforce Analysis ⁷	Data Entry	C x E x 3	Data Analysis & Workforce Analysis ⁸	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	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 YYYY-MM-DD 2015-10-25	Growth (Net Positions)		Turnover (Replacement of Employees)		Anticipated Hire Over 3 Years	Number YYYY-MM-DD 2015-10-25	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			Actual	Projected		From - To YYYY - YYYY	2015						2018		
01 Senior Managers	3	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	31	-3.3%	0	37.3%	0	0	0	0.0%	1	0	0	2.2%	-1	-1	0.0%	0.0%				
03 Professionals	118	9.3%	0	50.0%	0	0	0	0.0%	0	0	0	1.1%	0	0	0.8%	0.8%				
04 Semi-Professionals & Tech	3	91.3%	0	8.3%	0	0	0	0.0%	0	0	0	1.6%	0	0	0.0%	0.0%				
05 Supervisors	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
06 Supervisors: Crafts & Trades	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	2.2%	0	0	0.0%	0.0%				
07 Administrative & Sr Clerical	5	56.0%	0	91.7%	0	0	0	0.0%	0	0	0	1.2%	0	0	1.0%	1.0%				
08 Skilled Sales & Service	101	-6.0%	0	24.9%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
09 Skilled Crafts & Trades	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	#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	#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	1	-100.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.8%	0	0	0.0%	0.0%				
14 Other Manual Workers	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
Total	262	5.7%	0	39.9%	0	0	2	0.0%	0	1	0	1.3%	-1	-1	0.8%	0.8%				

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) ^{1/3} - 1) x 100.
 † Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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
Comments

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples		Short-term Goals #	Long-term Goals %	Comments
	#	%			
01 Senior Managers	0	0.0%	0	0.0%	
02 Middle & Other Managers	1	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	1	0	0	0	

Federal Contractors Program Achievement Report
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CA Canada Company

[Date: 2018-01-01]

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
		From Workforce Analysis	From Workforce Analysis ⁷	Data Entry	C x E x 3	From Flow Data Analysis ⁸	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees												Persons with Disabilities					
	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	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
	Number	Actual	Projected	Actual	Projected	Over 3 Years		Actual	Projected	Over 3 Years		From - To	%					
	2015-10-25	Annually	Annually	Annually	Annually	#	Annually	Annually	Annually	#	2015	2018	%	#	#	%	%	%
01/02 Managers	34	-1.7%		18.6%		0	0.0%		0	1	0	0	3.8%	-1	-1	0.0%	0.0%	0.0%
03 Professionals	118	9.3%		50.0%		0	0.0%		0	4	0	0	4.6%	-4	-5	0.0%	0.0%	0.0%
04 Semi-Professionals & Tech	3	91.3%		8.3%		0	0.0%		0	0	0	0	0.0%	0	0	0.0%	0.0%	0.0%
05 Supervisors	0	0.0%		0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0.0%	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0.0%		0	0.0%		0	0	0	0	3.4%	0	0	0.0%	0.0%	0.0%
07 Administrative & Sr Clerical	5	56.0%		91.7%		0	0.0%		0	0	0	0	3.5%	0	0	0.0%	0.0%	0.0%
08 Skilled Sales & Service	101	-6.0%		24.9%		0	0.0%		0	4	0	0	0.0%	-4	0	0.0%	0.0%	0.0%
09 Skilled Crafts & Trades	0	0.0%		0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0.0%	0.0%	0.0%
10 Clerical Personnel	0	0.0%		0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0.0%	0.0%	0.0%
11 Intermediate Sales & Service	0	0.0%		0.0%		0	0.0%		0	0	0	0	6.3%	0	0	0.0%	0.0%	0.0%
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%
13 Other Sales & Service	1	-100.0%		0.0%		0	0.0%		0	0	0	0	0.0%	0	0	0.0%	0.0%	0.0%
14 Other Manual Workers	0	0.0%		0.0%		0	0.0%		0	0	0	0	3.8%	0	0	0.0%	0.0%	0.0%
Total	262	5.7%		39.2%		0	0.0%		0	0	0	0	#REF!	-10	#REF!	0.0%	0.0%	0.0%

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) / 2) 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) 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	#	%	#	%
03 Professionals	0	0.0	1	0.0
04 Semi-Professionals & Tech	1	0.0	3	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Sr Clerical	0	0.0	0	0.0
08 Skilled Sales & Service	0	0.0	0	0.0
09 Skilled Crafts & Trades	2	0.0	2	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	3	0.0	6	0.0

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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
		From Workforce Analysis	From Workforce Analysis ⁷	Data Entry	C x E x 3	Data Analysis & Workforce Analysis ⁸	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	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 (Over Positions)		Turnover (Replacement of Employees)		Anticipated Hire 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	2015-10-25	Actual Annually	Projected Annually	Actual Annually	Projected Annually	Over 3 Years	Over 3 Years	2015-10-25	Annually	Over 3 Years	Over 3 Years	2015	2018	%	%	#	#	%	%	#	#	%	%	#	#
01 Senior Managers	3	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0	0
02 Middle & Other Managers	31	0	-3.3%	0	0	0	0	2	0	0	0	0	3	0	0	0	0	0	0	0	0	0	6.5%	6.5%	-3	-3
03 Professionals	118	0	9.3%	0	0	0	0	27	0	0	0	0	12	0	0	0	0	0	0	0	0	22.9%	22.9%	-12	-12	
04 Semi-Professionals & Tech	3	0	91.3%	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	33.3%	33.3%	0	0	
05 Supervisors	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	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	0.0%	0.0%	0	0	
07 Administrative & Sr Clerical	5	0	56.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0.0%	-1	-1	
08 Skilled Sales & Service	101	0	-6.0%	0	0	0	0	16	0	0	0	0	3	0	0	0	0	0	0	0	0	15.8%	15.8%	-3	-3	
09 Skilled 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%	0.0%	0	0	
10 Clerical Personnel	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0	0	
11 Intermediate Sales & Service	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0.0%	0	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%	0.0%	0	0	
13 Other Sales & Service	1	0	-100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	0.0%	-1	-1	
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%	0.0%	0	0	
Total	262	0	5.7%	0	0	0	0	46	0	0	0	0	20	0	0	0	0	0	0	0	0	17.6%	17.6%	-20	-20	

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) ^{1/3} - 1) x 100.
 † Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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	Short-term Goals	Long-term Goals	
	#	%	#	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	1	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	1	0.0	0	0.0	
08 Skilled Sales & Service	3	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	0	0	

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[Date: 2018-01-01]

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
		From Workforce Analysis	From Workforce Analysis ⁷	Data Entry	C x E x 3	From Flow Data Analysis ⁸	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K + C	(K - M + O) ÷ (C + F)

Table 9: Women

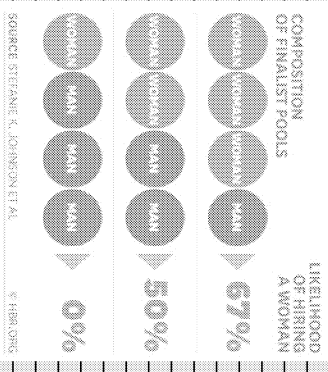
Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals										Women									
	Number		Growth (Net Positions)		Turnover (Replacement of Employees)		Turnover (Replacement of Terminated Employees)		Anticipated Hire Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years		3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years			
	2018-01-01	#	Actual Annually	% Annually	Projected Annually	% Annually	Over 3 Years	#	Actual Annually	% Annually	Projected Annually	% Annually	Over 3 Years	#	2018	2021	%	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Managers	3	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0.0%	0	0	0	0	27.4%	27.4%	27.4%	27.4%	-1	0.0%	-1	0.0%	0	0.0%	0	0.0%	0	0.0%	
02 Middle & Other Managers	28	-3.3%	5.0%	4	37.3%	9	13	8	11.3%	7	5	3	7	5	38.2%	38.9%	38.9%	38.9%	-3	28.6%	-3	28.6%	-2	31.3%	0	0.0%	0	0.0%		
03 Professionals	154	9.3%	30.0%	139	50.0%	74	213	43	15.9%	43	47	21	43	47	22.3%	22.3%	22.3%	22.3%	22.3%	22.3%	22.3%	22.3%	4	27.9%	4	27.9%	4	27.9%		
04 Semi-Professionals & Tech	21	91.3%	4.8%	3	8.3%	0	3	3	0.0%	0	1	0	3	1	23.9%	23.9%	23.9%	23.9%	-2	14.3%	-2	14.3%	-2	16.7%	0	0.0%	0	0.0%		
05 Supervisors	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
07 Administrative & Sr Clerical	19	56.0%	0.0%	0	91.7%	0	17	7	6.8%	8	5	3	8	5	79.5%	79.5%	79.5%	79.5%	-8	36.8%	-8	36.8%	-8	36.8%	0	0.0%	0	0.0%	0	0.0%
08 Skilled Sales & Service	84	-6.0%	0.0%	0	24.9%	0	17	14	6.8%	13	5	3	13	5	28.5%	28.5%	28.5%	28.5%	-10	19.0%	-10	19.0%	-8	16.7%	0	0.0%	0	0.0%	0	0.0%
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
10 Clerical Personnel	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
11 Intermediate Sales & Service	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	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	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0.0%	0.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
13 Other Sales & Service	0	-100.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	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	0	0.0%	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	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	309	5.7%	16.2%	150	39.9%	105	255	75	11.3%	84	74	25	84	74	29.2%	29.2%	29.2%	29.2%	-15	24.3%	-15	24.3%	-10	27.0%	0	0.0%	0	0.0%	0	0.0%

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) - 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)	Short-term Goals	Women	Long-term Goals	Comments
	%	%	%	
01 Senior Managers	0.3	27.4%	27.4%	
02 Middle & Other Managers	0.4	38.9%	38.9%	
03 Professionals	0.2	22.3%	22.3%	
04 Semi-Professionals & Tech	0.2	21.9%	21.9%	
05 Supervisors	0.0			
06 Supervisors: Crafts & Trades	0.0			
07 Administrative & Sr Clerical	0.8	79.5%	79.5%	
08 Skilled Sales & Service	0.3	28.5%	28.5%	
09 Skilled Crafts & Trades	0.0			
10 Clerical Personnel	0.0			
11 Intermediate Sales & Service	0.0			
12 Semi-Skilled Manual	0.0			
13 Other Sales & Service	0.0			
14 Other Manual Workers	0.0			
Total	0.3	29.2%	29.2%	

Our goal: Build our diverse candidate pipeline by having at least two women on each slate for at least 75% of our filled requisitions



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[Date: 2018-01-01]

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
		From Workforce Analysis	From Workforce Analysis ⁷	Data Entry	C x E x 3	From Flow Data Analysis ⁸	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)

Table 11: Aboriginal Peoples

All Employees

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	Number	Growth (Over Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hire 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	To 2021								
01 Senior Managers	3	0.0%	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0	2.2%	2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	28	-3.3%	5.0%	37.3%	11.3%	13	0	11.3%	1	0	0	2.2%	2.2%	-1	-1	0.0%	0.0%
03 Professionals	154	9.3%	30.0%	50.0%	15.9%	213	1	15.9%	1	2	0	0.8%	0.8%	0	0	0.6%	1.0%
04 Semi-Professionals & Tech Supervisors	21	91.3%	4.8%	8.3%	0.0%	3	1	0.0%	0	-1	0	1.7%	1.7%	1	1	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%	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%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	19	56.0%	0.0%	91.7%	0.0%	0	0	0.0%	0	0	0	2.2%	2.2%	0	0	0.0%	0.0%
08 Skilled Sales & Service	84	-6.0%	0.0%	24.9%	6.8%	17	1	6.8%	0	0	0	1.2%	1.2%	0	0	1.2%	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%	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%	0	0	#DIV/0!	#DIV/0!
11 Intermediate Sales & Service	0	0.0%	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#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	-100.0%	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!
Total	309	5.7%	16.2%	39.9%	11.3%	105	255	11.3%	1	4	3	1.2%	1.2%	-1	-1	1.0%	1.1%

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) ^{1/3} - 1) x 100.
 † Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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	0.0	2.2%	
02 Middle & Other Managers	0.0	0.8%	
03 Professionals	0.0	0.0%	
04 Semi-Professionals & Tech Supervisors	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%	

Federal Contractors Program Achievement Report
Part 3: Goals

CA Canada Company

[Date: 2018-01-01]

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
		From Workforce Analysis	From Workforce Analysis ⁷	Data Entry	C x E x 3	Data Analysis & Workforce Analysis ⁸	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 13: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees												Persons with Disabilities																				
	Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years			Hires Required Over 3 Years			3 Year Goals			Present Availability			Present Gap			Projected Gap			Present Representation			Projected Representation in 3 Years		
	Number YYYY-MM-DD 2018-01-01	Actual Annually	Projected Annually	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Number YYYY-MM-DD 2018-01-01	Actual Annually	Projected Annually	Over 3 Years	Number YYYY-MM-DD 2018-01-01	Actual Annually	Projected Annually	Over 3 Years	From - To YYYY - YYYY 2018 2021	%	%	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years									
01/02 Managers	31	-1.7%	5.0%	18.6%	11.3%	11	16	0	11.3%	0	0	0	2	1	4.3%	4.3%	0	1	4.3%	4.3%	-1	-1	0.0%	0.0%	2.8%								
03 Professionals	154	9.3%	30.0%	50.0%	15.9%	74	213	0	15.9%	0	0	0	11	8	3.8%	3.8%	0	8	3.8%	3.8%	-6	-3	0.0%	0.0%	2.7%								
04 Semi-Professionals & Tech	21	91.3%	4.8%	8.3%	8.3%	0	3	0	0.0%	0	0	0	1	0	4.6%	4.6%	0	0	4.6%	4.6%	-1	-1	0.0%	0.0%	0.0%								
05 Supervisors	0	0.0%	0.0%	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%								
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%								
07 Administrative & Sr Clerical	19	56.0%	0.0%	91.7%	6.8%	0	0	0	6.8%	0	0	0	1	0	3.4%	3.4%	0	0	3.4%	3.4%	0	-1	0.0%	0.0%	0.0%								
08 Skilled Sales & Service	84	-6.0%	0.0%	0.0%	0.0%	17	17	0	6.8%	0	0	0	3	1	3.5%	3.5%	0	1	3.5%	3.5%	-3	-2	0.0%	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	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%								
10 Clerical Personnel	0	0.0%	0.0%	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%								
11 Intermediate Sales & Service	0	0.0%	0.0%	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%								
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	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%								
13 Other Sales & Service	0	-100.0%	0.0%	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%								
14 Other Manual Workers	0	0.0%	0.0%	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%	0.0%								
Total	309	5.7%	16.2%	39.9%	11.3%	105	255	0	11.3%	0	0	0	17	10	3.8%	3.8%	-12	-7	3.8%	3.8%	-12	-7	0.0%	0.0%	2.2%								

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01/02 Managers	0.0	4.3%	
03 Professionals	0.0	3.8%	
04 Semi-Professionals & Tech	0.0	4.6%	
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	0.0	3.4%	
08 Skilled Sales & Service	0.0	3.5%	
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	0.0		
Total	0.0	3.8%	

Federal Contractors Program Achievement Report
Part 3: Goals

CA Canada Company

[Date: 2018-01-01]

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
		From Workforce Analysis	From Workforce Analysis ⁷	Data Entry	C x E x 3	From Flow Data Analysis ⁸	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Table 15: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees												Members of Visible Minorities							
	Growth (Over Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Anticipated Hire Over 3 Years			3 Year Goals			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	Number YYYY-MM-DD 2018-01-01	Actual Annually	%	Actual Annually	Projected Annually	%	Actual Annually	Projected Annually	%	Over 3 Years	Number YYYY-MM-DD 2018-01-01	Annually	%	Over 3 Years	From - To YYYY - YYYY 2018 2021					
01 Senior Managers	3	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0	0.0%	0	0	0	10.1%	0	0	0.0%	0.0%
02 Middle & Other Managers	28	-3.3%	5.0%	4	37.3%	11.3%	9	13	13	3	11.3%	1	3	2	15.6%	15.0%	-1	-1	10.7%	12.5%
03 Professionals	154	9.3%	30.0%	139	50.0%	15.0%	74	213	80	80	15.9%	28	80	80	37.4%	37.4%	0	0	37.7%	37.5%
04 Semi-Professionals & Tech Supervisors	21	91.3%	4.8%	3	8.3%	0.0%	0	3	3	4	0.0%	0	4	1	34.2%	34.2%	-3	-3	19.0%	20.8%
05 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	0	#DIV/0!	#DIV/0!
06 Supervisors: Sr Clerical	19	56.0%	0.0%	0	91.7%	0.0%	0	0	0	9	0.0%	0	-3	0	32.3%	32.3%	3	3	47.4%	47.4%
07 Administrative & Sr Clerical	84	-6.0%	0.0%	0	24.9%	6.8%	17	17	17	20	6.8%	4	0	0	19.0%	19.0%	4	0	23.8%	19.0%
08 Skilled 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	0	#DIV/0!	#DIV/0!
09 Clerical Personnel	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 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	0	#DIV/0!	#DIV/0!
11 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	0	#DIV/0!	#DIV/0!
12 Other Sales & Service	0	-100.0%	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 Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Total	309	5.7%	16.2%	150	39.9%	11.3%	105	255	94	94	11.3%	32	74	75	29.6%	29.6%	3	1	30.4%	29.8%

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis) ^{1/3} - 1) x 100.
 † Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + 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	0.0	13.0%	
02 Middle & Other Managers	0.2	37.4%	
03 Professionals	0.4	34.2%	
04 Semi-Professionals & Tech Supervisors	0.3	34.2%	
05 Supervisors	0.0		
06 Supervisors: Crafts & Trades	0.0		
07 Administrative & Sr Clerical	0.0	0.0%	
08 Skilled Sales & Service	0.0		
09 Skilled Crafts & Trades	0.0		
10 Clerical Personnel	0.0		
11 Intermediate Sales & Service	0.0		
12 Semi-Skilled Manual	0.0		
13 Other Sales & Service	0.0		
14 Other Manual Workers	0.0		
Total	0.3	29.6%	

Federal Contractors Program Achievement Report
Part 4: Results - Women
CA Canada Company

001922

[Date: 2018-01-01]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y		
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D$ $\times 100$	Part 1: Workforce Analysis	$D \times G$ $\div 100$	E - H	$E + H$ $\times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K$ $\times 100$	$K \times G \div 100$	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F \div 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times$ 100	$U \times F \div 100$	V - X		
			Workforce Analysis																							
			Workforce																							
			Women																							
			All Employees						Women						All Employees						Women					
			#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%
Employment Equity Occupational Group (EEOG)																										
13 Other Sales & Service Personnel			2015	1	0.0	55.5	1	-1	0.0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0	0
14 Other Manual Workers			2015	0	0.0	0.0	0	0	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	262	22.9	32.0	84	-24	71.6	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0	0	0	0.0	0	0	0
			2018	309	75	24.3	29.2	90	-15	83.1	137	31	22.6	40	-9	48	6	12.5	11	-5	114	19	16.7	26	-7	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis
	$E + D \times 100$	$E + G \times 100$
	Part 3: Goals	Part 3: Goals
	$F + I \times 100$	$E + K \times 100$
	Part 3: Goals	Part 3: Goals
	$F + M \times 100$	

Employment Equity Occupational Group (EEOG)	Year	New Entrants						Goals						Comments
		Flow Data			Short-term Goals			Long-term Goals						
		Women			Women			Women						
		All Employees	Actual	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	1	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		
14 Other Manual Workers	2018	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		
Total	2018	71	18	25.4	14	128.6	0	0.0	11	163.6	0	0.0		
	2021	71	18	25.4	14	128.6	0	0.0	11	163.6	0	0.0		

**Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples**

CA Canada Company

[Date: 2018-01-01]

001924

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Data sources:																							
																									Part 1: Workforce Analysis	Part 2: Flow Data Analysis																						
																							Workforce Analysis																									
Employment Equity (EEOG)		Year	All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples																							
			#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%																						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference																								
			$E + D \times 100$	$D \times G \div 100$	$E - H$	$E + H \times 100$	$E + D \times 100$	$E + H \times 100$	$E - H \times 100$	$E + H \times 100$	$E + D \times 100$	$E + H \times 100$	$E - H \times 100$	$E + H \times 100$	$Q + P \times 100$	$P \times F \div 100$	$Q - S$	$Q + P \times 100$	$P \times F \div 100$	$Q - S$	$Q + P \times 100$	$P \times F \div 100$	$Q - S$	$V + U \times 100$	$U \times F \div 100$	$V - X$																						
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis																								
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓																								
07	Administrative & Senior Clerical	2015	5	0.0	2.2	0	0.0	24	0.0	1	-1	1	0	0.0	0	0.0	0	0	0	0	11	0	0	0																								
08	Skilled Sales & Service Personnel	2015	101	1.0	1.2	1	0	82.5	0	0	0	6	0	0.0	0	0.0	0	0	0	0	23	0	0	0																								
09	Skilled Crafts & Trades Workers	2015	0	0.0	0.0	0	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0	0	0	0																								
10	Clerical Personnel	2015	0	0.0	0.0	0	0	0	0	0	0	0	0	0.0	0	0.0	0	0	0	0	0	0	0	0																								
11	Intermediate Sales & Service Personnel	2015	0	0.0	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	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	Part 3: Goals	Part 3: Goals	Part 3: Goals	Part 3: Goals	Part 3: Goals	Part 3: Goals
	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Short-term Goals				Long-term Goals				Comments
		All Employees	Aboriginal Peoples	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	14	0	0.0	0	0.0	0	0.0	0	0.0	
08	Skilled Sales & Service Personnel	2018	-6	0	0.0	0	0.0	0	0.0	0	0.0	
09	Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	
10	Clerical Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	
11	Intermediate Sales & Service Personnel	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	
12	Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report
Part 5: Results - Aboriginal Peoples**

CA Canada Company

[Date: 2018-01-01]

001925

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Part 1: Workforce Analysis			Part 2: Flow Data Analysis			Part 3: Goals																
																									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	
Workforce Analysis																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Flow Data Analysis																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Workforce																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Hires																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Promotions																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Terminations																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Employment Equity Occupational Group (EEOG)																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Year																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
All Employees																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Representation																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Availability																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Gap																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
EE Result																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
All Employees																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Actual																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Expected																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Difference																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
All Employees																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Actual																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Expected																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Difference																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
All Employees																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Actual																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Expected																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Difference																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
All Employees																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Actual																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Expected																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Difference																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
All Employees																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Actual																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Expected																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Difference																									↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

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
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Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Aboriginal Peoples	Actual	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	
	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	
	2021	0	0	0.0	0	0.0	0.0	0	0.0	0.0	
Total	2018	71	0	0.0	1	0.0	0.0	0	0.0	0.0	
	2021	71	0	0.0							

**Federal Contractors Program Achievement Report
Part 6: Results - Persons with Disabilities**

CA Canada Company

[Date: 2018-01-01]

001927

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
			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		Persons with Disabilities		All Employees		Persons with Disabilities		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities			
#	%	#	%	Availability	Gap	EE Result	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Expected	Difference		
07	Administrative & Senior Clerical	2015	5	0.0	3.4	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
07	Administrative & Senior Clerical	2018	19	0.0	3.4	1	-1	0.0	24	0	0.0	1	-1	1	0	0.0	0	0	0	0	0	0	0	0	0	0	0
08	Skilled Sales & Service Personnel	2015	101	0.0	3.5	4	-4	0.0																			
08	Skilled Sales & Service Personnel	2018	84	0.0	3.5	3	-3	0.0	11	0	0.0	0	0	6	0	0.0	0	0	0	0	0	0	23	0	0.0	0	0
09	Skilled Crafts & Trades Workers	2015	0	0.0	0.0	0	0	0.0																			
09	Skilled Crafts & Trades Workers	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0
10	Clerical Personnel	2015	0	0.0	0.0	0	0	0.0																			
10	Clerical Personnel	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0
11	Intermediate Sales & Service Personnel	2015	0	0.0	0.0	0	0	0.0																			
11	Intermediate Sales & Service Personnel	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0
12	Semi-Skilled Manual Workers	2015	0	0.0	0.0	0	0	0.0																			
12	Semi-Skilled Manual Workers	2018	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0

Data sources:

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments	
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities			
		#	%	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual	Goal	Percent of Goal Met	Actual		Goal
07	Administrative & Senior Clerical	2018	14	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
07	Administrative & Senior Clerical	2021	14	0.0	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	2018	-6	0.0	0	0.0	2	0.0	0.0	0	0.0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	2021	-6	0.0	0	0.0	2	0.0	0.0	0	0.0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	2018	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	2021	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	
10	Clerical Personnel	2018	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	
10	Clerical Personnel	2021	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	2018	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	2021	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	2018	0	0.0	0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	
12	Semi-Skilled Manual Workers	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 6: Results - Persons with Disabilities
CA Canada Company

001928

[Date: 2018-01-01]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y								
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times 100$	$U \times F \div 100$	$V - X$								
Workforce Analysis																																
Employment Equity Occupational Group (EEOG)		Year	Workforce																				Hires		Flow Data Analysis				Terminations			
			All Employees					Persons with Disabilities					All Employees					Persons with Disabilities					All Employees				Persons with Disabilities					
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference								
		#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%								
13	Other Sales & Service Personnel	2015	1	0.0	6.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0							
		2018	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0							
14	Other Manual Workers	2015	0	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	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	0.0	0	0.0							
Total		2015	262	0.0	3.8	10	-10	0.0	0.0	137	0	0.0	5	-5	48	0	0.0	0	0.0	114	0	0.0	0	0.0	0							
		2018	309	0.0	3.8	12	-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	0.0							

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 3: Goals	Part 3: Goals	Part 3: Goals	Part 3: Goals	Part 3: Goals	Part 3: Goals	Part 3: Goals	Part 3: Goals
$E + D \times 100$	$E + D \times 100$	$E + G \times 100$	$E + G \times 100$	$F + L \times 100$	$F + L \times 100$	$E + K \times 100$	$E + K \times 100$	$F + M \times 100$	$F + M \times 100$

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments	
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities			
		#	%	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	
	2021	0	0.0	0	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	
	2021	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
Total		2018	71	0.0	3	0.0	6	0.0	6	0.0	6	0.0	6	0.0	
		2021	71	0.0	3	0.0	6	0.0	6	0.0	6	0.0	6	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

CA Canada Company

[Date: 2018-01-01]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities								
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#	#		
13 Other Sales & Service Personnel	2015	1	0	0.0	52.7	1	-1	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	262	46	17.6	25.1	66	-20	69.9																
	2018	309	94	30.4	29.6	91	3	102.8	137	61	44.5	41	20	48	11	22.9	8	3	114	26	22.8	20	6	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	#	%	%	%				
13 Other Sales & Service Personnel	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	71	46	64.8	12	383.3	0.0	0.0	0	0.0	0.0	0.0		
	2021	71	46	64.8			0.3	21888.1			0.3	21888.1		

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.

Required measures:

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

Other measures:

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

- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

Operational Context

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

- Impact of economic and industrial conditions on the organization.

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.

- Any reorganization or other corporate structural changes.

CA implemented some restructuring across functional areas which resulted in some reductions in force.

- 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.

Additional Details

Please 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.
 - EEOG 01: There were no new entrants for this EEOG.
 - 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

- 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%40-eng.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-Josée 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 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 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): https://equity.esdc.gc.ca/sqiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.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.

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 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@hrsgc-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@hrsgc-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!