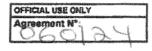
Employment and Emploi et Social Development Canada Développement social Canada

Labour Program Federal Contractors Program



Agreement to Implement Employment Equity

New Agreement					
Revised Agreement BS	one 4	, 2 c			
	ORGA	NIZATION		•	
Legal Name of Organization			Parent company is	located outsid	e Canada
Canadian Bank Note Company, Limit	ed			Yes	☑ ₩
Operating Name (if different from Legal Name of Organi	zation)	***************************************	Procurement Bus	ness Number	•
			Total number of en (Full-Time/Part-Tim		Naca 962
Organization's North American Industry Classification S 3231	ystern (NAICS) Code	*	To find your organi	zation's NAICS stcan gc.ca/su	Code Number please bjects-sujets/standard- an021-eng htm
Official use only (if information above is incorrect) Frocusement Business Number	Total number of	ompleyous in Canad	•	Organizations	NAICS Code No
	HEA	OFFICE	•		
Address (building number, street, suito, etc.)		City		Province	Postal Code
145 Richmond RGad		Ottawa		ON	K1Z 1A1
		Telephone Number		Fax Number	
		613 722 3421		613 722	3334
	EMPLOYMENT	EQUITY CONT.	NCT		
Nerrio (print)		Tide			
Doris Couvieau and Michelle Kosti	.uk	Executive Di	rector and M	lanager H	uman Resources
Telephone Number 613 722 3421		E-mail Address dcouviea@cbr	co.com an	d mkosti	uk@cbnco.com
	CERT	FICATION			
The above-named organization: • having a combined workforce of 100 or more p 12 weeks or more in Canada, AND			ime and temporar	y employees	having worked
intending to bid on, or being in receipt of, a fec Supply Arrangement, valued at \$1,000,000 or			contract, standing	offer or contr	act issued under a
Hereby certifies its commitment to implement or m instrument, in keeping with the Federal Contracto please refer to http://www.eadc.gc.ca/eng/abour/eg/	rs Program require	iments For more i			
Important note: If an audit of the Agreement to in the procurement instrument(s) with the Government			rs misrepresentat	on on the pa	rt of the organization,
	sigi	LATORY			
NOTE: The signatory must be the Chief Executive contract on behalf of the organization.			an executive posi	tion with lega	authority to sign a
Name (print)		Titte			
Ian Shaw			dentificatio	n and Pay	yment Systems
Telephone Number 613 722 3		E-mail Address			
613 722 3 Signature		ishaw Data		······································	
		3june2014			
	RETURNI	ISTRUCTIONS			
IMPORTANT			······································	······································	***************************************
The original copy of the signed Agreement at: (819) 953-8768 or by e-mail at: se-eme@	to implement Em	ployment Equity	form must be se	nt to the Lab	our Program fax,



Total Number

of Employees

Temporary

N.S. less CMA

Ont. less CMAs

Total Employees in Canada

Canadian Bank Note Company Limited (certificate # V060124)

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

Reporting Period 2016-04-01 to 2018-10-24

GEOGRAPHICAL AREAS

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

	1	Province				Cen	sus Metropolitan	Areas
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees		Permanent Full-time	Permanent Part-time	Temp
Ontario	875	2	3	880	Calgary	106	0	
Nova Scotia	1	0	0	1	Edmonton	1	0	
British Columbia	2	0	0	2	Vancouver	1	0	
Alberta	107	0	0	107	Ottawa - Gatineau	835	0	
Total Employees in	Canada			990	Kitchener - Cambridge - Waterloo	1	0	
					B.C. less CMA	s 1	0	



Employment and Social Emploi et Développement Development Canada social Canada

Canadian Bank Note Company Limited (certificate # V060124) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Reporting Period 2016-04-01 to 2018-10-24

Occupational Group			All Employee			original Peop			ns with Disal			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2	5	4	1				1		1			
	1	10	8	2							2	2	
	Total	16	13	3				1		1	2	2	
Middle and Other Managers	4	4	3	1									
Top Range: \$100,000 and over	3	25	22	3	2	1	1	2	1	1	2	1	1
Bottom Range: \$ 55,000 - \$59,999	2	30	16	14				3	2	1	2	1	1
	1	22	15	7				1		1			
	Total	81	56	25	2	1	1	6	3	3	4	2	2
Professionals	4	4	4										
Top Range: \$100,000 and over	3	16	14	2	1	1					3	3	
Bottom Range: \$ 45,000 - \$49,999	2	108	84	24				5	3	2	23	18	5
	1	93	69	24	2	1	1	2	1	1	22	15	7
	Total	221	171	50	3	2	1	7	4	3	48	36	12
Semi-Professionals and Technicians	4	8	7	1				1	1		2	1	1
Top Range: \$100,000 and over	3	9	9								2	2	
Bottom Range: \$ 35,000 - \$39,999	2	18	15	3				1	1		3	3	
	1	38	30	8				1	1		10	8	2
	Total	73	61	12				3	3		17	14	3

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Occupational Group		Þ	All Employees		Ab	Aboriginal Peoples	les	Perso	Persons with Disabilities	oilities	Member	Members of Visible Minorities	1inorities
Salary Range	QTR		Men	_	Total	Men	Women	Total	Men	Women	Total	Men	Women
-		00:	<u> </u>	1	0	0	001.	0	001. 0	001.	<u> </u>	001.	-
Supervisors	4	2		2									
Top Range: \$100,000 and over	သ	2		2									
Bottom Range: \$ 45,000 - \$49,999	2	1	1										
	1	7	2	5									
	Total	12	3	9									
Supervisors: Crafts and Trades	4	2	1	1									
Top Range: \$100,000 and over	သ	4	4										
Bottom Range: \$ 45,000 - \$49,999	2	2	2										
	1	10	2	8									
	Total	18	9	9									
Administrative and Senior Clerical Personnel	4	4	2	2									
Top Range: \$100,000 and over	u												
Bottom Range: \$ 40,000 - \$44,999	2	7	2	ហ							_	_	
	_	18	6	12				1		1	2	1	_
	Total	29	10	19						1	3	2	_
Skilled Sales and Service Personnel	4	ယ	ယ								_	_	
Top Range: \$100,000 and over	ω	7	5	2							ယ	2	_
Bottom Range: \$ 25,000 - \$29,999	2		1									1	
	1	5	3	2							2		2
	Total	16	12	4							7	4	3

Occupational Group		Α	All Employees		Abo	Aboriginal Peoples	es	Perso	Persons with Disabilities	ilities	Members	Members of Visible Minorities	inorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Skilled Crafts and Trades Workers	4	23	23		_	_							
Top Range: \$100,000 and over	သ	27	27		1	1							
Bottom Range: \$ 45,000 - \$49,999	2	43	42	1	1	1		1	1		2	2	
	_	9	9					_	_				
	Total	102	101	1	3	3		2	2		2	2	
Clerical Personnel	4	3	2	1									
Top Range: \$ 85,000 - \$89,999	ယ	အ	1	2							1	1	
Bottom Range: \$ 35,000 - \$39,999	2	10	4	6							_1	1	
	1	17	6	11							4	2	2
	Total	33	13	20							6	4	2
Intermediate Sales and Service Personnel	4	_	_		_	_							
Top Range: \$ 55,000 - \$59,999	ယ												
Bottom Range: \$ 35,000 - \$39,999	2	24	19	ڻ.				_	_		ڻ.	ហ	
	1	သ	2	1									
	Total	28	22	6	1						5	5	
Semi-Skilled Manual Workers	4	4	4										
Top Range: \$100,000 and over	ယ	49	44	5	2	1	1	1	1		မ	3	
Bottom Range: Under \$5,000	2	184	79	105	6	4	2	6	2	4	26	10	16
	1	2	1	1									
	Total	239	128	111	8	5	3	7	3	4	29	13	16

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Total Number of Employees			Bottom Range: \$ 25,000 - \$29,999	Top Range: \$ 40,000 - \$44,999	Other Sales and Service Personnel	Salary Range Col. 1	Occupational Group
	Total	1	2	ω	4	QTR	
875	7	3	_	_	2	Total Col. 2	Ą
601	2				2	Men Col. 3	All Employees
274	5	3	_	1		Women Col. 4	0,
18	1				1	Total Col. 5	Ab
13	J				1	Men Col. 6	Aboriginal Peoples
5						Women Col. 7	
28						Total Col. 8	
16						Men Col. 9	Persons with Disabilities
12						Men Women Total Men Women Col. 9 Col. 10 Col. 11 Col. 12 Col. 13	bilities
123						Total Col. 11	Membe
84						Men Col. 12	Members of Visible Minorities
39						Women Col. 13	/linorities

Employment and Social Emploi et Développement Development Canada social Canada

Canadian Bank Note Company Limited (certificate # V060124) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Ontario

Reporting Period 2016-04-01 to 2018-10-24

Occupational Group		,	All Employees	S	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Semi-Professionals and Technicians	4	1	1										
Top Range: \$ 40,000 - \$44,999	3												
Bottom Range: \$ 35,000 - \$39,999	2												
	1	1	1		1	1							
	Total	2	2		1	1							
Total Number of Employees		2	2		1	1							

	`	\II Employee:	y,	Ab	original Peop	les	Perso	ons with Disa	bilities	Member	s of Visible N	linorities
QTR	Total	Men	Women		Men	Women	Total	Men	Women	Total	Men	Women
	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
4												
3												
2												
1	1	1										
Total	1	1										
4												
ယ												
2												
1	1	1										
Total	1	1										
4												
ω												
2												
1	1		1									
Total	1		ļ									
	ω	2	_									
	QTR QTR 1 1 1 2 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	Total Col. 2	Total Col. 2	All Employees Total Men Women Col. 2 Col. 3 Col. 4 1 1 1 1 1 1 1 1 1 1 2 3 2	All Employees Total Men Women Total Col. 2 Col. 3 Col. 4 Col. 5 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	All Employees Total Men Women Total Col. 2 Col. 3 Col. 4 Col. 5 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	All Employees Aborig Total Men Women Total Col. 2 Col. 3 Col. 4 Col. 5 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	All Employees Aboriginal Peoples Total Men Women Total Men Women Total Col. 5 Col. 6 Col. 7 Col 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	All Employees Aboriginal Peoples Total Men Women Total Men Women Total Col. 5 Col. 6 Col. 7 Col 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	All Employees	All Employees	All Employees Aboriginal Peoples Persons with Disabilities Members Col. 2 Col. 3 Col. 4 Col. 5 Col. 6 Col. 7 Col. 8 Col. 9 Col. 10 Col. 11 Col. 11 Col. 2 Col. 3 Col. 4 Col. 5 Col. 6 Col. 7 Col. 8 Col. 9 Col. 10 Col. 11 Col

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Nova Scotia Reporting Period 2016-04-01 to 2018-10-24 Canadian Bank Note Company Limited (certificate # V060124)

Total Number of Employees	Total 1	1 1	Bottom Range: \$100,000 and over	Top Range: \$100,000 and over	Middle and Other Managers 4	Salary Range QTR Total Col. 1 Col. 2		
	1	1				Men Women Col. 3 Col. 4	All Employees	
						Women Col. 4		
						Total Col. 5	Ab	
						Men Col. 6	Aboriginal Peoples	
						Women Col. 7	oles	
						Total Col. 8	Perso	
						Men Women Col. 9 Col. 10	Persons with Disabilities	
						Women Col. 10		
						Col. 11 Col. 12 Col. 13	Membe	
						Men Col. 12	rs of Visible	
						Women Col. 13	Minorities	

Canadian Bank Note Company Limited (certificate # V060124) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / British Columbia

Reporting Period 2016-04-01 to 2018-10-24

Occupational Group		,	All Employee:	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible M	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals	4	302	30 0		000	000	00	000	000	0010	00	35 12	0010
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1	1										
	Total	1	1										
Skilled Sales and Service Personnel	4												
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1	1								1	1	
	Total	1	1								1	1	
Total Number of Employees		2	2								1	1	

Employment and Social Emploi et Développement
Development Canada social Canada

Canadian Bank Note Company Limited (certificate # V060124) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Alberta

Reporting Period 2016-04-01 to 2018-10-24

Occupational Group		A	All Employee:	3	Ab	original Peo _l	ples	Perso	ns with Disa	bilities	Member	rs of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1	1										
	Total	1	1										
Middle and Other Managers	4	3	2	1									
Top Range: \$100,000 and over	3	1	1										
Bottom Range: \$ 70,000 - \$74,999	2	1	1										
	1	7	5	2									
	Total	12	9	3									
Professionals	4	1		1									
Top Range: \$ 75,000 - \$79,999	3	1	1										
Bottom Range: \$ 50,000 - \$54,999	2	2	1	1							1	1	
	1	1		1									
	Total	5	2	3							1	1	
Semi-Professionals and Technicians	4												
Top Range: \$ 45,000 - \$49,999	3												
Bottom Range: \$ 45,000 - \$49,999	2												
	1	1		1									
	Total	1		1									

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Employment and Social Emploi et Développement Development Canada social Canada

Canadian Bank Note Company Limited (certificate # V060124) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Alberta

Reporting Period 2016-04-01 to 2018-10-24

Occupational Group		,	All Employee:	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Skilled Crafts and Trades Workers	4	3	3										
Top Range: \$ 80,000 - \$84,999	3	4	4										
Bottom Range: \$ 35,000 - \$39,999	2	2	2		1	1							
	1	5	4	1							1	1	
	Total	14	13	1	1	1					1	1	
Clerical Personnel	4	1	1					1	1				
Top Range: \$ 70,000 - \$74,999	3	5	4	1	1	1							
Bottom Range: \$ 40,000 - \$44,999	2	7	3	4							3	2	1
	1	8	2	6							1		1
	Total	21	10	11	1	1		1	1		4	2	2
Intermediate Sales and Service Personnel	4	1	1										
Top Range: \$ 70,000 - \$74,999	3	1		1									
Bottom Range: \$ 50,000 - \$54,999	2												
	1	2		2							1		1
	Total	4	1	3							1		1
Semi-Skilled Manual Workers	4	4	4					2	2		2	2	
Top Range: \$ 70,000 - \$74,999	3	13	10	3							1		1
Bottom Range: \$ 25,000 - \$29,999	2	6	3	3	1		1				2	2	
	1	5	1	4							1		1
	Total	28	18	10	1		1	2	2		6	4	2

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Form 2 A

Canadian Bank Note Company Limited (certificate # V060124) FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Alberta Reporting Period 2016-04-01 to 2018-10-24

Occupational Group		_	भा Employees	S	Ab	original Peoples	les	Perso	Persons with Disabilities	oilities	Member	Members of Visible Minorities	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Total Number of Employees	-	107	23	2.7	دد	3	4	دد	<i>ა</i>		15	٥	

Canadian Bank Note Company Limited (certificate # V060124) FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Ontario

Reporting Period 2016-04-01 to 2018-10-24

		All Employees		Ak	original Peopl	es	Pers	ons with Disab	ilities	Membe	ers of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Under \$15,000	1		1									
\$ 20,000 - \$24,999	1	1										
\$ 25,000 - \$29,999	8	3	5									
\$ 30,000 - \$34,999	19	5	14				3		3	1	1	
\$ 35,000 - \$37,499	3	2	1									
\$ 37,500 - \$39,999	11	6	5				2	1	1	1		1
\$ 40,000 - \$44,999	115	52	63	6	5	1	1	1		19	6	13
\$ 45,000 - \$49,999	116	60	56	1		1	2	2		23	15	8
\$ 50,000 - \$59,999	97	66	31	2	1	1	4	2	2	13	10	3
\$ 60,000 - \$69,999	93	72	21	3	2	1	1	1		15	12	3
\$ 70,000 - \$84,999	142	118	24	1	1		5	4	1	18	15	3
\$ 85,000 - \$99,999	104	84	20	1	1		3	1	2	16	12	4
\$100,000 and over	165	132	33	4	3	1	7	4	3	17	13	4
Total Number of Employees	875	601	274	18	13	5	28	16	12	123	84	39

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FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Ontario

		All Employees	i	Al	ooriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 35,000 - \$39,999	1	1		1	1							
\$ 40,000 - \$49,999	1	1										
Total Number of Employees	2	2		1	1							

Form 3 C

Canadian Bank Note Company Limited (certificate # V060124) FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Temporary / Ontario Reporting Period 2016-04-01 to 2018-10-24

Total Number of Employees	\$ 50,000 and over	\$ 40,000 - \$49,999	Salary Range	
3	2	1	Total Col. 1	
2	2		Men Col. 2	All Employees
1		1	Women Col. 3	
			Total Col. 4	А
			Men Col. 5	Aboriginal Peoples
			Women Col. 6	es
			Total Col. 7	Pers
			Men Col. 8	Persons with Disabilities
			Women Col. 9	ilities
			Total Col. 10	Membe
			Men Col. 11	Members of Visible Minorities
			Women Col. 12	inorities

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Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Nova Scotia Reporting Period 2016-04-01 to 2018-10-24

Total Number of Employees	\$100,000 and over	Salary Range	
	1	Total Col. 1	
	1	Men Col. 2	All Employees
		Women Col. 3	
		Total Col. 4	AI
		Men Col. 5	Aboriginal Peoples
		Women Col. 6	es
		Total Col. 7	Pers
		Men Col. 8	Persons with Disabilities
		Women Col. 9	ilities
		Total Col. 10	Membe
		Men Col. 11	Members of Visible Minorities
		Women Col. 12	inorities

		, = p. o j o o o			, worder	00	. 0.0	0.000.000.000.000				
je	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
over	1	1										
nployees	1	1										

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / British Columbia

Reporting Period 2016-04-01 to 2018-10-24

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$100,000 and over	2	2								1	1	
Total Number of Employees	2	2								1	1	

Canadian Bank Note Company Limited (certificate # V060124) FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Alberta

Reporting Period 2016-04-01 to 2018-10-24

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 25,000 - \$29,999	1	1										
\$ 35,000 - \$37,499	1		1									
\$ 37,500 - \$39,999	4	1	3							1		1
\$ 40,000 - \$44,999	8	2	6	1		1						
\$ 45,000 - \$49,999	11	6	5							4	3	1
\$ 50,000 - \$59,999	28	16	12	1	1					5	2	3
\$ 60,000 - \$69,999	24	18	6	1	1		1	1		4	4	
\$ 70,000 - \$84,999	16	10	6				2	2		1		1
\$ 85,000 - \$99,999	6	5	1									
\$100,000 and over	8	5	3									
Total Number of Employees	107	64	43	3	2	1	3	3		15	9	6

Canadian Bank Note Company Limited (certificate # V060124) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

Reporting Period 2016-04-01 to 2018-10-24

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	7	6	1									
Professionals	74	56	18				2	2		16	12	4
Semi-Professionals and Technicians	22	17	5				1	1		7	6	1
Supervisors	3	2	1									
Administrative and Senior Clerical Personnel	13	4	9							1	1	
Skilled Crafts and Trades Workers	3	3					1	1				
Clerical Personnel	11	4	7							3	1	2
Intermediate Sales and Service Personnel	6	4	2							2	2	
Semi-Skilled Manual Workers	22	8	14							2		2
Other Sales and Service Personnel	9	4	5	1	1					2	1	1
Total Number of Employees Hired	170	108	62	1	1		4	4		33	23	10

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Part-Time / Ontario

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Semi-Professionals and Technicians	2	2		1	1							
Total Number of Employees Hired	2	2		1	1							

		All Employees		At	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men		Total	Men	Women		Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	_	Col. 11 Col. 12	Col. 12
Middle and Other Managers	1	1										
Professionals	1	1										
Semi-Professionals and Technicians	1	1					1	1				
Clerical Personnel	1		1									
Total Number of Employees Hired	4	3	1				1	1				

Form 4 C

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Nova Scotia Reporting Period 2016-04-01 to 2018-10-24

		All Employees		AŁ	Aboriginal Peoples	es	Pers	Persons with Disabilities	lities	Member	Members of Visible Minorities	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1	1										
Total Number of Employees Hired	1	1										

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / British Columbia

		All Employees	i	Al	boriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Professionals	1	1										
Skilled Sales and Service Personnel	1	1								1	1	
Total Number of Employees Hired	2	2								1	1	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Alberta

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1		1									
Professionals	4	1	3							1	1	
Skilled Sales and Service Personnel	1		1									
Skilled Crafts and Trades Workers	1	1										
Clerical Personnel	3		3									
Semi-Skilled Manual Workers	5	3	2							2	1	1
Total Number of Employees Hired	15	5	10							3	2	1

Canadian Bank Note Company Limited (certificate # V060124) FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Ontario

	Employ	ees promoted	(Employees pro	moted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Coourational Crown		All Employees	3	А	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1	1										
Professionals	1	1										
Semi-Professionals and Technicians	1	1										
Supervisors	1		1									
Administrative and Senior Clerical Personnel	1		1									
Skilled Crafts and Trades Workers	1	1					1	1				
Total Number of Employees Promoted	6	4	2				1	1				
Total Number of Promotions	6	4	2				1	1				

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Ontario

Reporting Period 2016-04-01 to 2018-10-24

		All Employees		Al	ooriginal Peop	les	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	9	4	5				1		1	1	1	
Professionals	43	38	5				1	1		14	13	1
Semi-Professionals and Technicians	13	8	5	2		2				3	2	1
Supervisors	3		3									
Supervisors: Crafts and Trades	5	4	1									
Administrative and Senior Clerical Personnel	10	3	7							2	1	1
Skilled Sales and Service Personnel	4	3	1									
Skilled Crafts and Trades Workers	13	12	1				1	1				
Clerical Personnel	10	3	7							1		1
Intermediate Sales and Service Personnel	4	3	1	1		1	1	1				
Semi-Skilled Manual Workers	30	13	17				2	1	1	4	2	2
Other Sales and Service Personnel	5	3	2							2	1	1
Total Number of Employees Terminated	149	94	55	3		3	6	4	2	27	20	7

Canadä

		All Employees			Aboriginal Peoples		Pers	Persons with Disabilities	ilities	Membe	Members of Visible Minorities	inoritie
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Semi-Professionals and Technicians	1	1					1	1				
Clerical Personnel	1		1									
Total Number of Employees Terminated	2	J	1				1	J.				

Form 6 C

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Alberta

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	1	1										
Middle and Other Managers	1	1										
Skilled Sales and Service Personnel	4	2	2							1	1	
Skilled Crafts and Trades Workers	2	2					1	1				
Total Number of Employees Terminated	8	6	2				1	1		1	1	

Workplace Equity Information Management System - Canadian Bank Note Company Limited

Workforce Analysis - Summary Report

Date: 2018-10-24

Women

				Women			
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	17	3	17.6 %	27.4 %	5	-2	
02 : Middle and Other Managers	95	28	29.5 %	38.9 %	37	-9	
03 : Professionals	228	53	23.2 %	26.0 %	59	-6	
04 : Semi-Professionals and Technicians	76	13	17.1 %	25.0 %	19	-6	
05 : Supervisors	16	11	68.8 %	51.8 %	8	3	
06 : Supervisors: Crafts and Trades	22	10	45.5 %	35.9 %	8	2	
07 : Administrative and Senior Clerical Personnel	31	20	64.5 %	77.7 %	24	-4	
08 : Skilled Sales and Service Personnel	28	11	39.3 %	27.1 %	8	3	
09 : Skilled Crafts and Trades Workers	116	2	1.7 %	9.8 %	11	-9	
10 : Clerical Personnel	55	32	58.2 %	67.8 %	37	-5	
11 : Intermediate Sales and Service Personnel	32	9	28.1 %	62.4 %	20	-11	
12 : Semi-Skilled Manual Workers	267	121	45.3 %	14.6 %	39	82	
13 : Other Sales and Service Personnel	7	5	71.4 %	51.6 %	4	1	
Total	990	318	32.1 %	28.2 %	279	39	

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Canadian Bank Note Company, Limited

Workforce Analysis - Detailed Report

Date: 2016-03-31

Women

					Women		
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation		lability G	p Recruitment Area
		#	#	%	%	#	#
01 : Senior Managers	National	17	3	17.6 %	27.4 %	5	-2 National
02 : Middle and Other Managers	National	84	32	38.1 %	38.9 %	33	-1 National
03 : Professionals		194	38	19.6 %	25.2 %	49	11
1111 : Financial auditors and accountants	National	3	1	33.3 %	55.1 %	2	-1 National
1112 : Financial and investment analysts	National	5	3	60.0 %	50.1 %	3	0 National
1121 : Human resources professionals	National	1	1	100.0 %	71.1 %	1	0 National
1122 : Professional occupations in business management consulting	National	4	1	25.0 %	42.0 %	2	-1 National
1123 : Professional occupations in advertising, marketing and public relations	National	2	0	0.0 %	66.4 %	1	-1 National
2112 : Chemists	National	4	2	50.0 %	40.6 %	2	0 National
2132 : Mechanical engineers	National	4	0	0.0 %	9.0 %	0	0 National
2133 : Electrical and electronics engineers	National	1	0	0.0 %	11.3 %	0	0 National
2141 : Industrial and manufacturing engineers	National	8	2	25.0 %	17.0 %	1	1 National
2147 : Computer engineers (except software engineers and designers)	National	32	5	15.6 %	12.6 %	4	1 National
2148 : Other professional engineers, n.e.c.	National	1	0	0.0 %	15.8 %	0	0 National
2161 : Mathematicians, statisticians and actuaries	National	1	0	0.0 %	46.7 %	0	0 National
2171 : Information systems analysts and consultants	National	31	8	25.8 %	28.3 %	9	-1 National
2172 : Database analysts and data administrators	National	17	2	11.8 %	35.2 %	6	-4 National
2173 : Software engineers and designers	National	17	0	0.0 %	17.4 %	3	-3 National
2174 : Computer programmers and interactive media developers	National	52	8	15.4 %	17.9 %	9	-1 National
4021 : College and other vocational instructors	National	2	1	50.0 %	53.8 %	1	0 National
112 : Lawyers and Quebec notaries	National	1	0	0.0 %	42.5 %	0	0 National
1163 : Business development officers and marketing researchers and consultants	National	3	0	0.0 %	50.7 %	2	-2 National
5121 : Authors and writers	National	5	4	80.0 %	54.9 %	3	1 National
04 : Semi-Professionals and Technicians		68	13	19.1 %	24.3 %	17	-4



Workplace Equity Information Management System - Canadian Bank Note Company, Limited

Workforce Analysis - Detailed Report

002080

Date: 2016-03-31

Women

				_	Women			
Employment Equity Occupational Group	Internal Location	All Employees #	Representation # %	entation %	Availability %#	lity Gap		Recruitment Area
2211 : Chemical technologists and technicians	Ontario	ω	_	33.3 %	46.4 %	→	0 0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	ø	_	11.1 %	12.1 %	<u> </u>	0 0	Ontario
2243 : Industrial instrument technicians and mechanics	Ontario	Ν	0	0.0 %	7.2 %	0	0 0	Ontario
2261: Non-destructive testers and inspection technicians	Ontario	8	ω	37.5 %	9.2 %	<u> </u>	2 0	Ontario
2281 : Computer network technicians	Alberta	4	_	25.0 %	20.3 %	_	0 A	Alberta
2281 : Computer network technicians	Ontario	19	_	5.3 %	20.8 %	4	<u>မ</u>	Ontario
2282 : User support technicians	Ontario	13	ω	23.1 %	24.2 %	ω	0 0	Ontario
2283 : Information systems testing technicians	Ontario	N	0	0.0 %	46.8 %	_	<u>-</u>	Ontario
4211 : Paralegal and related occupations	Ontario	Ν	2	100.0 %	82.0 %	2	0	Ontario
5241 : Graphic designers and illustrators	Ontario	6	_	16.7 %	44.9 %	ω	.	Ontario
05 : Supervisors		17	12	70.6 %	52.2 %	9	ω	
Employment Equity Occupational Group	Calgary	6	2	33.3 %	55.0 %	ω	<u>-</u>	Calgary
Employment Equity Occupational Group	Ottawa - Gatineau	11	10	90.9 %	50.7 %	6	4 0	Ottawa - Gatineau
06 : Supervisors: Crafts and Trades		24	10	41.7 %	35.0 %	∞	2	
7303 : Supervisors, printing and related occupations	Ontario	21	9	42.9 %	36.8 %	∞	1 0	Ontario
9227 : Supervisors, other products manufacturing and assembly	Ontario	ω	_	33.3 %	22.7 %	<u> </u>	0 0	Ontario
07 : Administrative and Senior Clerical Personnel		27	17	63.0 %	77.5 %	21	4	
Employment Equity Occupational Group	Ont. less CMAs	_	_	100.0 %	87.1%	_	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	26	16	61.5 %	77.2 %	20	4	Ottawa - Gatineau
08 : Skilled Sales and Service Personnel		28	∞	28.6 %	27.8 %	∞	0	
6221 : Technical sales specialists - wholesale trade	Alberta	9	ω	33.3 %	20.5 %	N	1 A	Alberta
6221 : Technical sales specialists - wholesale trade	Ontario	14	ω	21.4 %	28.7 %	4	<u>-</u>	Ontario
6322 : Cooks	Ontario	5	2	40.0 %	38.4 %	2	0 0	Ontario
09 : Skilled Crafts and Trades Workers		127	2	1.6 %	10.1 %	13	-	

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Workplace Equity Information Management System - Canadian Bank Note Company, Limited

Workforce Analysis - Detailed Report

002081

Date: 2016-03-31

Women

Employment Equity Occupational Group	Internal Location	All Employees	Representation		Women Availability		Gap	Recruitment Area
		#	#	%	%	#	#	
7231 : Machinists and machining and tooling inspectors	Ontario	14	0	0.0 %	4.4 %	_	<u>.</u>	Ontario
7242 : Industrial electricians	Ontario	ω	0	0.0 %	1.0 %	0	0	Ontario
7381 : Printing press operators	Alberta	15	0	0.0 %	7.2 %	_	-1 /	Alberta
7381 : Printing press operators	Ontario	94	N	2.1 %	11.7 %	1	-9	Ontario
9241 : Power engineers and power systems operators	Ontario	_	0	0.0 %	8.8 %	0	0 0	Ontario
10 : Clerical Personnel		44	26	59.1 %	67.3 %	30	4	
Employment Equity Occupational Group	Calgary	9	4	44.4 %	70.2 %	6	έ.	Calgary
Employment Equity Occupational Group	Ont. less CMAs	4	_	25.0 %	72.4 %	ω	2	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	31	21	67.7 %	65.8 %	20	1	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel		26	σı	19.2 %	61.8 %	16	=	
Employment Equity Occupational Group	Ottawa - Gatineau	26	Ŋ	19.2 %	61.8 %	16	=======================================	Ottawa - Gatineau
12 : Semi-Skilled Manual Workers		263	120	45.6 %	14.6 %	38	82	
Employment Equity Occupational Group	Calgary	13	ъ	38.5 %	14.5 %	2	3	Calgary
Employment Equity Occupational Group	Ottawa - Gatineau	250	115	46.0 %	14.6 %	37	78 (Ottawa - Gatineau
13 : Other Sales and Service Personnel		ω	2	66.7 %	49.9 %	_	_	
Employment Equity Occupational Group	Ottawa - Gatineau	ω	2	66.7 %	49.9 %	_	<u> </u>	Ottawa - Gatineau
Total		922	288	31.2 %	26.8 %	248	40	

Total may not equal sum of components due to rounding.

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



2016-05-05



Workplace Equity Information Management System - Canadian Bank Note Company, Limited

002082

Workforce Analysis - Detailed Report

Date: 2016-03-31

Aboriginal Peoples

				:				
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	Aborig Representation # %	Aboriginal Peoples ion Availability % #	oility #	Gap #	Recruitment Area
01 : Senior Managers	National	17	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	84	2	2.4 %	2.2 %	2	0	National
03 : Professionals		194	ω	1.5 %	1.1 %	2	_	
1111 : Financial auditors and accountants	National	ω	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	Sī.	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	_	0	0.0 %	2.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	4	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	Ν	0	0.0 %	2.1 %	0	0	National
2112 : Chemists	National	4	0	0.0 %	0.6 %	0	0	National
2132 : Mechanical engineers	National	4	0	0.0 %	0.7 %	0	0	National
2133 : Electrical and electronics engineers	National	_	0	0.0 %	0.7 %	0	0	National
2141 : Industrial and manufacturing engineers	National	8	0	0.0 %	0.8 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	32	0	0.0 %	0.9 %	0	0	National
2148 : Other professional engineers, n.e.c.	National	_	_	100.0 %	1.0 %	0	_	National
2161 : Mathematicians, statisticians and actuaries	National	_	0	0.0 %	1.0 %	0	0	National
2171 : Information systems analysts and consultants	National	31	_	3.2 %	1.1 %	0	_	National
2172 : Database analysts and data administrators	National	17	0	0.0 %	1.3 %	0	0	National
2173 : Software engineers and designers	National	17	0	0.0 %	0.6 %	0	0	National
2174 : Computer programmers and interactive media developers	National	52	_	1.9 %	1.0 %	_	0	National
4021 : College and other vocational instructors	National	2	0	0.0 %	2.4 %	0	0	National
4112 : Lawyers and Quebec notaries	National	_	0	0.0 %	1.6 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	ω	0	0.0 %	2.0 %	0	0	National
5121 : Authors and writers	National		0	0.0 %	1.9 %	0	0	National
04 : Semi-Professionals and Technicians		68	2	2.9 %	1.9 %	_	_	

Workplace Equity Information Management System - Canadian Bank Note Company, Limited

Workforce Analysis - Detailed Report

002083

Date: 2016-03-31

Aboriginal Peoples

	(•						
Employment Equity Occupational Group	Internal Location	All Employees #	Abo Representation #%	Aborigi ntation %	Aboriginal Peoples ion Availability % % #	g		Recruitment Area
2211 : Chemical technologists and technicians	Ontario	ω	0	0.0 %	1.9 %	0	0	Ontario Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	9	0	0.0 %	1.8 %	0	0 Or	Ontario
2243 : Industrial instrument technicians and mechanics	Ontario	2	0	0.0 %	2.5 %	0	0 Or	Ontario
2261 : Non-destructive testers and inspection technicians	Ontario	œ	0	0.0 %	3.7 %	0	0 Or	Ontario
2281 : Computer network technicians	Alberta	4	0	0.0 %	2.7 %	0	0 AI	Alberta
2281 : Computer network technicians	Ontario	19	0	0.0 %	1.4 %	0	0 Or	Ontario
2282 : User support technicians	Ontario	13	2	15.4 %	1.6 %	0	2 Or	Ontario
2283 : Information systems testing technicians	Ontario	2	0	0.0 %	1.0 %	0	0 Or	Ontario
4211 : Paralegal and related occupations	Ontario	2	0	0.0 %	1.5 %	0	0 Or	Ontario
5241 : Graphic designers and illustrators	Ontario	6	0	0.0 %	1.6 %	0	0 Or	Ontario
05 : Supervisors		17	0	0.0 %	2.9 %	0	0	
Employment Equity Occupational Group	Calgary	0	0	0.0 %	3.1 %	0	0 Ca	Calgary
Employment Equity Occupational Group	Ottawa - Gatineau	11	0	0.0 %	2.7 %	0	0 Ot	Ottawa - Gatineau
06 : Supervisors: Crafts and Trades		24	0	0.0 %	1.4 %	0	0	
7303 : Supervisors, printing and related occupations	Ontario	21	0	0.0 %	1.5 %	0	0 Or	Ontario
9227 : Supervisors, other products manufacturing and assembly	Ontario	ω	0	0.0 %	1.2 %	0	0 Or	Ontario
07 : Administrative and Senior Clerical Personnel		27	0	0.0 %	3.2 %	→		
Employment Equity Occupational Group	Ont. less CMAs	_	0	0.0 %	4.1 %	0	0 Or	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	26	0	0.0 %	3.2 %	_	O _t	Ottawa - Gatineau
08 : Skilled Sales and Service Personnel		28	0	0.0 %	1.8 %	_	<u></u>	
6221 : Technical sales specialists - wholesale trade	Alberta	9	0	0.0 %	2.0 %	0	0 AI	Alberta
6221 : Technical sales specialists - wholesale trade	Ontario	14	0	0.0 %	1.0 %	0	0 Or	Ontario
6322 : Cooks	Ontario	G	0	0.0 %	3.8 %	0	0 Or	Ontario
09 : Skilled Crafts and Trades Workers		127	4	3.1 %	2.7 %	ω	_	

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Workplace Equity Information Management System - Canadian Bank Note Company, Limited

Workforce Analysis - Detailed Report

002084

Date: 2016-03-31

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Repres	Aborig Representation # %	Aboriginal Peoples ion Availe %%%	oples Availability 6 #	Gap	Recruitment Area
7231 : Machinists and machining and tooling inspectors	Ontario	14	0	0.0 %	2.7 %	0	0	Ontario
7242 : Industrial electricians	Ontario	ω	0	0.0 %	2.2 %	0	0	Ontario
7381 : Printing press operators	Alberta	15	<u> </u>	6.7 %	3.4 %	<u> </u>	0	Alberta
7381 : Printing press operators	Ontario	94	ω	3.2 %	2.6 %	2	_	Ontario
9241 : Power engineers and power systems operators	Ontario	1	0	0.0 %	2.4 %	0	0	Ontario
10 : Clerical Personnel		44	0	0.0 %	3.0 %	_	<u>.</u>	
Employment Equity Occupational Group	Calgary	9	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	4.7 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	31	0	0.0 %	2.8 %	-1	<u>.</u>	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel		26	2	7.7 %	3.0 %	<u> </u>	<u> </u>	
Employment Equity Occupational Group	Ottawa - Gatineau	26	2	7.7 %	3.0 %	<u> </u>	_	Ottawa - Gatineau
12 : Semi-Skilled Manual Workers		263	9	3.4 %	3.3 %	9	0	
Employment Equity Occupational Group	Calgary	13	0	0.0 %	3.5 %	0	0	Calgary
Employment Equity Occupational Group	Ottawa - Gatineau	250	9	3.6 %	3.3 %	∞	_	Ottawa - Gatineau
13 : Other Sales and Service Personnel		ω	0	0.0 %	2.9 %	0	0	
Employment Equity Occupational Group	Ottawa - Gatineau	ω	0	0.0 %	2.9 %	0	0	Ottawa - Gatineau
Total		922	22	2.4 %	2.4 %	21	٦	

Total may not equal sum of components due to rounding.

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



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Workplace Equity Information Management System - Canadian Bank Note Company, Limited

002085

Workforce Analysis - Detailed Report

Date: 2016-03-31

Members of Visible Minorities

			-	Vlembers of	Members of Visible Minorities	ies		
Employment Equity Occupational Group	Internal Location	All Employees #	Represe #	Representation # %	Availability %#	•••	Gap #	Recruitment Area
01 : Senior Managers	National	17	2	11.8 %	10.1 %	2	0	National
02 : Middle and Other Managers	National	84	ъ	6.0 %	15.0 %	13	&	National
03 : Professionals		194	46	23.7 %	32.1 %	62	-16	
1111 : Financial auditors and accountants	National	ω	_	33.3 %	27.5 %	_	0 -	National
1112 : Financial and investment analysts	National	5	_	20.0 %	35.4 %	2	<u>.</u>	National
1121 : Human resources professionals	National	<u> </u>	0	0.0 %	14.1 %	0	0 -	National
1122 : Professional occupations in business management consulting	National	4	0	0.0 %	21.6 %	_	<u>.</u>	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	0	0.0 %	16.9 %	0	0 -	National
2112 : Chemists	National	4	_	25.0 %	37.3 %	_	0 -	National
2132 : Mechanical engineers	National	4	_	25.0 %	28.6 %	_	0	National
2133 : Electrical and electronics engineers	National	_	0	0.0 %	34.9 %	0	0	National
2141 : Industrial and manufacturing engineers	National	ω	2	25.0 %	31.5 %	ω	<u>.</u>	National
2147 : Computer engineers (except software engineers and designers)	National	32	14	43.8 %	38.2 %	12	2	National
2148 : Other professional engineers, n.e.c.	National	1	0	0.0 %	27.3 %	0	0	National
2161 : Mathematicians, statisticians and actuaries	National	_	0	0.0 %	27.7 %	0	0	National
2171 : Information systems analysts and consultants	National	31	ω	9.7 %	31.4 %	10	-7	National
2172 : Database analysts and data administrators	National	17	ω	17.6 %	32.3 %	5	2	National
2173 : Software engineers and designers	National	17	6	35.3 %	40.5 %	7	<u>.</u>	National
2174 : Computer programmers and interactive media developers	National	52	13	25.0 %	31.5 %	16	۵	National
4021 : College and other vocational instructors	National	20	0	0.0 %	13.4 %	0	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	12.5 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	ω	_	33.3 %	21.9 %	_	0	National
5121 : Authors and writers	National	C J	0	0.0 %	10.7 %	1	<u>.</u>	National
04 : Semi-Professionals and Technicians		68	13	19.1 %	29.0 %	20	-7	

Workplace Equity Information Management System - Canadian Bank Note Company, Limited

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Workforce Analysis - Detailed Report

Date: 2016-03-31

Members of Visible Minorities

			_	/lembers of	Members of Visible Minorities		
Employment Equity Occupational Group	Internal Location	All Employees #	Representation #%	entation %	Availability %#	H Gap	Recruitment Area
2211 : Chemical technologists and technicians	Ontario	ω	0	0.0 %	30.7 %	1 -1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	Ø	ω	33.3 %	31.4 %	ω	0 Ontario
2243 : Industrial instrument technicians and mechanics	Ontario	2	0	0.0 %	13.6 %	0	0 Ontario
2261: Non-destructive testers and inspection technicians	Ontario	œ	ω	37.5 %	9.5 %		2 Ontario
2281 : Computer network technicians	Alberta	4	0	0.0 %	25.1 %	<u> </u>	Alberta
2281 : Computer network technicians	Ontario	19	4	21.1 %	34.1 %	6 -2	2 Ontario
2282 : User support technicians	Ontario	13	0	0.0 %	35.9 %	5	5 Ontario
2283 : Information systems testing technicians	Ontario	2	_	50.0 %	46.6 %		0 Ontario
4211 : Paralegal and related occupations	Ontario	2	0	0.0 %	22.3 %	0	0 Ontario
5241 : Graphic designers and illustrators	Ontario	O	2	33.3 %	24.0 %	<u> </u>	1 Ontario
05 : Supervisors		17	0	0.0 %	19.2 %	3	
Employment Equity Occupational Group	Calgary	O	0	0.0 %	27.4 %	2	2 Calgary
Employment Equity Occupational Group	Ottawa - Gatineau	11	0	0.0 %	14.7 %	2	2 Ottawa - Gatineau
06 : Supervisors: Crafts and Trades		24	0	0.0 %	19.5 %	<i>σ</i> 1	
7303 : Supervisors, printing and related occupations	Ontario	21	0	0.0 %	19.0 %	4	Ontario
9227 : Supervisors, other products manufacturing and assembly	Ontario	ω	0	0.0 %	22.7 %	<u>→</u>	Ontario
07 : Administrative and Senior Clerical Personnel		27	σı	18.5 %	11.8 %	ω	2
Employment Equity Occupational Group	Ont. less CMAs	<u> </u>	0	0.0 %	1.6 %	0	0 Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	26	ъ	19.2 %	12.2 %	ω	2 Ottawa - Gatineau
08 : Skilled Sales and Service Personnel		28	7	25.0 %	19.5 %	σı	2
6221 : Technical sales specialists - wholesale trade	Alberta	Ø	_	11.1 %	11.3 %		0 Alberta
6221 : Technical sales specialists - wholesale trade	Ontario	14	4	28.6 %	20.8 %	ω	1 Ontario
6322 : Cooks	Ontario	Sī	2	40.0 %	30.6 %	2	0 Ontario
09 : Skilled Crafts and Trades Workers		127	ω	2.4 %	19.1 %	24 -21	****

Workplace Equity Information Management System - Canadian Bank Note Company, Limited

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Workforce Analysis - Detailed Report

Date: 2016-03-31

Members of Visible Minorities

			_	Members o	Members of Visible Minorities		
Employment Equity Occupational Group	Internal Location	All Employees #	Represo	Representation # %	Avail %	Availability Gap 6 # #	Recruitment Area
7231 : Machinists and machining and tooling inspectors	Ontario	14	0	0.0 %	22.9 %	3 -3	Ontario
7242 : Industrial electricians	Ontario	ω	<u> </u>	33.3 %	13.4 %	0 1	Ontario
7381 : Printing press operators	Alberta	15	_	6.7 %	14.4 %	2 -1	Alberta
7381 : Printing press operators	Ontario	94	_	1.1 %	19.5 %	18 -17	Ontario
9241 : Power engineers and power systems operators	Ontario	_	0	0.0 %	15.4 %	0 0	Ontario
10 : Clerical Personnel		44	4	9.1%	15.4 %	7 -3	
Employment Equity Occupational Group	Calgary	9	0	0.0 %	24.3 %	2 -2	Calgary
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	1.7 %	0 0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	31	4	12.9 %	14.7 %	ъ -1	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel		26	ω	11.5 %	22.0 %	6 -3	
Employment Equity Occupational Group	Ottawa - Gatineau	26	ω	11.5 %	22.0 %	-3	Ottawa - Gatineau
12 : Semi-Skilled Manual Workers		263	37	14.1 %	20.5 %	54 -17	
Employment Equity Occupational Group	Calgary	13	6	46.2 %	33.1 %	4 2	Calgary
Employment Equity Occupational Group	Ottawa - Gatineau	250	31	12.4 %	19.9 %	50 -19	Ottawa - Gatineau
13 : Other Sales and Service Personnel		ω	0	0.0 %	25.3 %	1	
Employment Equity Occupational Group	Ottawa - Gatineau	ω	0	0.0 %	25.3 %		Ottawa - Gatineau
Total		922	125	13.6 %	22.2 %	205 -80	
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Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Canadian Bank Note Company, Limited

Workforce Analysis - Detailed Report

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Date: 2016-03-31

Persons with Disabilities

				Persons v	Persons with Disabilities	es		
Employment Equity Occupational Group	Internal Location	All Employees	Representation	ntation	Availability		Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	101	8	7.9 %	4.3 %	4	4	National
03 : Professionals	National	194	6	3.1 %	3.8 %	7	<u>.</u>	National
04 : Semi-Professionals and Technicians	National	68	2	2.9 %	4.6 %	ω	<u>.</u>	National
05 : Supervisors	National	17	0	0.0 %	13.9 %	2	۵	National
06 : Supervisors: Crafts and Trades	National	24	0	0.0 %	7.8 %	2	'n	National
07 : Administrative and Senior Clerical Personnel	National	27	_	3.7 %	3.4 %	_	0	National
08 : Skilled Sales and Service Personnel	National	28	0	0.0 %	3.5 %	_	<u> </u>	National
09 : Skilled Crafts and Trades Workers	National	127	ω	2.4 %	3.8 %	51	ĸ	National
10 : Clerical Personnel	National	44	0	0.0 %	7.0 %	ယ	ώ	National
11 : Intermediate Sales and Service Personnel	National	26	2	7.7 %	5.6 %	_	_	National
12 : Semi-Skilled Manual Workers	National	263	10	3.8 %	4.8 %	13	డు	National
13 : Other Sales and Service Personnel	National	ω	0	0.0 %	6.3 %	0	0	National
Total		922	32	3.5 %	4.7 %	42	5	

Total may not equal sum of components due to rounding.

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



Workplace Equity Information Management System - Canadian Bank Note Company, Limited

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Workforce Analysis - Detailed Report

Date: 2016-03-31

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

Large number of candidates are available in the Ottawa/Gatineau area. Recruitment activities rarely go outside of the CMA and only for Professional and above level positions has it been done.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

11 : Intermediate Sales and Service Personnel EEOG 12 : Semi-Skilled Manual Workers EEOG		10 : Clerical Personnel EEOG	09 : Skilled Crafts and Trades Workers NOC	08 : Skilled Sales and Service Personnel NOC	07 : Administrative and Senior Clerical Personnel EEOG	06 : Supervisors: Crafts and Trades NOC	05 : Supervisors EEOG	04 : Semi-Professionals and Technicians NOC	03 : Professionals NOC	02 : Middle and Other Managers EEOG	01 : Senior Managers EEOG	Employment Equity Occupational Group
)G CMA)G CMA)G CMA	2 Provincial	Provincial Provincial)G CMA	C Provincial)G CMA	C Provincial	National National)G National)G National	Perform Analysis By Recruitment Area

Workplace Equity Information Management System - Canadian Bank Note Company, Limited

Workforce Analysis - Detailed Report

Date: 2016-03-31

WFA Defaults - Persons with Disabilities

Perform Analysis By	Recruitment Area
EEOG	National
	EEOG EEOG EEOG EEOG EEOG EEOG EEOG EEOG



Workplace Equity Information Management System - Canadian Bank Note Company Limited

Workforce Analysis - Summary Report

Date: 2018-10-24

Women

				Women		
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap
	#	#	%	%	#	#
01 : Senior Managers	17	3	17.6 %	27.4 %	5	-2
02 : Middle and Other Managers	95	28	29.5 %	38.9 %	37	-9
03 : Professionals	228	53	23.2 %	26.0 %	59	-6
04 : Semi-Professionals and Technicians	76	13	17.1 %	25.0 %	19	-6
05 : Supervisors	16	11	68.8 %	51.8 %	8	3
6 : Supervisors: Crafts and Trades	22	10	45.5 %	35.9 %	8	2
7 : Administrative and Senior Clerical Personnel	31	20	64.5 %	77.7 %	24	-4
: Skilled Sales and Service Personnel	28	11	39.3 %	27.1 %	8	3
: Skilled Crafts and Trades Workers	116	2	1.7 %	9.8 %	11	-9
) : Clerical Personnel	55	32	58.2 %	67.8 %	37	-5
1 : Intermediate Sales and Service Personnel	32	9	28.1 %	62.4 %	20	-11
2 : Semi-Skilled Manual Workers	267	121	45.3 %	14.6 %	39	82
13 : Other Sales and Service Personnel	7	5	71.4 %	51.6 %	4	1
Total	990	318	32.1 %	28.2 %	279	39

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Canadian Bank Note Company Limited

Workforce Analysis - Summary Report

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Date: 2018-10-24

Aboriginal Peoples

			Aborigi	Aboriginal Peoples		
Employment Equity Occupational Group	All Employees #	Representation # %	ntation %	Availability %#		Gap #
01 : Senior Managers	17	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	95	N	2.1 %	2.2 %	N	0
03 : Professionals	228	ω	1.3 %	1.1 %	ω	0
04 : Semi-Professionals and Technicians	76	_	1.3 %	1.9 %	_	0
05 : Supervisors	16	0	0.0 %	2.8 %	0	0
06 : Supervisors: Crafts and Trades	22	0	0.0 %	1.2 %	0	0
07 : Administrative and Senior Clerical Personnel	31	0	0.0 %	3.2 %	1	<u>.</u>
08 : Skilled Sales and Service Personnel	28	0	0.0 %	1.9 %	_	-
09 : Skilled Crafts and Trades Workers	116	4	3.4 %	2.7 %	ω	_
10 : Clerical Personnel	55	_	1.8 %	3.0 %	2	<u>.</u>
11 : Intermediate Sales and Service Personnel	32	_	3.1%	2.9 %	_	0
12 : Semi-Skilled Manual Workers	267	9	3.4 %	3.3 %	9	0
13 : Other Sales and Service Personnel	7	<u> </u>	14.3 %	3.5 %	0	_
Total	990	22	2.2 %	2.4 %	23	4

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Canadian Bank Note Company Limited

Workforce Analysis - Summary Report

002093

Date: 2018-10-24

Members of Visible Minorities

		_	lembers of	Members of Visible Minorities	rities	
Employment Equity Occupational Group	All Employees #	Representation # %	entation %	Availability % #	bility #	Gap #
01 : Senior Managers	17	2	11.8 %	10.1 %	2	0
02 : Middle and Other Managers	95	4	4.2 %	15.0 %	14	-10
03 : Professionals	228	49	21.5 %	31.6 %	72	-23
04 : Semi-Professionals and Technicians	76	17	22.4 %	29.1 %	22	ራ
05 : Supervisors	16	0	0.0 %	17.8 %	ω	ن
06 : Supervisors: Crafts and Trades	22	_	4.5 %	17.4 %	4	۵
07 : Administrative and Senior Clerical Personnel	31	ω	9.7 %	12.1 %	4	<u>.</u>
08 : Skilled Sales and Service Personnel	28	9	32.1 %	18.9 %	5	4
09 : Skilled Crafts and Trades Workers	116	ω	2.6 %	18.9 %	22	-19
10 : Clerical Personnel	55	10	18.2 %	17.7 %	10	0
11 : Intermediate Sales and Service Personnel	32	6	18.8 %	23.0 %	7	•
12 : Semi-Skilled Manual Workers	267	35	13.1 %	21.3 %	57	-22
13 : Other Sales and Service Personnel	7	0	0.0 %	22.1 %	2	2
Total	990	139	14.0 %	22.6 %	224	- 8 5

Total may not equal sum of components due to rounding.



2018-10-24

Workplace Equity Information Management System - Canadian Bank Note Company Limited

Workforce Analysis - Summary Report

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Date: 2018-10-24

Persons with Disabilities

			Persons w	Persons with Disabilities	Se	
Employment Equity Occupational Group	All Employees	Representation	ntation	Availability		Gap
	#	#	%	%	#	#
01/02 : Managers	112	7	6.3 %	4.3 %	5	2
03 : Professionals	228	7	3.1 %	3.8 %	9	-2
04 : Semi-Professionals and Technicians	76	ω	3.9 %	4.6 %	ω	0
05 : Supervisors	16	0	0.0 %	13.9 %	2	-2
06 : Supervisors: Crafts and Trades	22	0	0.0 %	7.8 %	2	'n
07 : Administrative and Senior Clerical Personnel	31	_	3.2 %	3.4 %	_	0
08 : Skilled Sales and Service Personnel	28	0	0.0 %	3.5 %	1	<u>1</u>
09 : Skilled Crafts and Trades Workers	116	2	1.7 %	3.8 %	4	-2
10 : Clerical Personnel	55	_	1.8 %	7.0 %	4	ယ်
11 : Intermediate Sales and Service Personnel	32	_	3.1 %	5.6 %	2	<u>.</u>
12 : Semi-Skilled Manual Workers	267	9	3.4 %	4.8 %	13	4
13 : Other Sales and Service Personnel	7	0	0.0 %	6.3 %	0	0
Total	990	31	3.1 %	4.7 %	46	-15

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Canadian Bank Note Company Limited

002095

Workforce Analysis - Summary Report

Date: 2018-10-24

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

Large number of candidates are available in the Ottawa/Gatineau area. Recruitment activities rarely go outside of the CMA and only for Professional and above level positions has it been done.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

11 : Intermediate Sales and Service Personnel EEOG 12 : Semi-Skilled Manual Workers EEOG		10 : Clerical Personnel EEOG	09 : Skilled Crafts and Trades Workers NOC	08 : Skilled Sales and Service Personnel NOC	07 : Administrative and Senior Clerical Personnel EEOG	06 : Supervisors: Crafts and Trades NOC	05 : Supervisors EEOG	04 : Semi-Professionals and Technicians NOC	03 : Professionals NOC	02 : Middle and Other Managers EEOG	01 : Senior Managers EEOG	Employment Equity Occupational Group
)G CMA)G CMA)G CMA	2 Provincial	Provincial Provincial)G CMA	C Provincial)G CMA	C Provincial	National National)G National)G National	Perform Analysis By Recruitment Area

Workplace Equity Information Management System - Canadian Bank Note Company Limited

Workforce Analysis - Summary Report

Date: 2018-10-24

WFA Defaults - Persons with Disabilities

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



Federal Contractors Program Achievement Report Part 1: Workforce Analysis Canadian Bank Note Company, Limited 2018-10-24

Data from First	/Previous Wor	kforce Analysis
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Data from Sul	bsequent/Curre Analysis	ent Workforce
	↓	\

Data from Fi	rst/Previous Work	force Analysis
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2018	10	24
YYYY	MM	DD
Data from Subse	quent/Current Wo	rkforce Analysis

		7	Гable 1: Women	l .
		First/Pr	evious Workforce A	Analysis
Emple	yment Equity Occupational Group (EEOG)	All Employees	Wor	nen
Empre	yment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	18	3	27.4
02	Middle & Other Managers	95	31	38.9
03	Professionals	191	37	25.1
04	Semi-Professionals & Technicians	65	13	24.6
05	Supervisors	16	13	51.8
06	Supervisors: Crafts & Trades	27	11	35.6
07	Administrative & Senior Clerical Personnel	28	18	77.7
08	Skilled Sales & Service Personnel	34	13	26.8
09	Skilled Crafts & Trades Workers	127	3	10.1
10	Clerical Personnel	51	19	67.8
11	Intermediate Sales & Service Personnel	30	8	62.4
12	Semi-Skilled Manual Workers	270	122	14.6
13	Other Sales & Service Personnel	3	2	49.9
14	Other Manual Workers	0	0	0.0
Total		955	293	0.0

7	Table 5: Women	
Subsequent	/Current Workford	e Analysis
All Employees	Won	ien
	Representation	Availability*
#	#	%
17	3	27.4
95	28	38.9
228	53	26.0
76	13	25.0
16	11	51.8
22	10	35.9
31	20	77.7
28	11	27.1
116	2	9.8
55	32	67.8
32	9	62.4
267	121	14.6
7	5	51.6
o	0	0.0
990	318	0.0

* Source	e:		

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Federal Contractors Program Achievement Report Canadian Bank Note Company, Limited Part 1: Workforce Analysis 2018-10-24

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Data from Subsequent/Current Workforce

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2.9	0	ဒ	Other Sales & Service Personnel
3.3	9	270	Semi-Skilled Manual Workers
2.9	2	30	Intermediate Sales & Service Personnel
3.0	1	51	Clerical Personnel
2.7	4	127	Skilled Crafts & Trades Workers
1.8	0	34	Skilled Sales & Service Personnel
3.2	0	28	Administrative & Senior Clerical Personnel
1.2	0	27	Supervisors: Crafts & Trades
2.8	0	16	Supervisors
1.9	2	65	Semi-Professionals & Technicians
1.0	ري دن	191	Professionals
2.2	2	95	Middle & Other Managers
2.9	0	18	Senior Managers
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Availability*	Representation		ymene Edmiy Occubanonai Oroub (EEOO)
l Peoples	Aboriginal Peoples	All Employees	rmant Family Occupational Cram (FFOC)
\nalysis	First/Previous Workforce Analysis	First/Pr	
eopies	Table 2: Aboriginal Feoples	ardr I	

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Federal Contractors Program Achievement Report Canadian Bank Note Company, Limited Part 1: Workforce Analysis 2018-10-24

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Table 3: Members of Visible Minorities

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18.3	9	34	08 Skilled Sales & Service Personnel	0
12.1	4	28	07 Administrative & Senior Clerical Personnel	0
17.8	_	27	06 Supervisors: Crafts & Trades	0
17.8	0	16	05 Supervisors	0
29.2	13	65	04 Semi-Professionals & Technicians	0
32.3	46	191	03 Professionals	0
15.0	5	95	02 Middle & Other Managers	0
10.1	2	18	01 Senior Managers	0
9%	#	#		
Availability*	Representation		Employment Equity Occupational Group (EEOG)	T III
ible Minorities	Members of Visible Minorities	All Employees	Implement Faulty Oceanational Crown (FFOC)	.

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17.4	1	22
17.8	0	16
29.1	17	76
31.6	49	228
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10.1	2	17
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Availability*	Representation	
ble Minorities	Members of Visible Minorities	All Employees
Analysis	Subsequent/Current Workforce Analysis	Subsequent
Minorities	Table 7: Members of Visible Minorities	Table /: Me

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Data from Subsequent/Current Workforce

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Table 4: Persons with Disabilities

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24		Data from Subsequent/Current Workforce Analysis

	FIRST/PT	FIRST/Previous Workforce Analysis	Inalysis
mont Fault: Commetional Curry (FEOC)	All Employees	Persons with Disabilities	Disabilities
Dyment Edmiy Occupanonal Group (EEOG)		Representation	Availability*
	#	#	0/0
Managers	113	8	4.3
Professionals	191	9	3.8
Semi-Professionals & Technicians	65	2	4.6
Supervisors	16	0	13.9
Supervisors: Crafts & Trades	27	0	7.8
Administrative & Senior Clerical Personnel	28		3,4
Skilled Sales & Service Personnel	34	0	3.5
Skilled Crafts & Trades Workers	127	3	3.8
Clerical Personnel	51		7.0
Intermediate Sales & Service Personnel	30	2	5.6
Semi-Skilled Manual Workers	270	1	4.8
Other Sales & Service Personnel	သ	0	6.3
Other Manual Workers	0	0	0.0
	955	34	0.0

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Lable 8: Subsequent	Table 8: Persons with Disabilities Subsequent/Current Workforce Analysis	sabilities ce Analysis
	Representation	Availability*
#	#	0/0
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228	7	3.8
76	ပ	4.6
16	0	13.9
22	0	7.8
31		3.4
28	0	3.5
116	2	3.8
55		7.0
32		5.6

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Data from Form 4 - Employees

Data from Form 5 - Employees

Data from Form 6 - Employees Terminated

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		Table 1.	Tahla 1: Waman	
	Full-time	Full-time / National	Part-time / National	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
•	#	#	#	#
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	00	1	0	0
03 Professionals	77	20	0	0
04 Semi-Professionals & Technicians	22	S	0	0
05 Supervisors	ري دي	1	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	- 13	9	0	0
08 Skilled Sales & Service Personnel	2	_	0	0
09 Skilled Crafts & Trades Workers	(J)	0	0	0
10 Clerical Personnel	14	10	0	0
11 Intermediate Sales & Service Personnel	6	2	0	0
12 Semi-Skilled Manual Workers	27	16	0	0
13 Other Sales & Service Personnel	9	5	0	0
14 Other Manual Workers	0	0	0	0
Total	184	70	0	0

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Women Promoted	All Employees Promoted	Women Promoted	All Employees Promoted
National	Part-time / National	National	Full-time / National
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Table Full-time / National	Table 9:	Table 9: Women (ational Part-time / National	/ National
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
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#	#	#	#
1	0	0	0
9	4	0	0
42	5	0	0
13	5	0	0
دن	3	0	0
5	1	0	0
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Part 2: Flow Data Analysis

Canadian Bank Note Company, Limited

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Data from Form 4 - Employees Hired	2016	1111	Start
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Data from Form 5 - Employees Promoted	10	MM	End Date of Flow Data
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Table 2: Aboriginal Peoples

	Full-time	Full-time / National	Part-time / National	/ National	Ful
Employment Equity Occupational Group (EEOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Em Pror
	#	#	#	#	
01 Senior Managers	0	0	0	0	
02 Middle & Other Managers	8	0	0	0	
03 Professionals	77	0	0	0	
04 Semi-Professionals & Technicians	22	0	0	0	
05 Supervisors	3	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	13	0	0	0	
08 Skilled Sales & Service Personnel	2	0	0	0	
09 Skilled Crafts & Trades Workers	3	0	0	0	
10 Clerical Personnel	14	0	0	0	
11 Intermediate Sales & Service Personnel	6	0	0	0	
12 Semi-Skilled Manual Workers	27	0	0	0	
13 Other Sales & Service Personnel	9	1	0	0	
14 Other Manual Workers	0	0	0	0	

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Full-ti # omot Table 6: Aboriginal Peoples

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<u> </u>	'National	Part-time / National	time / National	time

Data from Form 6 - Employees Terminated

Table 10: Aboriginal Peoples

H-time /	H-time / National	time / National Part-time / National	/ National
nployees	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
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9	0	0	0
42	0	0	0
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All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
1	0	0	
9	0	0	
42	0	0	
13	2	0	
3	0	0	
5	0	0	
10	0	0	
7	0	0	
14	0	0	
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Canadian Bank Note Company, Limited	Part 2: Flow Data Analysis	Federal Contractors Program Achievement Report
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0	000000000000	#	All Employees Hired	Part-time / National	Table 3: Persons with Disabilities
0	0000000000000	#	Persons with Disabilities Hired	/ National	bilities
6	00000-0-0	#	All Employees Promoted	Full-time / National	Table
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1	0000-00000	#	Persons with Disabilities Promoted	National	Persons
1 0	00000-000000	# #	Promoted All Employees Promoted	National Part-time / National	Table 7: Persons with Disabilities

08 Skilled Sales & Service Personnel09 Skilled Crafts & Trades Workers

12 Semi-Skilled Manual Workers13 Other Sales & Service Personnel

14 Other Manual Workers

11 Intermediate Sales & Service Personnel

10 Clerical Personnel

06 Supervisors: Crafts & Trades
07 Administrative & Senior Clerical Personnel

05 Supervisors

04 Semi-Professionals & Technicians

02 Middle & Other Managers03 Professionals

01 | Senior Managers

Employment Equity Occupational Group

All Employees

Full-time / National

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
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42		0	0
13	0	0	0
3	0	0	0
5	0	0	0
10	0	0	0
7	0	0	0
14	1	0	0
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	Table 4:	Members o	Table 4: Members of Visible Minorities	inorities	Ta
	Full-time / National	/National	Part-time / National	/National	Fu
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Er Pro
	#	#	#	#	
01 Senior Managers	0	0	0	0	
02 Middle & Other Managers	&	0	0	0	
03 Professionals	77	16	0	0	
04 Semi-Professionals & Technicians	22	7	0	0	
05 Supervisors	3	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	13	1	0	0	
08 Skilled Sales & Service Personnel	2	_	0	0	
09 Skilled Crafts & Trades Workers	3	0	0	0	
10 Clerical Personnel	14	₃	0	0	
11 Intermediate Sales & Service Personnel	6	2	0	0	
12 Semi-Skilled Manual Workers	27	4	0	0	
13 Other Sales & Service Personnel	9	2	0	0	
14 Other Manual Workers	0	0	0	0	
Total	184	36	0	0	

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Table 8:	ers	ble	Minorities
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	Data from Form 6 - Employees Terminated	

Data from Form 4 - Employees

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1 9 42	#	All Employees Terminated	Table 12: Member Full-time / National
13 1 0	#	Members of Visible Minorities Terminated	Members / National
0	#	All Employees Terminated	Table 12: Members of Visible Minorities Full-time / National
0 0 0	#	Members of Visible Minorities Terminated	Minorities / National

0	0	27	152
0	0	0	0
0	0	2	5
0	0	4	29
0	0	0	4
0	0		10
0	0	0	14
0	0	_	7
0	0	2	10
0	0	0	5
0	0	0	3
0	0	3	13
0	0	13	42
0	0		9
0	0	0	
#	#	#	#
Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated
/ National	Part-time / National	/ National	Full-time / National

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Canadian Bank Note Company, Limited	Part 3: Goals	Federal Contractors Program Achievement Report	
	Canadian Bank Note Company, Limited	Part 3: Goals Canadian Bank Note Company, Limited	Federal Contractors Program Achievement Report Part 3: Goals Canadian Bank Note Company, Limited

A B	С	D	E	F G	H	I	J	К	Т	М	Z	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis	From Workforce Data Entry C x Analysis*	From Flow Data C x E x 3 Analysis & Workforce Analysis*	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis*	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP [Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	K+C (K-M+O)+(C +F)
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									Table 1: Women	Vomen								
								First/	First/Previous Short-term Goals	rt-term Go	als							
				All Employees									Women	men				
Family Occupational	Number	Grew	Growth (New Positions)	Turnove	Furnover (Replacement of Terminated Employees)		Anticipated	Number	Turnover (Replacement of Terminated Employees)	mulayees	Hires	3 Year Goals From - To	ioals To					Projected
Group (FFOG)	YYYY-MM-DD	Actual	Projected	Actual		Projected	Hires Over 3	YYYY-MM-DD			Over 3	7777 - 777Y	AAA	Availability	Present Gap	Gap	Representation	Representation in 3
	2016-04-01	Annually	Annually 0	Over 3 Annually Years	lly Annually	Over 3 Years	Tours	2016-04-01	Annually	Over 3 Years	Years	2016	2019					reary
	#	%	%	# %	%	#	#	#	%	#	#	#	%	%	#	#	%	9%
01 Senior Managers	18	-1.9%	0.0%	0 5.		0	0	3	0.0%	0	2	0	27.4%	27.4%	-2	-2	16.7%	
	95	0.0%	0.8%	2 9.		ယ	i os				. ∞	. 2	38.9%	38.9%	: 6	-6	32.6%	
04 Semi-Professionals & Tech	65	5.3%	0.0%	0 18.	20.0% 2.0% 18.4% 5.0%	10	10		2.0% 5.0%	2	5	4 0	60.0%	24.6%	<u>ა </u>	1 -10	19.4% 20.0%	26.2%
	16	0.0%	0.0%	0 18.		0	0	13	0.0%	0	۲.	0	0.0%	51.8%	5	5	81.3%	
06 Supervisors: Crafts & Trades	27	-6.6%	0.0%	0 20.	20.4% 0.0%	0	0		0.0%	0	Ŀ	0	0.0%	35.6%	_		40.7%	40.7%
07 Administrative & Sr Clerical	28	3.5%	0.0%	0 33.	33.9% 0.0%	0	0		0.0%	0	4	0	0.0%	77.7%	-4	4	64.3%	64.3%
08 Skilled Sales & Service	34	-6.3%	0.0%	0 22.		0	0	13		0	4	0	0.0%	26.8%	4	4	38.2%	
09 Skilled Crafts & Trades	127	-3.0%	0.0%	0 11.	11.5% 1.5%	6	6	ယ	1.5%	0	10	_	10.1%	10.1%	-10	-9	2.4%	3.1%
10 Clerical Personnel	51	2.5%	0.0%	0 18.	18.9% 0.0%	0	0	19	0.0%	0	16	0	50.0%	67.8%	-16	-16	37.3%	37.3%
11 Intermediate Sales & Service	30	2.2%	0.0%	0 12.	12.9% 5.0%	٥.	5	8	5.0%	_	12	w	61.8%	62.4%	<u>-</u> :	-9	26.7%	33.3%
12 Semi-Skilled Manual	270	-0.4%	0.0%	0 10.	10.8% 0.0%	0	0	122	0.0%	0	-83	0	0.0%	14.6%	83	83	45.2%	45.2%
13 Other Sales & Service	အ	32.6%	0.0%	0 100.0%	0% 0.0%	0	0	2	0.0%	0	<u>.</u>	0	0.0%	49.9%			66.7%	66.7%
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	#DIV/0!	#DIV/0!
Total	955	1.2%		0 15.	15.6%	0	0	293	0.0%	0	-293	0		0.0%	293	293	30.7%	30.7%

† Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis). 10. 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.

	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	08 Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers	Group (EEOG)	Employment Equity Occupational	
															#	Short-t	
	0	0	0	3 6	0 5		0	0	0	0	6 6	4 2	2 3	0 2	9%	Short-term Goals	
2	0.0	0.0	0.0	1.8	50.0	0.1	0.0	0.0	0.0	0.0	60.0	5.2	38.9	27.4	Н	omen	
>	0	0	0	2	0		0	0	0	0	4	5	2	0		Long-term Goals	
2	0.0	0.0	0.0	61.8	0.0	10.0	0.0	0.0	0.0	0.0	60.0	25.2	38.9 Di	50.0 No	%	oals	
													38.9 Did not meet short term goal of 2 hires as we had 4 women leave this NOC	50.0 No hiring or promotions planned			
													short ten	promotio			
													n goal of	is plannec			
													2 hires as	-			
													we had 4				
													women h				
													eave this				
													SON				a section and the contracts
																Comments	
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Joals				+
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Total	_	13 0	12 Se	11 In	10 CI	09 SI	1S 80	07 A	06 St	05 St	04 Se	03 Pr	02 M	01 Se		-	Group (EEOG)						Data sources:	Α
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	Professionals	Middle & Other Managers	Senior Managers			Group (EEOG)	Facility					rces:	В
	Vorkers	ervice	anual	les & Service	nel	Trades	Service	& Sr Clerical	afts & Trades		nals & Tech		Managers	si.			Occupational	Occupational						
955	_		270	30	51	127	34	28	2.	10	65	191	95	18	#	2016-04-01	GG-WW-AAAA	Number				←	From Workforce Analysis	С
	0.0%	32.6%			2.5%	7 -3.0%			-6.6%		5.3%	6.1%	0.0%	-1.9%	%	Annually	Actual	Grow				←		D
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.8%	0.0%	%	Annually	Projected	Growth (New Positions)				←	From Pata Entry CxEx3	E
0	0	0	0	0	0	0	0	0	0	0	0	6	2	0	#	Over 3 Years			All Employees			←	ē	F
15.6%	0.0%	100.0%	10.8%	12.9%	18.9%	11.5%	22.6%	33.9%	20.4%	18.8%	18.4%	20.0%	9.5%	5.7%	%	Annually An	Actual	arnover (Replac Emj	yees			←	From Flow Data Analysis & Dat Workforce Analysis‡	G
	0.0%	0.0%	0.0%	5.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	5.0%	2.0%	1.0%	0.0%	% #	Annually Over 3	Projected	Turnover (Replacement of Terminated Employees)				←	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis*	H I
0	0	0	0	S	0	6	0	0	0	0	10	11	ယ	0	#	r3 Years	Hires Over 3	anted				<u> </u>	4 x 3 F+I	J
0	0	0	0	ري د	0	6	0	0	0	0	10	17	ري د	0	#	2016-04-01	NET 3 YYYY-MM-DD					_		K
23	0	0	9	2	_	4	0	0	0	0	2	ယ	2	0				Number Turi		First/Prev	Table 3: Aboriginal			·
0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	5.0%	2.0%	1.0%	0.0%	%	Annually		Turnover (Replacement of		First/Previous Short-term Goals	Aborigin	←	Equivalent K x L	L
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#:	Over 3 Years	.	•		term Goa	al Peoples	←	x x	M
-23	0	0	0	<u>_</u>	_	<u>_</u>	_	_	0	0	<u>_</u>	<u>.</u>	0	_	#	Years	Over 3	Hires		8	es	←	(F x Q) - R + M	Z
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	#	2016	AAAA - 44AA	3 Year Goals From - To				←	J x P Da	0
					3.0%		1.8%	3.2%						2.9%	%	2019		o B	Aboriginal Peoples			←	Data Entry V	P
0.0%	0.0%	2.9%	3.3%	2.9%	3.0%	2.7%	1.8%	3.2%	1.2%	2.8%	1.9%	1.0%	2.2%	2.9%	%		Availability	;	Peoples			←	From Workforce Analysis	Q
23	0	0	0		<u>.</u>		<u></u>	<u>.</u>	0	0			0	-1	#		Present Gap					←	From Workforce Analysis	R
23	0	0	0		<u>-</u>	_	-1	<u>-</u>	0	0	_	1	0	<u>_</u>	#		Gap						(K - M + O) - ((C + F) x Q)	S
2.4%	#DIV/0!	0.0%	3.3%	6.7%	2.0%	3.1%	0.0%	0.0%	0.0%	0.0%	3.1%	1.6%	2.1%	0.0%	%	•	Representation	•				←	K÷C	T
	#D				2.0%	3.1%		0.0%	0.0%	0.0%				0.0%	%	Years	Representation in 3	Projected				←	(K - M + O) ÷ (C + F)	U

Total	14 Oti	13 Otl	12 Sei	11 Int	10 CI	09 Ski	08 Ski	07 Ad	06 Su	05 Su	04 Sei	03 Pro	02 Mi	01 Sei	Employment Eq Group (EEOG)	
	14 Other Manual Workers	13 Other Sales & Service	12 Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	09 Skilled Crafts & Trades	Skilled Sales & Service	07 Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers	Employment Equity Occupational Group (EEOG)	
	kers	ice	al	& Service		ades	vice	r Clerical	& Trades		& Tech		anagers		upational	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Aborigi Short-term Goals # %	
0.0	0.0	0.0	0.0	0.0	3.0	0.0	1.8	3.2	0.0	0.0	0.0	0.0	0.0	2.9	18	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Peoples Long-term Goals # %	
0.0	0.0	0.0	0.0	0.0	3.0	0.0	1.8	3.2	0.0	0.0	0.0	0.0	0.0	2.9	Goals	
																Table 4: Aboriginal
															Co	Peoples
															Comments	

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis). 10. 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.

Data for First/Previous Goals	43397	Canadian Bank Note Company, Limited	Part 3: Goals	Federal Contractors Program Achievement Report	
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Total	14	13	12	=	10	09	08	07	06	05	04	03	01/02		(Data	A
	Other Ma	Other Sa	Semi-Skilled Manual	Intermed:	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administ	Superviso	Supervisors	Semi-Professionals & Tech	Professionals	01/02 Managers			Comm (FFOC)	Fundament Fourty Occupations					Data sources:	
	Other Manual Workers	Other Sales & Service	lled Man	iate Sales	Personnel	rafts & T	ales & Se	rative &	ors: Craft	ors	essional	mals	s			Amery Co.	î î						В
	rkers	vice	ual	Intermediate Sales & Service		rades	rvice	Administrative & Sr Clerical	Supervisors: Crafts & Trades		s & Tech					capatana							
								_	S					*	2016-04-01	TYYY-MM-DD	Number				_	From Workfor Analysi	С
955	0	သ	270	30	51	127	34	28	27	16	65	191	113	79-		MM-DD	ber					s ce	
1.2%	0.0%	32.6%	-0.4%	2.2%	2.5%	-3.0%	-6.3%	3.5%	-6.6%	0.0%	5.3%	6.1%	-0.9%	%	Annually	Actual	Gro				←	From Workforce Analysis [†]	D
	0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%			1.6	0.8%	0.0%	%	Annually	-	Growth (New Positions)				←	From Workforce Data Entry Analysis [†]	E
0.0%)%)%)%)%)%)%)%)%	0.0%	0.0%	1.0%	3%)%	#	Over 3 N Years	Projected	ositions)	A			_	try CxEx3	
0	0	0	0	0	0	0	0	0	0	0	2	5	0	**			Ŧ	All Employees					F
15.6%	0.0%	100.0%	10.8%	12.9%	18.9%	11.5%	22.6%	33.9%	20.4%	18.8%	18.4%	20.0%	7.6%	%	Annually	Actual	Furnover (Replacement of Terminated Employees)	yees			←	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis*	G
0.0%	0.0%	0.0%	5.0%	0.0	1.5%	0.0%	0.0%	0.0%	0.0%	5.0%	2.0%	1.0%	0.0%	%	Annually	Pı	placement of Employees)				←	Data Ent	Н
×	8	<u>ئ</u>	<i>`</i>	<u>~</u>	%	%	%	8	ँ	%	%	%	8	#:	Over 3 Years	Projected	of Termina				←	уСхН	I
0	0	0	41	0	2	0	0	0	0	2	4	6	0			Hir	I						
0	0	0	41	0	2	0	0	0	0	2	6	=	0	#	Years	Hires Over 3	Anticipated				←	ਸ + T	J
														#	2016-04-01	VYYY-MM-DD	Number		F	Tab	←	From Workforce Analysis	K
34	0	0	=	2	_	ယ	0	_	0	0	2	6	∞						First/Previous Short-term Goals	Table 5: Persons with			
0.0%	0.0%	0.0%	5.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	5.0%	2.0%	1.0%	0.0%	%	Annually		urnover (Replacement o ferminated Employees)		ious Sho	rsons w	←	Equivalent to H	Т
	0	0	K)	0	0	0	0	0	0	0	0	0	0	#	Over 3 Years		Turnover (Replacement of Terminated Employees)		rt-term (←	K x L x 3	Z
														#:	Years	Over	Hires		ioals	Disabilities	←	(F x Q) - R + M	z
-34	0	0	4	0	ω	2	_	0	2	2	_	_	ა	#							,		
٥	0	0	2	0	0	0	0	0	0	0	0	0	0	#-	2016	7777 - 7777	3 Year Goals From - To	Pe			_	J x P Da	0
			4.8%		7.0%	3.8%	3.5%		7.8%	13.9%	4.6%	3.8%		%	2019	YY	o als	Persons with Disabilities			←	Data Entry	P
	0	6	4	(A	7	w	ω	w	~1	13	4	ယ	4	%		Availability		h Disabi			←	From Workforce Analysis	Q
0.0%	0.0%	6.3%	4.8%	5.6%	7.0%	3.8%	3.5%	3.4%	7.8%	13.9%	4.6%	3.8%	4.3%				•	ities					
34	0	0	-2	0	చ	-2	<u></u>	0	-2	-2	<u></u>	<u></u>	ယ	*		Present Gap					←	From Workforce (Analysis	R
34	((42	(Į,	-2	<u>.</u> .	0	-2	-2	<u>L</u> .	<u>t</u> .	£1,7	#:	_	Gan					←	From (K - M + Workforce O) - ((C + Analysis F) x Q)	s
Ī																Renre	7						
3.6%	#DIV/0!	0.0%	4.1%	6.7%	2.0%	2.4%	0.0%	3.6%	0.0%	0.0%	3.1%	3.1%	7.1%	%		Representation					←	K ÷ C	T
	-	` د	٥`	٥١	0`	٥`	٥١	٥`	٥`	٥`	٥`	٥`	٥١		,	Represes	Pro					(K - M	
3.6%	#DIV/0!	0.0%	4.1%	6.7%	2.0%	2.4%	0.0%	3.6%	0.0%	0.0%	3.0%	3.1%	7.1%	%	Years	Representation in 3	Projected				←	(K - M + O) ÷ (C + F)	U
`د		۰۰	٠٠	٠,	۰۰	۰۰	١٠	١٠	٠٠	١٠	١٠	۰۰	١٠										!!

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 - 1) x 100.

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

† Workforce Analysis) + 2) x 100.

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Data sources:	From Workforce Analysis	From Workforce Analysis [†]	From Workforce Data Entry Analysis*	CxEx3	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis*	Data Entry	CxHx3	ㅋ + T	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
***************************************	—	_	—	←	–	←	←	←	←	—	←	←	←	_	←	←	_	+	+
									Table 7: Members of Visib	embers of	' Visible N	de Minorities							
									First/	First/Previous Short-term Goals	ort-term G	oals							
				All Employees	loyees								Me	mbers of Vi	Members of Visible Minorities	ties			
Fundayment Fauity Occupational	Number	Grow	Growth (New Positions)	ins)	Turnover (Replacement of Terminated Employees)	placement of T Employees)	erminated	Anticipated	Number	Turnover (Re	Furnover (Replacement of Terminated Employees)	Hires	3 Year Goals From - To	Goals - To					Projected
Group (EEOG)	DD-MW-AAAA	Actual	Projected	zed	Actual	Projected	fed	Hires Over 3	DD-WW-YAAA			Over 3	4444 - 4444	YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
	2016-04-01	Annually	Annually	Over3 Years	Annually	Annually	Over 3 Years	Tears	2016-04-01	Annually	Over 3 Years	Years	2016	2019					Teals
	#	%	%	#	%	- %	#	#	#	9%	#	#	#	%	%	#	#	%	%
01 Senior Managers	18	-1.9%	0.0%	0	5.7%	0.0%	0	0	2	0.0%	0	0	0		10.1%	0	0	11.1%	11.1%
02 Middle & Other Managers	95	0.0%	0.8%	2	9.5%	1.0%	ယ	(A	5		0	10	_	15.0%	15.0%	-9	-9	5.3%	
03 Professionals	191	6.1% \$ 3%	1.0%	0 6	20.0%	2.0%	1 1	. 17	46	2.0%	υ	21 °	s Or	32.3%	32.3%	-16	-16	24.1%	24.4%
	16		0.0%	0	18.8%	0.0%	0	0	0		0	သ	0	19.2%	17.8%	చ	ట	0.0%	
06 Supervisors: Crafts & Trades	27	-6.6%	0.0%	0	20.4%	0.0%	0	0		0.0%	0	4	0	19.5%	17.8%	-4	-4	3.7%	3.7%
07 Administrative & Sr Clerical	28	3.5%	0.0%	0	33.9%	0.0%	0	0	4	0.0%	0	<u>.</u>	0		12.1%			14.3%	
08 Skilled Sales & Service	34	-6.3%	0.0%	0	22.6%	0.0%	0	0	9	0.0%	0	చ	0		18.3%	3	သ	26.5%	
09 Skilled Crafts & Trades	127		0.0%	0	11.5%	1.5%	6	6	ယ	1.5%	0	21	_	19.1%	19.1%	-21	-20	2.4%	
10 Clerical Personnel	51	2.5%	0.0%	0	18.9%	0.0%	0	0	8	0.0%	0	_	0	17.1%	17.1%	<u>.</u>	-1	15.7%	15.7%
11 Intermediate Sales & Service	30	2.2%	0.0%	0	12.9%	5.0%	5	(A)	4	5.0%	_	4	_	23.1%	23.1%	<u>ئ</u>	<u>5</u>	13.3%	13.3%
12 Semi-Skilled Manual	270	-0.4%	0.0%	0	10.8%	0.0%	0	0	35	0.0%	0	22	0	21.0%	21.0%	-22	-22	13.0%	13.0%
13 Other Sales & Service	သ	32.6%	0.0%	0	100.0%	0.0%	0	0	0	0.0%	0	_	0	25.3%	25.3%	-1	-1	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	#DIV/0!	#DIV/0!
Total	955	1.2%		0	15.6%		0	0	130	0.0%	0	-130	0		0.0%	130	130	13.6%	13.6%

† 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.

Total	14	13	12	Ξ	10	09	08	07	06	05	04	03	02	01	Grou	Emp	
	14 Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	11 Intermediate Sales & Service	10 Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	06 Supervisors: Crafts & Trades	05 Supervisors	04 Semi-Professionals & Tech	03 Professionals	02 Middle & Other Managers	01 Senior Managers	Group (EEOG)	Employment Equity Occupational	
	Workers	Service	fanual	iles & Service	nel	& Trades	Service	& Sr Clerical	afts & Trades		nals & Tech		r Managers	rs	•	Occupational	
0	0	0	0	_	0	_	0	0	0	0	3	5	1	0	Short-term Goals # %	Mem	
0.0	0.0	25.3	21.0	23.1	17.1	19.1	0.0	0.0	19.5	19.2	29.2	32.3	15.0	0.0		Visi	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Long-term Goals	Minoritie	
0.0	0.0	25.3	20.6	22.0	15.4	19.1	0.0	0.0	19.5	19.2	29.0	32.1	15.0	0.0	1 Goals	j s	
												Most turnov					
												er was in th					
												is EEOG ar					
												nd most grov					
												vth is expec					Table 8
												32.1 Most turnover was in this EEOG and most growth is expected in this EEOG so ou					Table 8: Members of Visible Minorities
												EOG so ou					rs of Visi
												ir expectations of making a difference in this gap are high					ble Mino
												ns of makir			Comments		rities
												ıg a differer			S		
												ice in this gi					
												ър are high.					

|--|

Total		13	12	=	10	09	08		06	05	04	03	02	01		Group	Emplo						Data s	A
	Other Manual Workers	Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	Professionals	Middle & Other Managers	Senior Managers		Group (EEOG)	Employment Equity Occupationa						Data sources:	В
990	0	7	267		55	116	28	al 31			1 76	228	95	17	#	2018-10-24	Ŧ	Number				←	From Workforce Analysis	С
1.2%	0.0%	32.6%		2.2%				3.5%		0.0%	5.3%	6.1%		-1.9%	%	Actual Annually		Gro				←	From Workforce Analysis [†]	D
Ü	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	1.0%	0.0%	0.0%	2.0%	11.0%	0.5%	0.0%	%	Annually (Growth (New Positions)				←	From Workforce Data Entry Analysis [†]	Е
0	0	0	0	0	0	0	2	_	0	0	5	75	_	0	#	Over 3 Years			All Employees			←	CxEx3 A	F
15.6%	0.0%	100.0%	10.8%	12.9%	18.9%	11.5%	22.6%	33.9%	20.4%	18.8%	18.4%	20.0%	9.5%	5.7%	%	Actual Annually		Furnover (Replacement of Terminated	oyees			←	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis*	G
	0.0%	0.0%	0.0%	4.0%	2.0%	0.0%	3.0%	1.0%	0.0%	0.0%	2.0%	5.0%	0.0%	0.0%	%	Projected Annually 0	emprojes)	lacement of Te				←	Pata Entry C	Н
0	0	0	0	4	ယ	0	ယ		0	0	5	34	0	0	#	wer 3		rminated				←	х Нх 3	-
0	0	0	0	4	3	0	5	2	0	0	10	109	1	0	#	Hires Over 3 Years	Anticipated					←	ፑ + 1	J
318	0	5	121	9	32	2	11	20	10	11	13	53	28	3	#	2018-10-24		Number		Subsequi		←	From Workforce Analysis	K
0.0%	0.0%	0.0%	0.0%	4.0%	2.0%	0.0%	3.0%	1.0%	0.0%	0.0%	2.0%	5.0%	0.0%	0.0%	%	Annually	Terminated	Turnover (R		Subsequent/Current Short-term Goals	Table 9: Women	←	Equivalent to H	L
0	0	0	0	_	2	0		_	0	0		8	0	0	#	Over 3 Years	Terminated Employees)	Furnover (Replacement of		Short-tern	Women	←	KxLx3	M
-318	0	<u>.</u>	-82	12	7	9	-2	6	-2	చ	«	34	9	2	#	Over 3 Years	Required			Goals		←	(F x Q) - R + M	Z
0	0	0	0	2	0	0	0	0	0	0	ယ	28	0	0	#	2018 202	From - To	3 Year Goals				←	JxP	0
	0.0%	0.0%	0.0%	50.0%	0.0%	9.8%	0.0%	0.0%	0.0%	0.0%	25.0%	26.0%	38.9%	27.4%	%	2021	- 10	Goals	W			←	Data Entry	P
0.0%	0.0%	51.6%	14.6%	62.4%	67.8%	9.8%	27.1%	77.7%	35.9%	51.8%	25.0%	26.0%	38.9%	27.4%	%	Availability	Present		Women			←	From Workforce Analysis	Q
318	0	1	82	-11	-5	-9	3	-4	2	3	-6	-6	-9	-2	#	Present Gap						←	From Workforce Analysis	R
318	0		82	-10	-7	-9	2	-6	2	3	-5	-6	-9	-2	#	Ğар	Projected					←	(K - M + O) - ((C + F) x Q)	s
32.1%	#DIV/0!	71.4%	45.3%	28.1%	58.2%	1.7%	39.3%	64.5%	45.5%	68.8%	17.1%	23.2%	29.5%	17.6%	%	Representation	Present					←	K ÷ C	T
% 32.1%)! #DIV/0!	71.4%	45.3%	% 31.3%	% 54.5%	% 1.7%	% 33.3%	6 59.4%	% 45.5%	68.8%	18.5%	% 24.1%	% 29.2%	17.6%	%	Representation in 3 Years	Projected					↓	(K - M + O) ÷ (C + F)	U

Total	14 Othe	13 Othe	12 Sem	11 Inter	10 Cler	09 Skill	08 Skill	07 Adn	06 Supe	05 Supe	04 Sem	03 Prof	02 Mid	01 Seni	Group (EEOG)	Familiavana	
	14 Other Manual Workers	13 Other Sales & Service	Semi-Skilled Manual	Intermediate Sales & Service	Clerical Personnel	Skilled Crafts & Trades	Skilled Sales & Service	07 Administrative & Sr Clerical	Supervisors: Crafts & Trades	Supervisors	Semi-Professionals & Tech	Professionals	Middle & Other Managers	01 Senior Managers	EOG)	Employment Fauity Occupations	
															Short-term Goals		
0.0	0.0	0.0	0.0	50.0	0.0	9.8	0.0	0.0	0.0	0.0	25.0	26.0	38.9	27.4	30als	Women	
															Long-te	5	
0.0	0.0	0.0	0.0	50.0	0.0	9.8	0.0	0.0	0.0	0.0	25.0	26.	38.9	27.4	Long-term Goals		
0	0			0	0	<u>∞</u>	0			0	0	Most tur	9	4		1	
												iover was ii					
												this EEOC					
												and most					
												growth is e					
												xpected in					7
												his EEOG					Table 10: Women
												26.0 Most turnover was in this EEOG and most growth is expected in this EEOG so our expectations of making a difference in this gap are high.					Vomen
												ctations of r			Comments		
												naking a dif			ients		
												ference in t					
												his gap are					
												nigh.					

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis) 13 - 1) x 100.

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

† Workforce Analysis) + 2) x 100.

Federal Contractors Program Achievement Report Part 3: Goals Canadian Bank Note Company, Limited 43397

									Data for	Subseque	nt/Curre	nt Goals							
A B	С	D	E	F	G	Н	I	J	K	L	М	N	0	P	Q	R	S	Т	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry	СхНх3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K ÷ C	(K - M + O) ÷ (C + F)
	1	Į		1	<u> </u>	1	<u> </u>	<u> </u>	J.	<u> </u>	<u> </u>	<u> </u>	<u> </u>	1	<u> </u>	<u> </u>	<u> </u>	1	↓
										11: Abor									
				AU F.	plovees				Subsequ	ent/Current	t Short-terr	n Goals		A booded	nal Peoples				
				AHEB	•					1		T	2.00	r Goals	nai reopies	1	1		
	Number	Grow	th (New Positi	ons)	Turnover (Re	pracement of Employees)	Terminated	Anticipated	Number		eplacement of	Hires		n - To					Projected
Employment Equity Occupational	YYYY-MM-DD	Actual	Proje	ected	Actual	Pro	jected		YYYY-MM-DD	Terminated	l Employees)	Required Over 3		- YYYY	Present Availability	Present Gap	Projected Gan	Present Representation	Representation in 3
Group (EEOG)	2018-10-24	Annually	Annually	Over 3	Annually	Annually	Over 3	Years	2018-10-24	Annually	Over 3	Years	2018	2021	Avanaomiy		Gap	Representation	Years
	Ħ			Years #	97		Years	#	"		Years #	#	#	0/	07	#	#	07	97
01 Senior Managers	# 17	% -1.9%	% 0.0%	#	5.7%	% 0.0%	. #	rr .	Ħ	0.0%	#	# 0	#	%	2.9%		# 0	0.0%	% 0.0%
02 Middle & Other Managers	95	0.0%	0.5%	1	9.5%	0.0%	0	ľ	2	0.0%]	ه ا	"		2.2%			2.1%	2.1%
03 Professionals	228	6.1%	11.0%	75	1	5.0%	34	109	3	5.0%	ا آ	ŏ			1.1%	م ا	اهٔ	1.3%	1.0%
04 Semi-Professionals & Tech	76	5.3%	2.0%	5	18.4%	2.0%	5	10	1	2.0%	. 0	1	0		1.9%	. 0	-1	1.3%	1.2%
05 Supervisors	16	0.0%	0.0%	C	18.8%	0.0%	0	0	0	0.0%	. 0	0	C		2.8%	. 0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	22	-6.6%	0.0%	0	20.4%	0.0%	0	0	0	0.0%	0	0	C		1.2%	0		0.0%	0.0%
07 Administrative & Sr Clerical	31	3.5%	1.0%	1	33.9%	1.0%	1	2	0	1.0%	0	1	0	3.2%	3.2%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	28	-6.3%	2.0%	2	22.6%	3.0%	3	5	0	3.0%	0	1	C	1.9%	1.9%	-1	-1	0.0%	0.0%
09 Skilled Crafts & Trades	116	-3.0%	0.0%	C	11.5%	0.0%	0	0	4	0.0%	0	-1	C		2.7%	1	1	3.4%	3.4%
10 Clerical Personnel	55	2.5%	0.0%	C	18.9%	2.0%	3	3	1	2.0%	0	1	0	3.0%	3.0%	-1	-1	1.8%	1.8%
11 Intermediate Sales & Service	32	2.2%	0.0%	C	12.9%	4.0%	4	4	1	4.0%	0	0	0		2.9%	0	네 이	3.1%	3.1%
12 Semi-Skilled Manual	267	-0.4%	0.0%	C	10.8%	0.0%	0	0	9	0.0%	0	0	0		3.3%	0	미	3.4%	3.4%
13 Other Sales & Service	7	32.6%	0.0%	C	100.0%	0.0%	0	0	1	0.0%	0	-1	0		3.5%		1	14.3%	14.3%
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	990	1.2%		C	15.6%		1 0	1 0	22	0.0%	1 0	-22	1 0		0.0%	22	22	2.2%	2.2%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^{1/3} - 1) x 100.

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

Workforce Analysis) ÷ 2) x 10	0.		
			Table 12: Aboriginal Peoples
Employment Equity Occupational	Aboriginal	Peoples	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
•	%	%	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	0.0	0.0	
03 Professionals	0.0	0.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	0.0	0.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	3.2	3.2	
08 Skilled Sales & Service	1.9	1.9	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	3.0	3.0	
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		
Total	0.0	0.0	

Data for Subsequent/Current Goals	43397	Canadian Bank Note Company, Limited	Part 3: Goals	Federal Contractors Program Achievement Report

A B	C	D	₹.	T	င	=	-	-	T	T.	S	Z	0	P	0	₽	S	-	U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	From Workforce Data Entry C x E x 3	C x E x 3	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis*	Data Entry	СхНх3	F; + 1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From (K - M + Workforce O) - ((C + Analysis F) x Q)	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
	←	←	←	←	–	←	←	←	←	4	←	←	←	–	←	←	_	←	—
									Table 13	able 13: Persons with		Disabilities							
									Subsequ	Subsequent/Current Short-	Short-tern	term Goals							
				All Em	All Employees									Persons wit	Persons with Disabilities				
	Number	Grov	Growth (New Positions)	ions)	Turnover (Re	Turnover (Replacement of Terminated Employees)	Terminated		Number	Turnover (Re	Furnover (Replacement of	# Free	3 Year Goals	Goals					
Group (FFOG)	AAAA-WW-DD	Actual	Projected	ected	Actual	Projected	cted	Hires Over 3	YYYY-MM-DD		a communica comprojecaj	Required Over 3	1111-1111	AAAA	Present	Present Gap	Projected	Present Representation	Representation in 3
	2018-10-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Years	2018-10-24	Annually	Over 3 Years	Years	2018	2021				•	Years
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01/02 Managers	112	-0.9%	0.5%	2	7.6%		0		.)	0.0%	0	-2	0		4.3%	2	2	6.3%	
03 Professionals	228	6.1%	11.0%	75	20.0%		0	75	-1	0.0%	0	5	4	5.0%	3.8%	-2	<u>-1</u>	3.1%	
04 Semi-Professionals & Tech	76		2.0%	5	18.4%	5.0%	=	16		5.0%	0		0	ı	4.6%	0	<u></u>	3.9%	
05 Supervisors Crafts & Trades	16 22	-6.6%	0.0%	0 0	18.8% 20.4%	2.0% 0.0%	0 -		-	0.0%	0 0	2 2	0 0	13.9% 7.8%	13.9% 7.8%	5 2	<u>.5 -2</u>	0.0%	0.0%
	31	3.5%		_	33.9%	0.0%	0		_	0.0%	0	0	0		3.4%	0	0	3.2%	
08 Skilled Sales & Service	28	-6.3%		2	22.6%	1.0%		3		1.0%	0	_	0	3.5%	3.5%		-1	0.0%	
09 Skilled Crafts & Trades	116	-3.0%	0.0%	0	11.5%	3.0%	10	10	<i>.</i>	3.0%	0	2	0	3.8%	3.8%	-2	-2	1.7%	6 1.7%
10 Clerical Personnel	55	2.5%	0.0%	0	18.9%	0.0%	0	_		0.0%	0	ω	0	7.0%	7.0%	<u>ა</u>	<u>5</u>	1.8%	6 1.8%
11 Intermediate Sales & Service	32	2.2%	0.0%	0	12.9%	2.0%	2	2	1	2.0%	0	_	0	5.6%	5.6%	<u>.</u>	<u>-</u>	3.1%	3.1%
12 Semi-Skilled Manual	267	-0.4%	0.0%	0	10.8%	4.0%	32	32	5	4.0%		5	2	4.8%	4.8%	-4	<u>ა</u>	3.4%	3.7%
13 Other Sales & Service	7	32.6%	0.0%	0	100.0%	0.0%	0	0	0	0.0%	0	0	0		6.3%	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	#DIV/0!	! #DIV/0!
Total	990	1.2%	0.0%	0	15.6%	0.0%	0	0	31	0.0%	0	-31	0		0.0%	31	31	3.1%	6 3.1%

[†] Calculated by using the following formula: ((Current number of employees from Workforce Analysis + Previous number of employees from Workforce Analysis)¹⁵ - 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.

† Workforce Analysis) + 2) x 100.

	P. S. P. D. S. P.						
whomant Fruits Occupational	Persons with Disabilities	Š					
Enthusyment Educy Occupational	Short-term Goals Long-t	Long-term Goals			Comments	S.	
Group (EEOG)		9/,					
	/6	70					
01/02 Managers	0.0	0.0					
03 Professionals	5.0	5.0					
A Cami Drofessionals & Tach	0.0	2					
04 Sciiii=1 ioressionais & recii	0.0						
05 Supervisors	13.9	13.9					
06 Supervisors: Crafts & Trades	7.8	7.8 No I	7.8 No hiring expected				
07 Administrative & Sr Clerical	0.0	0.0					
08 Skilled Sales & Service	3.5	3.5					
09 Skilled Crafts & Trades	3.8	3.8 No I	3.8 No hiring expected				
10 Clerical Personnel	7.0	7.0					
11 Intermediate Sales & Service	5.6	5.6					
12 Semi-Skilled Manual	4.8	4.8					
13 Other Sales & Service	0.0	0.0					
14 Other Manual Workers	0.0	0.0					
Total	0.0	0.0					

Data for Subsequent/Current Goals	43397	Canadian Bank Note Company, Limited	Part 3: Goals	Federal Contractors Program Achievement Report
			_00	211:

A B	С	D	E	Ŧ	G	н	-	J	K	Т	Z	Z	0	P	0	R	S	T	T
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	From Workforce Data Entry Analysis*	CxEx3	From Flow Data Analysis & Data Entry C x H x 3 Workforce Analysis*	Data Entry	CxHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K÷C	(K - M + O) ÷ (C + F)
***************************************	←	_	—	←	–	←	←	←	←	—	←	←	←	—	←	←	_	+	+
									Fable 15: Members of Visi	lembers o	f Visible !	ble Minorities	•						
									Subsequ	Subsequent/Current Short-	Short-term	term Goals							
				All Employees	loyees								Me	mbers of V	Members of Visible Minorities	ties			
Fundayment Fauity Occupational	Number	Grow	Growth (New Positions)	ins)	Turnover (Replacement of Terminated Employees)	placement of T Employees)	erminated	Anticipated	Number	Turnover (Re	Furnover (Replacement of Terminated Employees)	Hires	3 Year Goals From - To	Goals - To					Projected
Group (FFOG)	AAAA-WW-DD	Actual	Projected	eted	Actual	Projected	ted	Hires Over 3	YYYY-MM-DD			Over 3	4444-3444	YYYY	Availability	Present Gap	Gap	Representation	Representation in 3
	2018-10-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	Tears	2018-10-24	Annually	Over 3 Years	Years	2018	2021					icans
	#	%	%	#	%	- %	#	#	#	9%	#	#	#	%	%	#	#	%	%
01 Senior Managers	17	-1.9%	0.0%	0	5.7%	0.0%	0	0	2	0.0%	0	0	0		10.1%	0	0	11.8%	11.8%
02 Middle & Other Managers	95	0.0%	0.5%		9.5%	0.0%	0	_	4	0.0%	0	10	0	15.0%	15.0%	-10	-10	4.2%	
03 Professionals	228 76	6.1% 5 3%	3.0%	75 5	20.0%	5.0%	s 4	109	17	5.0%	7	54 8	34	31.6%	31.6%	-23 5	-20 5	21.5%	25.1%
	16		0.0%	0	18.8%	0.0%	0	0	0		0	ယ	0	17.8%	17.8%	చ	ట	0.0%	
06 Supervisors: Crafts & Trades	22	-6.6%	0.0%	0	20.4%	0.0%	0	0		0.0%	0	s ₃	0	17.4%	17.4%	చ	చ	4.5%	4.5%
07 Administrative & Sr Clerical	31	3.5%	1.0%	_	33.9%	1.0%	_	Α.	ω	1.0%	0	_	0	12.1%	12.1%	<u>.</u>	<u>.</u>	9.7%	
08 Skilled Sales & Service	28	-6.3%	2.0%	2	22.6%	3.0%	သ	(A)	9		1	-2	0		18.9%	4	2	32.1%	
09 Skilled Crafts & Trades	116	-3.0%	0.0%	0	11.5%	0.0%	0	0	<u>.</u> з	0.0%	0	19	0	18.9%	18.9%	-19	-19	2.6%	2.6%
10 Clerical Personnel	55	2.5%	0.0%	0	18.9%	2.0%	သ	ω	10	2.0%	_	_	0		17.7%	0	-1	18.2%	16.4%
11 Intermediate Sales & Service	32	2.2%	0.0%	0	12.9%	4.0%	4	4	6	4.0%	_	2	_	23.0%	23.0%	<u>.</u>	<u>-1</u>	18.8%	18.8%
12 Semi-Skilled Manual	267	-0.4%	0.0%	0	10.8%	0.0%	0	0	35	0.0%	0	22	0	21.3%	21.3%	-22	-22	13.1%	13.1%
13 Other Sales & Service	7	32.6%	0.0%	0	100.0%	0.0%	0	0	0	0.0%	0	2	0	22.1%	22.1%	-2	-2	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	#DIV/0!	#DIV/0!
Total	990	1.2%		0	15.6%		0	0	139	0.0%	0	-139	0		0.0%	139	139	14.0%	14.0%

† 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.

xpected	21.3 A very large gap will exist occause no minig is expected 22.1 0.0	
xpected	21.3 A very large gap will exist because no niring is	0.0
xpected	21.3 A very large gap will exist because no niring is	22.1
xpected	21.2	21.3
xpecied	23.0	23.0
xpected	0.0	0.0
	18.9 A very large gap will exist because no hiring is expected	18.9
	0.0	0.0
	12.1	12.1
	17.4	17.4
	17.8	17.8
	29.1	29.1
	31.6	31.6
the gap will continue	15.0 Very little hiring or promotions are expected so the gap will continue	15.0
	0.0	0.0
Comments	9%	Short-term Goals Long-term Goals % % %%
	is .	Members of Visible Minorities

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10 Clerical Personnel	2016	51 55	10	15.7 18.2	17.1 17.7	9 10	-1 0	91.7 102.7	14	3	21.4	,	1	1 0	0	0.0	0	0) 10	1	10.0	2	_1
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14 Other Manual Workers	2018	0	0	0.0	0.0		0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
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	2018	990	139	14.0	0.0	0	139	0.0	184	36	19.6	0	36	6	0	0.0	1	-1	152	27	17.8	21	6
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	#	#	#	%	#	%	%	%	#	%	%	%											
Other Sales & Service	2018	9	2	22.2	0	0.0	25.3	87.8	0	0.0	25.3	87.8											
Personnel	2021 2018	9	0	22.2	0	0.0	22.1 0.0	100.6	0	0.0	22.1 0.0	100.6											
14 Other Manual Workers	2018	0	0	0.0		0.0	0.0	0.0	U	0.0	0.0	0.0											
Total	2018	190	36	18.9	0	0.0	0.0	0.0	0	0.0	0.0												
	2021	190	36	18.9			0.0	0.0			0.0	0.0											

Federal Contractors Program Achievement Report Part 8: Reasonable Efforts Canadian Bank Note Company, Limited 43397

Efforts

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

Requi	red 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):
Onei	rational Context
_	check the appropriate boxes and provide a brief overview of the events that have influenced your
	zation's activities during the period between the first/previous and subsequent/current compliance
assessi	ment.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
	Acquisitions, mergers or transfers of employees.
	Significant layoffs (include the number of employees affected and the occupational groups of those employees).

	Strikes (include dates, the number of employees affected and the occupational groups of those employees).
	Other.
Addit	tional Details
Please p	provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Canadian Bank Note Company, Limited

Primary Location: Ottawa, Ontario

Number of Employees: 990 Ontario Alberta 107 British Columbia 2 Nova Scotia 1

Organization Overview:

NAICS # 3231 (Printing and related support activities)

Canadian Bank Note Company, Limited designs, launches and supports secure solutions for currency, border security, identification, excise and lottery operations.

Key Dates – First Year Assessment

Initiated: 2016-04-01 Received: 2016-04-29 Closed: 2016-05-06 Workforce 2016-03-31

Analysis:

Key Dates – Subsequent Assessment

Initiated: 2018-10-28; ext 2018-10-31

Received: 2018-11-06 Workforce 2018-10-24

Analysis:

DATA VERIFICATION

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

 \boxtimes Yes \square No

Comments:

I have verified that the data provided in the Achievement Report is consistent with that found in Forms 1 to 6:

∇	Voc	NΙα
IXI	Yes	ŊΩ

Comments:

The period reported on the Achievement report is 2016-04-01 to 2018-10-24. The data from the current workforce analysis included in the Achievement report is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment many gaps were found in different EEOG's in each designated group. In the previous assessment short and long-term goals were set in numbers and percentage format. For the purpose of this assessment only percentage format is used.

Women

01	Senior Managers	Goal not met (achieved 0.0%).
02	Middle & Other Managers	Goal not met (achieved 28.6%).
03	Professionals	Goal met (achieved 101.8%).
04	Semi-Professionals & Technicians	Goal not met (achieved 36.2%).
07	Administrative & Senior Clerical Personnel	Goal not set
09	Skilled Crafts & Trades Workers	Goal not met (achieved 0.0%).
10	Clerical Personnel	Goal met (achieved 142.9%).
11	Intermediate Sales & Service Personnel	Goal not met (achieved 53.9%)

Assessment/Observations

- EEOG 01 There were no new entrants in this EEOG. The market availability is 27.4%. The company had set a goal of hiring / promoting 27.4% and did not hire or promote anyone from this designated group.
- EEOG 02 Out of nine new entrants in this EEOG, one were from this designated group. The market availability is 38.9%. The company had set a goal of hiring / promoting 38.9%. By hiring / promoting only two entrants from this designated group, they achieved 28.6% of the goal set.
- EEOG 03 Out of 78 new entrants, 20 were from this designated group in this EEOG. The market availability is 25.2%. The company had set a goal of hiring / promoting 25.2% and they achieved 101.8% of the goal set.
- EEOG 04 Out of 23 new entrants in this EEOG, 5 were from this designated group. The market availability is 24.6%. The company had set a goal of hiring / promoting 60.0%. By hiring / promoting only five entrants from this designated group, they achieved 36.2% of the goal set.
- EEOG 07 Out of the 14 new entrants, 10 were from this designated group in this EEOG. The market availability is 77.7%. Reasonable effort could not be assessed since no goal was set in the previous assessment.

- EEOG 09 Out of four new entrants in this EEOG, none was from this designated group. The market availability is 10.1%. The company had set a goal of hiring / promoting 10.1%. By hiring / promoting none from this designated group, they did not meet the goal.
- EEOG 10 Out of 14 new entrants, 10 were from this designated group in this EEOG. The market availability is 67.8%. The company had set a goal of hiring / promoting 50.0% and they achieved 142.9% of the goal set.
- EEOG 11 Out of six new entrants in this EEOG, 2 were from this designated group. The market availability is 62.4%. The company had set a goal of hiring / promoting 61.8%. By hiring / promoting two entrants from this designated group, they achieved 53.9% of the goal set.

Aboriginal Peoples

01	Senior Managers	Goal not met (achieved 0%)
07	Administrative & Senior Clerical Personnel	Goal not met (achieved 0%)
08	Skilled Sales & Service Personnel	Goal not met (achieved 0%)
10	Clerical Personnel	Goal not met (achieved 0%)

Assessment/Observations

- EEOG 01 There is no new entrants in this EEOG & none from this designated group. The market availability is 2.9%. The company had set a goal of hiring / promoting 2.9%. By hiring / promoting none from this designated group, they did not meet the goal.
- EEOG 07 Out of 14 new entrants in this EEOG, none was from this designated group. The market availability is 3.2%. The company had set a goal of hiring / promoting 3.2%. By hiring / promoting none from this designated group, they did not meet the goal.
- EEOG 08 Out of two new entrants in this EEOG, none was from this designated group. The market availability is 1.8%. The company had set a goal of hiring / promoting 1.8%. By hiring / promoting none from this designated group, they did not meet the goal.
- EEOG 10 Out of 14 new entrants in this EEOG, none was from this designated group. The market availability is 3.0%. The company had set a goal of hiring / promoting 3.0%. By hiring / promoting none from this designated group, they did not meet the goal.

Persons with Disabilities

03	Professionals	Goal not met (achieved 67.5%)
04	Semi-Professionals & Technicians	Goal met (achieved 94.5%)
05	Supervisors	Goal not met (achieved 0.0%)
06	Supervisors: Crafts & Trades	Goal not met (achieved 0.0%)
08	Skilled Sales & Service Personnel	Goal not met (achieved 0.0%)
09	Skilled Crafts & Trades Workers	Goal met (achieved 1315.8%)
10	Clerical Personnel	Goal not met (achieved 0.0%)
12	Semi-Skilled Manual Workers	Goal not met (achieved 0.0%)

Assessment/Observations

- EEOG 03 Out of 78 new entrants in this EEOG, two were from this designated group. The market availability is 3.8%. The company had set a goal of hiring / promoting 3.8%. By hiring / promoting two entrants from this designated group, they achieved 67.5% of the goal set.
- EEOG 04 Out of 23 new entrants in this EEOG, one was from this designated group. The market availability is 4.6%. The company had set a goal of hiring / promoting 4.6%. By hiring / promoting one entrant from this designated group, they achieved 94.5% of the goal set.
- EEOG 05 Out of four new entrants in this EEOG, none was from this designated group. The market availability is 13.9%. The company had set a goal of hiring / promoting 13.9%. By hiring / promoting none from this designated group, they did not meet the goal.
- EEOG 06 There were no new entrants in this EEOG. The market availability is 7.8%. The company had set a goal of hiring / promoting 7.8% and did not hire or promote anyone from this designated group.
- EEOG 08 - Out of two new entrants in this EEOG, none was from this designated group. The market availability is 3.5%. The company had set a goal of hiring / promoting 3.5%. By hiring / promoting none from this designated group, they did not meet the goal.
- EEOG 09 Out of four new entrants in this EEOG, 2 were from this designated group. The market availability is 3.8%. The company had set a goal of hiring / promoting 3.8%. By hiring / promoting two entrants from this designated group, they achieved 1315.8% of the goal set.
- EEOG 10 Out of 14 new entrants in this EEOG, none was from this designated group. The market availability is 7.0%. The company had set a goal of hiring / promoting 7.0%. By hiring / promoting none from this designated group, they did not meet the goal.
- EEOG 12 Out of 27 new entrants in this EEOG, none was from this designated group. The market availability is 4.8%. The company had set a goal of hiring / promoting 4.8%. By hiring / promoting none from this designated group, they did not meet the goal.

Members of Visible Minorities

02	Middle & Other Managers	Goal not met (achieved 0.0%)
03	Professionals	Goal not met (achieved 63.5%)
04	Semi-Professionals & Technicians	Goal met (achieved 104.2%)
05	Supervisors	Goal not met (achieved 0.0%)
06	Supervisors: Crafts & Trades	Goal not met (achieved 0.0%)
09	Skilled Crafts & Trades Workers	Goal not met (achieved 0.0%)
10	Clerical Personnel	Goal met (achieved 125.3%)
11	Intermediate Sales & Service Personnel	Goal met (achieved 144.3%)
12	Semi-Skilled Manual Workers	Goal not met (achieved 70.5%)
13	Other Sales & Service Personnel	Goal met (achieved 87.8%)

Assessment/Observations

- EEOG 02 Out of nine new entrants in this EEOG, none was from this designated group. The market availability is 15.0%. The company had set a goal of hiring / promoting 15.0%. By hiring / promoting none from this designated group, they did not meet the goal.
- EEOG 03 Out of 78 new entrants in this EEOG, 16 were from this designated group. The market availability is 32.3%. The company had set a goal of hiring / promoting 32.3%. By hiring / promoting 17 entrants from this designated group, they achieved 63.5% of the goal set.
- EEOG 04 Out of 23 new entrants in this EEOG, seven were from this designated group. The market availability is 29.2%. The company had set a goal of hiring / promoting 29.2%. By hiring / promoting 7 entrants from this designated group, they achieved 104.2% of the goal set.
- EEOG 05 Out of four new entrants in this EEOG, none were from this designated group. The market availability is 17.8%. The company had set a goal of hiring / promoting 17.8%. By hiring / promoting none from this designated group, they did not meet the goal.
- EEOG 06 There were no new entrants in this EEOG. The market availability is 17.8%. The company had set a goal of hiring / promoting 17.8%. By hiring / promoting none, they did not meet the goal.
- EEOG 09 Out of four new entrants in this EEOG, none were from this designated group. The market availability is 19.1%. The company had set a goal of hiring / promoting 19.1%. By hiring / promoting none from this designated group, they did not meet the goal.
- EEOG 10 Out of 14 new entrants in this EEOG, three were from this designated group. The market availability is 17.1%. The company had set a goal of hiring / promoting 17.1%. By hiring / promoting three entrants from this designated group, they achieved 125.3% of the goal set.
- EEOG 11 Out of 6 new entrants in this EEOG, two were from this designated group. The market availability is 23.1%. The company had set a goal of hiring / promoting 23.1%. By hiring / promoting two entrants from this designated group, they achieved 144.3% of the goal set.
- EEOG 12 Out of 27 new entrants in this EEOG, four were from this designated group. The market availability is 21.0%. The company had set a goal of hiring / promoting 21.0%. By hiring / promoting four entrants from this designated group, they achieved 70.5% of the goal set.
- EEOG 13 Out of 9 new entrants in this EEOG, two were from this designated group. The market availability is 25.3%. The company had set a goal of hiring / promoting 25.3%. By hiring / promoting two entrants from this designated group, they achieved 87.8% of the goal set.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
 - This assessment covers the data from 2016-04-01 to 2018-10-24. During their initial assessment, the organization set thirty short-term goals and only eight were met above 80% while no goal was set for one EEOG. Most of the EEOG's shows some progress was made but it did not achieve 80% of the goal set.

ASSESSMENT OF GOALS

- All short and long-term goals are set in percentage format.
- All short-term and long term goals are set at labour market availability.

Women

Workforce Analysis Results		Goals				
			Short-	Long-		
	Employment Equity Occupational Group		term	term	Representation	LMA
Emp				(3	Representation	
	(EEOG)	Gap	(1 to 3	years		
			years)	or		
				more)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-2	27.4	27.4	17.6	27.4
02	Middle & Other Managers	-9	38.9	38.9	29.5	38.9
03	Professionals	-6	26.0	26.0	23.2	26.0
04	Semi-Professionals & Technicians	-6	25.0	25.0	17.1	25.0
07	Administrative & Senior Clerical		Not	Not		
07	Personnel	-4	Req	Req	64.5	77.7
09	Skilled Crafts & Trades Workers	-9	9.8	9.8	1.7	9.8
10	Clerical Personnel		Not	Not		
		-5	Req	Req	58.2	67.8
11	Intermediate Sales & Service					
	Personnel	-11	50.0	50.0	28.1	62.4

Observations:

• No goals were required to be set in EEOG's 07 and 10, since the present representation is 64.5% and 58.2% respectively. Also although availability is higher in EEOG's 11, short and long term goals were appropriately set at 50% so as not to encourage the occupational clustering of women in this occupation, and to ensure that they are inclusive of all genders.

Aboriginal Peoples

Workforce Analysis Results		Goals				
	Employment Equity Occupational Group (EEOG)		Short- term	Long- term	- Representation	LMA
Emp				(3	Representation	LIVIA
			(1 to 3	years		
			years)	or		
				more)		
#	Description	#	# or %	# or %	%	%
07	Administrative & Senior Clerical Personnel	-1	3.2	3.2	0.0	3.2
08	Skilled Sales & Service Personnel	-1	1.9	1.9	0.0	1.9
10	Clerical Personnel	-1	3.0	3.0	1.8	3.0

Observations:

Persons with Disabilities

Workforce Analysis Results			Goals			
			Short-	Long-	Representation	LMA
	Employment Equity Occupational Group (EEOG)		term	term		
Emp				(3		
			(1 to 3	years		
			years)	or		
				more)		
#	Description	#	# or %	# or %	%	%
03	Professionals	-2	5.0	5.0	3.1	3.8
05	Supervisors	-2	13.9	13.9	0.0	13.9
06	Supervisors: Crafts & Trades	-2	7.8	7.8	0.0	7.8
08	Skilled Sales & Service Personnel	-1	3.5	3.5	0.0	3.5
09	Skilled Crafts & Trades Workers	-2	3.8	3.8	1.7	3.8
10	Clerical Personnel	-3	7.0	7.0	1.8	7.0
11	Intermediate Sales & Service Personnel	-1	5.6	5.6	3.1	5.6
12	Semi-Skilled Manual Workers	-4	4.8	4.8	3.4	4.8

Observations:

Members of Visible Minorities

Workforce Analysis Results			Goals				
			Short-	Long-	Representation	LMA	
	Employment Equity Occupational Group		term	term			
Emp				(3			
	(EEOG)	Gap	(1 to 3	years			
			years)	or			
				more)			
#	Description	#	# or %	# or %	%	%	
02	Middle & Other Managers	-10	15.0	15.0	4.2	15.0	
03	Professionals	-23	31.6	31.6	21.5	31.6	
04	Semi-Professionals & Technicians	-5	29.1	29.1	22.4	29.1	
05	Supervisors	-3	17.8	17.8	0.0	17.8	
06	Supervisors: Crafts & Trades	-3	17.4	17.4	4.5	17.4	
07	Administrative & Senior Clerical Personnel	-1	12.1	12.1	9.7	12.1	
09	Skilled Crafts & Trades Workers	-19	18.9	18.9	2.6	18.9	
11	Intermediate Sales & Service	-1	1 22 (-1 23.0 23.0	23.0	18.8	23.0
	Personnel		23.0	23.0	10.0	23.0	
12	Semi-Skilled Manual Workers	-22	21.3	21.3	13.1	21.3	
13	Other Sales & Service Personnel	-2	22.1	22.1	0.0		

Observations:

RECOMMENDATION

I recommend that the employer be found: \boxtimes in compliance \square 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:

- Canadian Bank Note Company, Limited has a number of gaps in all four designated groups. It may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of this designated group through the use of permanent fulltime and permanent part-time employment when vacancies arise.
- Given that Canadian Bank Note Company, Limited has large gaps in EEOG 11 Women and EEOG 02, EEOG 03, EEOG 09 and EEOG 12 – Members of Visible Minorities, the

company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals in these EEOG's for the designated groups for Women and Members of Visual Minorities.

Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sgiemtweims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aidehelp& ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

Name of Analyst: Neena Sharan

Date: December 03, 2018

From: Sharan, Neena N [NC] On Behalf Of EE-EME

Sent: December 19, 2018 9:28 AM

To: 'dmckechn@cbnco.com' <dmckechn@cbnco.com>; 'mkostiuk@cbnco.com' <mkostiuk@cbnco.com> **Subject:** Government of Canada Agreement Number: V060124 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Gordon McKechnie:

I am writing to inform you that the subsequent compliance assessment initiated on October 28, 2018 has been completed. As a result of the assessment, Canadian Bank Note Company Limited has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of the Canadian Bank Note Company Limited employment equity program.

- Canadian Bank Note Company, Limited has a number of gaps in all four designated groups. It
 may be beneficial for this organization to develop relationships with colleges, universities or other
 professional associations to identify and hire qualified students or professionals that are part of
 this designated group through the use of permanent full-time and permanent part-time
 employment when vacancies arise.
- Given that Canadian Bank Note Company, Limited has large gaps in EEOG 11 Women and EEOG 02, EEOG 03, EEOG 09 and EEOG 12 – Members of Visible Minorities, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of individuals in these EEOG's for the designated groups for Women and Members of Visual Minorities.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intlnf.4%40-eng.jsp?&&cid=aide-help&ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

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 October 28, 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, Canadian Bank Note Company Limited will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Sincerely,

Workplace Equity Team

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



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