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Employment and  
Social Development Canada

Emploi et  
Développement social Canada

Labour Program  
Federal Contractors Program

<b>OFFICIAL USE ONLY</b>
Agreement N° 060124

## Agreement to Implement Employment Equity

New Agreement

Revised Agreement BS June 4<sup>th</sup>, 2014

ORGANIZATION	
Legal Name of Organization Canadian Bank Note Company, Limited	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [Redacted]
Organization's North American Industry Classification System (NAICS) Code N° 3231	Total number of employees in Canada (Full-Time/Part-Time/Temporary)    962  <small>To find your organization's NAICS Code Number please visit: <a href="http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02-eng.htm">http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sclan/2002/naics-sclan02-eng.htm</a></small>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 145 Richmond Road	City Ottawa	Province ON	Postal Code K1Z 1A1
	Telephone Number 613 722 3421	Fax Number 613 722 3334	

EMPLOYMENT EQUITY CONTACT	
Name (print) Doris Couvieux and Michelle Kostiuik	Title Executive Director and Manager Human Resources
Telephone Number 613 722 3421	E-mail Address dcouvieux@cbnco.com    and mkostiuk@cbnco.com

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

SIGNATORY	
<b>NOTE:</b> The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) Ian Shaw	Title President, Identification and Payment Systems
Telephone Number 613 722 [Redacted]	E-mail Address ishaw
Signature [Redacted]	Date 3 June 2014

RETURN INSTRUCTIONS
<b>IMPORTANT</b> <ul style="list-style-type: none"> <li>• The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 963-8768 or by e-mail at: <a href="mailto:ee-eme@hrdc-rhdcc.gc.ca">ee-eme@hrdc-rhdcc.gc.ca</a></li> </ul>

**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)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	875	2	3	880	Calgary	106	0	0	106
Nova Scotia	1	0	0	1	Edmonton	1	0	0	1
British Columbia	2	0	0	2	Vancouver	1	0	0	1
Alberta	107	0	0	107	Ottawa - Gatineau	835	0	2	837
Total Employees in Canada				990	Kitchener - Cambridge - Waterloo	1	0	0	1
					B.C. less CMAs	1	0	0	1
					N.S. less CMA	1	0	0	1
					Ont. less CMAs	39	2	1	42
					Total Employees in Canada				990



**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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	1	1										
	3												
	2	5	4	1				1		1			
	1	10	8	2							2	2	
	<b>Total</b>	16	13	3				1		1	2	2	
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over Bottom Range: \$ 55,000 - \$59,999	4	4	3	1									
	3	25	22	3	2	1	1	2	1	1	2	1	1
	2	30	16	14				3	2	1	2	1	1
	1	22	15	7				1		1			
	<b>Total</b>	81	56	25	2	1	1	6	3	3	4	2	2
<b>Professionals</b>  Top Range: \$100,000 and over Bottom Range: \$ 45,000 - \$49,999	4	4	4										
	3	16	14	2	1	1					3	3	
	2	108	84	24				5	3	2	23	18	5
	1	93	69	24	2	1	1	2	1	1	22	15	7
	<b>Total</b>	221	171	50	3	2	1	7	4	3	48	36	12
<b>Semi-Professionals and Technicians</b>  Top Range: \$100,000 and over Bottom Range: \$ 35,000 - \$39,999	4	8	7	1				1	1		2	1	1
	3	9	9								2	2	
	2	18	15	3				1	1		3	3	
	1	38	30	8				1	1		10	8	2
	<b>Total</b>	73	61	12				3	3		17	14	3

**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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities						
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
<b>Supervisors</b>  Top Range: \$100,000 and over  Bottom Range: \$ 45,000 - \$49,999	4	2		2													
	3	2															
	2	1	1														
	1	7	2	5													
	<b>Total</b>	12	3	9													
<b>Supervisors: Crafts and Trades</b>  Top Range: \$100,000 and over  Bottom Range: \$ 45,000 - \$49,999	4	2	1	1													
	3	4	4														
	2	2	2														
	1	10	2	8													
	<b>Total</b>	18	9	9													
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$100,000 and over  Bottom Range: \$ 40,000 - \$44,999	4	4	2	2													
	3																
	2	7	2	5													
	1	18	6	12													
	<b>Total</b>	29	10	19													
<b>Skilled Sales and Service Personnel</b>  Top Range: \$100,000 and over  Bottom Range: \$ 25,000 - \$29,999	4	3	3														
	3	7	5	2													
	2	1	1														
	1	5	3	2													
	<b>Total</b>	16	12	4													



**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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities						
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13				
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$100,000 and over Bottom Range: \$ 45,000 - \$49,999	4	23	23		1	1											
	3	27	27		1	1											
	2	43	42	1	1	1		1	1			2	2				
	1	9	9					1	1								
	<b>Total</b>	<b>102</b>	<b>101</b>	<b>1</b>	<b>3</b>	<b>3</b>		<b>2</b>	<b>2</b>			<b>2</b>	<b>2</b>				
<b>Clerical Personnel</b>  Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 35,000 - \$39,999	4	3	2	1													
	3	3	1	2								1	1				
	2	10	4	6								1	1				
	1	17	6	11								4	2				
	<b>Total</b>	<b>33</b>	<b>13</b>	<b>20</b>								<b>6</b>	<b>4</b>	<b>2</b>	<b>2</b>		
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 55,000 - \$59,999 Bottom Range: \$ 35,000 - \$39,999	4	1	1		1	1											
	3																
	2	24	19	5				1	1			5	5				
	1	3	2	1													
	<b>Total</b>	<b>28</b>	<b>22</b>	<b>6</b>	<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>			<b>5</b>	<b>5</b>				
<b>Semi-Skilled Manual Workers</b>  Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	4	4														
	3	49	44	5	2	1	1	1	1			3	3				
	2	184	79	105	6	4	2	6	2			26	10				
	1	2	1	1													
	<b>Total</b>	<b>239</b>	<b>128</b>	<b>111</b>	<b>8</b>	<b>5</b>	<b>3</b>	<b>7</b>	<b>3</b>	<b>4</b>		<b>29</b>	<b>13</b>				



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



**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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 40,000 - \$44,999  Bottom Range: \$ 35,000 - \$39,999	<b>4</b>	1	1										
	3												
	2												
	1	1	1		1	1							
	<b>Total</b>	2	2		1	1							
<b>Total Number of Employees</b>		2	2		1	1							

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: \$ 70,000 - \$74,999	4												
	3												
	2												
	1		1	1									
	<b>Total</b>		1	1									
<b>Professionals</b>  Top Range: \$ 60,000 - \$64,999  Bottom Range: \$ 60,000 - \$64,999	4												
	3												
	2												
	1		1	1									
	<b>Total</b>		1	1									
<b>Clerical Personnel</b>  Top Range: \$ 40,000 - \$44,999  Bottom Range: \$ 40,000 - \$44,999	4												
	3												
	2												
	1		1	1									
	<b>Total</b>		1	1									
<b>Total Number of Employees</b>		3	2	1									



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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1	1									
<b>Total Number of Employees</b>	<b>Total</b>	1	1	1									



**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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Professionals</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Skilled Sales and Service Personnel</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1								1	1	
	<b>Total</b>	1	1								1	1	
<b>Total Number of Employees</b>		2	2								1	1	



**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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Senior Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1										
	<b>Total</b>	1	1										
<b>Middle and Other Managers</b>  Top Range: \$100,000 and over  Bottom Range: \$ 70,000 - \$74,999	4	3	2	1									
	3	1	1										
	2	1	1										
	1	7	5	2									
	<b>Total</b>	12	9	3									
<b>Professionals</b>  Top Range: \$ 75,000 - \$79,999  Bottom Range: \$ 50,000 - \$54,999	4	1		1									
	3	1	1										
	2	2	1	1							1	1	
	1	1		1									
	<b>Total</b>	5	2	3								1	1
<b>Semi-Professionals and Technicians</b>  Top Range: \$ 45,000 - \$49,999  Bottom Range: \$ 45,000 - \$49,999	4												
	3												
	2												
	1	1		1									
	<b>Total</b>	1		1									

**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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Supervisors</b>  Top Range: \$ 75,000 - \$79,999 Bottom Range: \$ 60,000 - \$64,999	4	1	1										
	3												
	2	2	1	1									
	1	1		1									
<b>Total</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>									
<b>Supervisors: Crafts and Trades</b>  Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 55,000 - \$59,999	4	3	3								1	1	
	3												
	2												
	1	1	1	1									
<b>Total</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>1</b>							<b>1</b>	<b>1</b>	
<b>Administrative and Senior Clerical Personnel</b>  Top Range: \$ 70,000 - \$74,999 Bottom Range: \$ 50,000 - \$54,999	4	1		1									
	3												
	2												
	1	1	1	1									
<b>Total</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>									
<b>Skilled Sales and Service Personnel</b>  Top Range: \$100,000 and over Bottom Range: \$ 55,000 - \$59,999	4	3	1	2									
	3	3	2	1									
	2	2		2							1		1
	1	3	1	2									
<b>Total</b>	<b>11</b>	<b>4</b>	<b>4</b>	<b>7</b>							<b>1</b>	<b>1</b>	<b>1</b>





**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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Skilled Crafts and Trades Workers</b>  Top Range: \$ 80,000 - \$84,999  Bottom Range: \$ 35,000 - \$39,999	4	3	3										
	3	4	4										
	2	2	2		1	1							
	1	5	4	1							1	1	
	<b>Total</b>	14	13	1	1	1					1	1	
<b>Clerical Personnel</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: \$ 40,000 - \$44,999	4	1	1					1	1				
	3	5	4	1	1	1							
	2	7	3	4							3	2	1
	1	8	2	6							1		1
	<b>Total</b>	21	10	11	1	1		1	1		4	2	2
<b>Intermediate Sales and Service Personnel</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: \$ 50,000 - \$54,999	4	1	1										
	3	1		1									
	2												
	1	2		2							1		1
	<b>Total</b>	4	1	3							1		1
<b>Semi-Skilled Manual Workers</b>  Top Range: \$ 70,000 - \$74,999  Bottom Range: \$ 25,000 - \$29,999	4	4	4					2	2		2	2	
	3	13	10	3							1		1
	2	6	3	3	1		1				2	2	
	1	5	1	4							1		1
	<b>Total</b>	28	18	10	1		1	2	2		6	4	2



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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
<b>Total Number of Employees</b>		<b>107</b>	<b>64</b>	<b>43</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>3</b>		<b>15</b>	<b>9</b>	<b>6</b>



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Ontario

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	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
<b>Total Number of Employees</b>	<b>875</b>	<b>601</b>	<b>274</b>	<b>18</b>	<b>13</b>	<b>5</b>	<b>28</b>	<b>16</b>	<b>12</b>	<b>123</b>	<b>84</b>	<b>39</b>



**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**  
**Part-Time / Ontario**  
**Reporting Period 2016-04-01 to 2018-10-24**

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 35,000 - \$39,999	1	1		1	1							
\$ 40,000 - \$49,999	1	1										
<b>Total Number of Employees</b>	<b>2</b>	<b>2</b>		<b>1</b>	<b>1</b>							



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

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



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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$100,000 and over	1	1										
<b>Total Number of Employees</b>	<b>1</b>	<b>1</b>										



**Canadian Bank Note Company Limited (certificate # V060124)**

**FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY**

**Full-Time / British Columbia**

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>\$100,000 and over</b>	2	2								1	1	
<b>Total Number of Employees</b>	2	2								1	1	



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / Alberta

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 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									
<b>Total Number of Employees</b>	<b>107</b>	<b>64</b>	<b>43</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>3</b>		<b>15</b>	<b>9</b>	<b>6</b>





Canadian Bank Note Company Limited (certificate # V060124)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	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
<b>Total Number of Employees Hired</b>	<b>170</b>	<b>108</b>	<b>62</b>	<b>1</b>	<b>1</b>		<b>4</b>	<b>4</b>		<b>33</b>	<b>23</b>	<b>10</b>



**Canadian Bank Note Company Limited (certificate # V060124)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Part-Time / Ontario**

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Semi-Professionals and Technicians</b>	2	2		1	1							
<b>Total Number of Employees Hired</b>	2	2		1	1							



**Canadian Bank Note Company Limited (certificate # V060124)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Temporary / Ontario  
 Reporting Period 2016-04-01 to 2018-10-24

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1										
Professionals	1	1										
Semi-Professionals and Technicians	1	1					1	1				
Clerical Personnel	1		1									
<b>Total Number of Employees Hired</b>	<b>4</b>	<b>3</b>	<b>1</b>				<b>1</b>	<b>1</b>				



**Canadian Bank Note Company Limited (certificate # V060124)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

Full-Time / Nova Scotia

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1										
<b>Total Number of Employees Hired</b>	<b>1</b>	<b>1</b>										



**Canadian Bank Note Company Limited (certificate # V060124)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / British Columbia**

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Professionals</b>	1	1										
<b>Skilled Sales and Service Personnel</b>	1	1								1	1	
<b>Total Number of Employees Hired</b>	2	2								1	1	



**Canadian Bank Note Company Limited (certificate # V060124)**

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED**

**Full-Time / Alberta**

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	1		1									
<b>Professionals</b>	4	1	3							1	1	
<b>Skilled Sales and Service Personnel</b>	1		1									
<b>Skilled Crafts and Trades Workers</b>	1	1										
<b>Clerical Personnel</b>	3		3									
<b>Semi-Skilled Manual Workers</b>	5	3	2							2	1	1
<b>Total Number of Employees Hired</b>	<b>15</b>	<b>5</b>	<b>10</b>							<b>3</b>	<b>2</b>	<b>1</b>



**Canadian Bank Note Company Limited (certificate # V060124)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED**  
**Full-Time / Ontario**  
**Reporting Period 2016-04-01 to 2018-10-24**

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Middle and Other Managers</b>	1	1										
<b>Professionals</b>	1	1										
<b>Semi-Professionals and Technicians</b>	1	1										
<b>Supervisors</b>	1		1									
<b>Administrative and Senior Clerical Personnel</b>	1		1									
<b>Skilled Crafts and Trades Workers</b>	1	1					1	1				
<b>Total Number of Employees Promoted</b>	6	4	2				1	1				
<b>Total Number of Promotions</b>	6	4	2				1	1				



**Canadian Bank Note Company Limited (certificate # V060124)**  
**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**  
**Full-Time / Ontario**  
**Reporting Period 2016-04-01 to 2018-10-24**

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	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
<b>Total Number of Employees Terminated</b>	<b>149</b>	<b>94</b>	<b>55</b>	<b>3</b>		<b>3</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>27</b>	<b>20</b>	<b>7</b>





Canadian Bank Note Company Limited (certificate # V060124)

**FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED**

Temporary / Ontario

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

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



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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
<b>Senior Managers</b>	1	1										
<b>Middle and Other Managers</b>	1	1										
<b>Skilled Sales and Service Personnel</b>	4	2	2							1	1	
<b>Skilled Crafts and Trades Workers</b>	2	2					1	1				
<b>Total Number of Employees Terminated</b>	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**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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
<b>Total</b>	<b>990</b>	<b>318</b>	<b>32.1 %</b>	<b>28.2 %</b>	<b>279</b>	<b>39</b>

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

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
<b>01 : Senior Managers</b>	National	17	3	17.6 %	27.4 %	5	-2	National
<b>02 : Middle and Other Managers</b>	National	84	32	38.1 %	38.9 %	33	-1	National
<b>03 : Professionals</b>		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
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	42.5 %	0	0	National
4163 : 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
<b>04 : Semi-Professionals and Technicians</b>		68	13	19.1 %	24.3 %	17	-4	

Workforce Analysis - Detailed Report

Date: 2016-03-31

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Availability #	Gap #	Recruitment Area
			#	%	%	%			
2211 : Chemical technologists and technicians	Ontario	3	1	33.3 %	46.4 %	1	0	Ontario	
2241 : Electrical and electronics engineering technologists and technicians	Ontario	9	1	11.1 %	12.1 %	1	0	Ontario	
2243 : Industrial instrument technicians and mechanics	Ontario	2	0	0.0 %	7.2 %	0	0	Ontario	
2261 : Non-destructive testers and inspection technicians	Ontario	8	3	37.5 %	9.2 %	1	2	Ontario	
2281 : Computer network technicians	Alberta	4	1	25.0 %	20.3 %	1	0	Alberta	
2281 : Computer network technicians	Ontario	19	1	5.3 %	20.8 %	4	-3	Ontario	
2282 : User support technicians	Ontario	13	3	23.1 %	24.2 %	3	0	Ontario	
2283 : Information systems testing technicians	Ontario	2	0	0.0 %	46.8 %	1	-1	Ontario	
4211 : Paralegal and related occupations	Ontario	2	2	100.0 %	82.0 %	2	0	Ontario	
5241 : Graphic designers and illustrators	Ontario	6	1	16.7 %	44.9 %	3	-2	Ontario	
05 : Supervisors	Ontario	17	12	70.6 %	52.2 %	9	3		
Employment Equity Occupational Group	Calgary	6	2	33.3 %	55.0 %	3	-1	Calgary	
Employment Equity Occupational Group	Ottawa - Gatineau	11	10	90.9 %	50.7 %	6	4	Ottawa - Gatineau	
06 : Supervisors: Crafts and Trades	Ontario	24	10	41.7 %	35.0 %	8	2		
7303 : Supervisors, printing and related occupations	Ontario	21	9	42.9 %	36.8 %	8	1	Ontario	
9227 : Supervisors, other products manufacturing and assembly	Ontario	3	1	33.3 %	22.7 %	1	0	Ontario	
07 : Administrative and Senior Clerical Personnel	Ontario	27	17	63.0 %	77.5 %	21	-4		
Employment Equity Occupational Group	Ont. less CMAs	1	1	100.0 %	87.1 %	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	Ontario	28	8	28.6 %	27.8 %	8	0		
6221 : Technical sales specialists - wholesale trade	Alberta	9	3	33.3 %	20.5 %	2	1	Alberta	
6221 : Technical sales specialists - wholesale trade	Ontario	14	3	21.4 %	28.7 %	4	-1	Ontario	
6322 : Cooks	Ontario	5	2	40.0 %	38.4 %	2	0	Ontario	
09 : Skilled Crafts and Trades Workers	Ontario	127	2	1.6 %	10.1 %	13	-11		

Workforce Analysis - Detailed Report

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 %	1	-1	Ontario	
7242 : Industrial electricians	Ontario	3	0	0.0 %	1.0 %	0	0	Ontario	
7381 : Printing press operators	Alberta	15	0	0.0 %	7.2 %	1	-1	Alberta	
7381 : Printing press operators	Ontario	94	2	2.1 %	11.7 %	11	-9	Ontario	
9241 : Power engineers and power systems operators	Ontario	1	0	0.0 %	8.8 %	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	-2	Calgary	
Employment Equity Occupational Group	Ont. less CMAs	4	1	25.0 %	72.4 %	3	-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	5	19.2 %	61.8 %	16	-11		
Employment Equity Occupational Group	Ottawa - Gatineau	26	5	19.2 %	61.8 %	16	-11	Ottawa - Gatineau	
12 : Semi-Skilled Manual Workers		263	120	45.6 %	14.6 %	38	82		
Employment Equity Occupational Group	Calgary	13	5	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		3	2	66.7 %	49.9 %	1	1		
Employment Equity Occupational Group	Ottawa - Gatineau	3	2	66.7 %	49.9 %	1	1	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

Workforce Analysis - Detailed Report

Date: 2016-03-31

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
<b>01 : Senior Managers</b>	National	17	0	0.0 %	2.9 %	0	0	National
<b>02 : Middle and Other Managers</b>	National	84	2	2.4 %	2.2 %	2	0	National
<b>03 : Professionals</b>		194	3	1.5 %	1.1 %	2	1	
1111 : Financial auditors and accountants	National	3	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	5	0	0.0 %	0.9 %	0	0	National
1121 : Human resources professionals	National	1	0	0.0 %	2.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	4	0	0.0 %	1.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	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	1	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	1	1	100.0 %	1.0 %	0	1	National
2161 : Mathematicians, statisticians and actuaries	National	1	0	0.0 %	1.0 %	0	0	National
2171 : Information systems analysts and consultants	National	31	1	3.2 %	1.1 %	0	1	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	1.9 %	1.0 %	1	0	National
4021 : College and other vocational instructors	National	2	0	0.0 %	2.4 %	0	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	1.6 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	3	0	0.0 %	2.0 %	0	0	National
5121 : Authors and writers	National	5	0	0.0 %	1.9 %	0	0	National
<b>04 : Semi-Professionals and Technicians</b>	National	68	2	2.9 %	1.9 %	1	1	National

Workforce Analysis - Detailed Report

Date: 2016-03-31

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
2211 : Chemical technologists and technicians	Ontario	3	0	0.0 %	1.9 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	9	0	0.0 %	1.8 %	0	0	Ontario
2243 : Industrial instrument technicians and mechanics	Ontario	2	0	0.0 %	2.5 %	0	0	Ontario
2261 : Non-destructive testers and inspection technicians	Ontario	8	0	0.0 %	3.7 %	0	0	Ontario
2281 : Computer network technicians	Alberta	4	0	0.0 %	2.7 %	0	0	Alberta
2281 : Computer network technicians	Ontario	19	0	0.0 %	1.4 %	0	0	Ontario
2282 : User support technicians	Ontario	13	2	15.4 %	1.6 %	0	2	Ontario
2283 : Information systems testing technicians	Ontario	2	0	0.0 %	1.0 %	0	0	Ontario
4211 : Paralegal and related occupations	Ontario	2	0	0.0 %	1.5 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	6	0	0.0 %	1.6 %	0	0	Ontario
05 : Supervisors		17	0	0.0 %	2.9 %	0	0	
Employment Equity Occupational Group	Calgary	6	0	0.0 %	3.1 %	0	0	Calgary
Employment Equity Occupational Group	Ottawa - Gatineau	11	0	0.0 %	2.7 %	0	0	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	Ontario
9227 : Supervisors, other products manufacturing and assembly	Ontario	3	0	0.0 %	1.2 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		27	0	0.0 %	3.2 %	1	-1	
Employment Equity Occupational Group	Ont. less CMAs	1	0	0.0 %	4.1 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	26	0	0.0 %	3.2 %	1	-1	Ottawa - Gatineau
08 : Skilled Sales and Service Personnel		28	0	0.0 %	1.8 %	1	-1	
6221 : Technical sales specialists - wholesale trade	Alberta	9	0	0.0 %	2.0 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	Ontario	14	0	0.0 %	1.0 %	0	0	Ontario
6322 : Cooks	Ontario	5	0	0.0 %	3.8 %	0	0	Ontario
09 : Skilled Crafts and Trades Workers		127	4	3.1 %	2.7 %	3	1	



Workforce Analysis - Detailed Report

Date: 2016-03-31

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area
			Representation #	Representation %	Availability #	Gap #	
7231 : Machinists and machining and tooling inspectors	Ontario	14	0	0.0 %	0	0	Ontario
7242 : Industrial electricians	Ontario	3	0	0.0 %	0	0	Ontario
7381 : Printing press operators	Alberta	15	1	6.7 %	1	0	Alberta
7381 : Printing press operators	Ontario	94	3	3.2 %	2	1	Ontario
9241 : Power engineers and power systems operators	Ontario	1	0	0.0 %	0	0	Ontario
10 : Clerical Personnel							
Employment Equity Occupational Group	Calgary	9	0	0.0 %	0	0	Calgary
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	0	0	Ont. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	31	0	0.0 %	1	-1	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel							
Employment Equity Occupational Group	Ottawa - Gatineau	26	2	7.7 %	1	1	Ottawa - Gatineau
12 : Semi-Skilled Manual Workers							
Employment Equity Occupational Group	Ottawa - Gatineau	26	2	7.7 %	1	1	Ottawa - Gatineau
Employment Equity Occupational Group	Calgary	13	0	0.0 %	0	0	Calgary
Employment Equity Occupational Group	Ottawa - Gatineau	250	9	3.6 %	8	1	Ottawa - Gatineau
13 : Other Sales and Service Personnel							
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	0	0	Ottawa - Gatineau
Total		922	22	2.4 %	21	1	

Total may not equal sum of components due to rounding.

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

### Workforce Analysis - Detailed Report

Date: 2016-03-31

#### Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability		Gap #	Recruitment Area
			Representation #	%	#	%		
<b>01 : Senior Managers</b>	National	17	2	11.8 %	2	10.1 %	0	National
<b>02 : Middle and Other Managers</b>	National	84	5	6.0 %	13	15.0 %	-8	National
<b>03 : Professionals</b>		194	46	23.7 %	62	32.1 %	-16	
1111 : Financial auditors and accountants	National	3	1	33.3 %	1	27.5 %	0	National
1112 : Financial and investment analysts	National	5	1	20.0 %	2	35.4 %	-1	National
1121 : Human resources professionals	National	1	0	0.0 %	0	14.1 %	0	National
1122 : Professional occupations in business management consulting	National	4	0	0.0 %	1	21.6 %	-1	National
1123 : Professional occupations in advertising, marketing and public relations	National	2	0	0.0 %	0	16.9 %	0	National
2112 : Chemists	National	4	1	25.0 %	1	37.3 %	0	National
2132 : Mechanical engineers	National	4	1	25.0 %	1	28.6 %	0	National
2133 : Electrical and electronics engineers	National	1	0	0.0 %	0	34.9 %	0	National
2141 : Industrial and manufacturing engineers	National	8	2	25.0 %	3	31.5 %	-1	National
2147 : Computer engineers (except software engineers and designers)	National	32	14	43.8 %	12	38.2 %	2	National
2148 : Other professional engineers, n.e.c.	National	1	0	0.0 %	0	27.3 %	0	National
2161 : Mathematicians, statisticians and actuaries	National	1	0	0.0 %	0	27.7 %	0	National
2171 : Information systems analysts and consultants	National	31	3	9.7 %	10	31.4 %	-7	National
2172 : Database analysts and data administrators	National	17	3	17.6 %	5	32.3 %	-2	National
2173 : Software engineers and designers	National	17	6	35.3 %	7	40.5 %	-1	National
2174 : Computer programmers and interactive media developers	National	52	13	25.0 %	16	31.5 %	-3	National
4021 : College and other vocational instructors	National	2	0	0.0 %	0	13.4 %	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	0	12.5 %	0	National
4163 : Business development officers and marketing researchers and consultants	National	3	1	33.3 %	1	21.9 %	0	National
5121 : Authors and writers	National	5	0	0.0 %	1	10.7 %	-1	National
<b>04 : Semi-Professionals and Technicians</b>	National	68	13	19.1 %	20	29.0 %	-7	

Workforce Analysis - Detailed Report

Date: 2016-03-31

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
2211 : Chemical technologists and technicians	Ontario	3	0	0.0 %	1	-1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Ontario	9	3	33.3 %	3	0	Ontario
2243 : Industrial instrument technicians and mechanics	Ontario	2	0	0.0 %	0	0	Ontario
2261 : Non-destructive testers and inspection technicians	Ontario	8	3	37.5 %	1	2	Ontario
2281 : Computer network technicians	Alberta	4	0	0.0 %	1	-1	Alberta
2281 : Computer network technicians	Ontario	19	4	21.1 %	6	-2	Ontario
2282 : User support technicians	Ontario	13	0	0.0 %	5	-5	Ontario
2283 : Information systems testing technicians	Ontario	2	1	50.0 %	1	0	Ontario
4211 : Paralegal and related occupations	Ontario	2	0	0.0 %	0	0	Ontario
5241 : Graphic designers and illustrators	Ontario	6	2	33.3 %	1	1	Ontario
<b>05 : Supervisors</b>		17	0	0.0 %	3	-3	
<b>Employment Equity Occupational Group</b>		6	0	0.0 %	2	-2	Calgary
<b>Employment Equity Occupational Group</b>		11	0	0.0 %	2	-2	Ottawa - Gatineau
<b>06 : Supervisors: Crafts and Trades</b>		24	0	0.0 %	5	-5	
7303 : Supervisors, printing and related occupations	Ontario	21	0	0.0 %	4	-4	Ontario
9227 : Supervisors, other products manufacturing and assembly	Ontario	3	0	0.0 %	1	-1	Ontario
<b>07 : Administrative and Senior Clerical Personnel</b>		27	5	18.5 %	3	2	
<b>Employment Equity Occupational Group</b>		1	0	0.0 %	0	0	Ont. less CMAs
<b>Employment Equity Occupational Group</b>		26	5	19.2 %	3	2	Ottawa - Gatineau
<b>08 : Skilled Sales and Service Personnel</b>		28	7	25.0 %	5	2	
6221 : Technical sales specialists - wholesale trade	Alberta	9	1	11.1 %	1	0	Alberta
6221 : Technical sales specialists - wholesale trade	Ontario	14	4	28.6 %	3	1	Ontario
6322 : Cooks	Ontario	5	2	40.0 %	2	0	Ontario
<b>09 : Skilled Crafts and Trades Workers</b>		127	3	2.4 %	24	-21	

Workforce Analysis - Detailed Report

Date: 2016-03-31

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability		Gap #	Recruitment Area
			Representation #	%	#	%		
7231 : Machinists and machining and tooling inspectors	Ontario	14	0	0.0 %	3	22.9 %	-3	Ontario
7242 : Industrial electricians	Ontario	3	1	33.3 %	0	13.4 %	1	Ontario
7381 : Printing press operators	Alberta	15	1	6.7 %	2	14.4 %	-1	Alberta
7381 : Printing press operators	Ontario	94	1	1.1 %	18	19.5 %	-17	Ontario
9241 : Power engineers and power systems operators	Ontario	1	0	0.0 %	0	15.4 %	0	Ontario
10 : Clerical Personnel								
Employment Equity Occupational Group	Calgary	44	4	9.1 %	7	15.4 %	-3	Calgary
Employment Equity Occupational Group	Ont. less CMAs	9	0	0.0 %	2	24.3 %	-2	Ont. less CMAs
Employment Equity Occupational Group	Ont. less CMAs	4	0	0.0 %	0	1.7 %	0	Ont. less CMAs
11 : Intermediate Sales and Service Personnel								
Employment Equity Occupational Group	Ottawa - Gatineau	31	4	12.9 %	5	14.7 %	-1	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel	Ottawa - Gatineau	26	3	11.5 %	6	22.0 %	-3	Ottawa - Gatineau
12 : Semi-Skilled Manual Workers								
Employment Equity Occupational Group	Ottawa - Gatineau	26	3	11.5 %	6	22.0 %	-3	Ottawa - Gatineau
Employment Equity Occupational Group	Ottawa - Gatineau	263	37	14.1 %	54	20.5 %	-17	Ottawa - Gatineau
13 : Other Sales and Service Personnel								
Employment Equity Occupational Group	Calgary	13	6	46.2 %	4	33.1 %	2	Calgary
Employment Equity Occupational Group	Ottawa - Gatineau	250	31	12.4 %	50	19.9 %	-19	Ottawa - Gatineau
13 : Other Sales and Service Personnel	Ottawa - Gatineau	3	0	0.0 %	1	25.3 %	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Ottawa - Gatineau	3	0	0.0 %	1	25.3 %	-1	Ottawa - Gatineau
Total		922	125	13.6 %	205	22.2 %	-80	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2016-03-31

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Gap #	Recruitment Area
			Representation #	%	Availability %	Availability #		
01/02 : Managers	National	101	8	7.9 %	4.3 %	4	4	National
03 : Professionals	National	194	6	3.1 %	3.8 %	7	-1	National
04 : Semi-Professionals and Technicians	National	68	2	2.9 %	4.6 %	3	-1	National
05 : Supervisors	National	17	0	0.0 %	13.9 %	2	-2	National
06 : Supervisors: Crafts and Trades	National	24	0	0.0 %	7.8 %	2	-2	National
07 : Administrative and Senior Clerical Personnel	National	27	1	3.7 %	3.4 %	1	0	National
08 : Skilled Sales and Service Personnel	National	28	0	0.0 %	3.5 %	1	-1	National
09 : Skilled Crafts and Trades Workers	National	127	3	2.4 %	3.8 %	5	-2	National
10 : Clerical Personnel	National	44	0	0.0 %	7.0 %	3	-3	National
11 : Intermediate Sales and Service Personnel	National	26	2	7.7 %	5.6 %	1	1	National
12 : Semi-Skilled Manual Workers	National	263	10	3.8 %	4.8 %	13	-3	National
13 : Other Sales and Service Personnel	National	3	0	0.0 %	6.3 %	0	0	National
Total		922	32	3.5 %	4.7 %	42	-10	

Total may not equal sum of components due to rounding.

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

## Workforce Analysis - Detailed Report

Date: 2016-03-31

002089

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

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



## Workforce Analysis - Detailed Report

Date: 2016-03-31

### WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
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



Workplace Equity Information Management System - Canadian Bank Note Company Limited

**Workforce Analysis - Summary Report**

Date: 2018-10-24

**Women**

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		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
<b>Total</b>	<b>990</b>	<b>318</b>	<b>32.1 %</b>	<b>28.2 %</b>	<b>279</b>	<b>39</b>

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-10-24

Aboriginal Peoples

Employment Equity Occupational Group	All Employees		Aboriginal Peoples			
	#	Representation %	Availability %	Availability #	Gap #	
01 : Senior Managers	17	0.0 %	2.9 %	0	0	
02 : Middle and Other Managers	95	2.1 %	2.2 %	2	0	
03 : Professionals	228	1.3 %	1.1 %	3	0	
04 : Semi-Professionals and Technicians	76	1.3 %	1.9 %	1	0	
05 : Supervisors	16	0.0 %	2.8 %	0	0	
06 : Supervisors: Crafts and Trades	22	0.0 %	1.2 %	0	0	
07 : Administrative and Senior Clerical Personnel	31	0.0 %	3.2 %	1	-1	
08 : Skilled Sales and Service Personnel	28	0.0 %	1.9 %	1	-1	
09 : Skilled Crafts and Trades Workers	116	4.3 %	2.7 %	3	1	
10 : Clerical Personnel	55	1.8 %	3.0 %	2	-1	
11 : Intermediate Sales and Service Personnel	32	3.1 %	2.9 %	1	0	
12 : Semi-Skilled Manual Workers	267	3.4 %	3.3 %	9	0	
13 : Other Sales and Service Personnel	7	14.3 %	3.5 %	0	1	
<b>Total</b>	<b>990</b>	<b>2.2 %</b>	<b>2.4 %</b>	<b>23</b>	<b>-1</b>	

Total may not equal sum of components due to rounding.

**Workforce Analysis - Summary Report**

Date: 2018-10-24

**Members of Visible Minorities**

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Members of Visible Minorities		Gap #
	#	%	#	%	Availability #	Gap #	
01 : Senior Managers	17	11.8 %	2	10.1 %	2	0	
02 : Middle and Other Managers	95	4.2 %	4	15.0 %	14	-10	
03 : Professionals	228	21.5 %	49	31.6 %	72	-23	
04 : Semi-Professionals and Technicians	76	22.4 %	17	29.1 %	22	-5	
05 : Supervisors	16	0.0 %	0	17.8 %	3	-3	
06 : Supervisors: Crafts and Trades	22	4.5 %	1	17.4 %	4	-3	
07 : Administrative and Senior Clerical Personnel	31	9.7 %	3	12.1 %	4	-1	
08 : Skilled Sales and Service Personnel	28	32.1 %	9	18.9 %	5	4	
09 : Skilled Crafts and Trades Workers	116	2.6 %	3	18.9 %	22	-19	
10 : Clerical Personnel	55	18.2 %	10	17.7 %	10	0	
11 : Intermediate Sales and Service Personnel	32	18.8 %	6	23.0 %	7	-1	
12 : Semi-Skilled Manual Workers	267	13.1 %	35	21.3 %	57	-22	
13 : Other Sales and Service Personnel	7	0.0 %	0	22.1 %	2	-2	
<b>Total</b>	<b>990</b>	<b>14.0 %</b>	<b>139</b>	<b>22.6 %</b>	<b>224</b>	<b>-85</b>	

Total may not equal sum of components due to rounding.

**Workforce Analysis - Summary Report**

Date: 2018-10-24

Employment Equity Occupational Group	Persons with Disabilities					
	All Employees	Representation	Persons with Disabilities		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	3	3.9 %	4.6 %	3	0
05 : Supervisors	16	0	0.0 %	13.9 %	2	-2
06 : Supervisors: Crafts and Trades	22	0	0.0 %	7.8 %	2	-2
07 : Administrative and Senior Clerical Personnel	31	1	3.2 %	3.4 %	1	0
08 : Skilled Sales and Service Personnel	28	0	0.0 %	3.5 %	1	-1
09 : Skilled Crafts and Trades Workers	116	2	1.7 %	3.8 %	4	-2
10 : Clerical Personnel	55	1	1.8 %	7.0 %	4	-3
11 : Intermediate Sales and Service Personnel	32	1	3.1 %	5.6 %	2	-1
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
<b>Total</b>	<b>990</b>	<b>31</b>	<b>3.1 %</b>	<b>4.7 %</b>	<b>46</b>	<b>-15</b>

Total may not equal sum of components due to rounding.



### 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

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



### 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

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

<b>Data from First/Previous Workforce Analysis</b>
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Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	01

<b>Data from Subsequent/Current Workforce Analysis</b>
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Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	10	24

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 1: Women</b>		
		<b>First/Previous Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
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
<b>Total</b>		<b>955</b>	<b>293</b>	<b>0.0</b>

<b>Employment Equity Occupational Group (EEOG)</b>		<b>Table 5: Women</b>		
		<b>Subsequent/Current Workforce Analysis</b>		
		<b>All Employees</b>	<b>Women</b>	
		<b>#</b>	<b>Representation</b>	<b>Availability*</b>
01	Senior Managers	17	3	27.4
02	Middle & Other Managers	95	28	38.9
03	Professionals	228	53	26.0
04	Semi-Professionals & Technicians	76	13	25.0
05	Supervisors	16	11	51.8
06	Supervisors: Crafts & Trades	22	10	35.9
07	Administrative & Senior Clerical Personnel	31	20	77.7
08	Skilled Sales & Service Personnel	28	11	27.1
09	Skilled Crafts & Trades Workers	116	2	9.8
10	Clerical Personnel	55	32	67.8
11	Intermediate Sales & Service Personnel	32	9	62.4
12	Semi-Skilled Manual Workers	267	121	14.6
13	Other Sales & Service Personnel	7	5	51.6
14	Other Manual Workers	0	0	0.0
<b>Total</b>		<b>990</b>	<b>318</b>	<b>0.0</b>

<b>* Source:</b>
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<b>* Source:</b>
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**Federal Contractors Program Achievement Report**  
**Part 1: Workforce Analysis**  
**Canadian Bank Note Company, Limited**  
**2018-10-24**

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	01

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	10	24

**Table 2: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Aboriginal Peoples	
		Representation	Availability*
#	#	%	%
01 Senior Managers	18	0	2.9
02 Middle & Other Managers	95	2	2.2
03 Professionals	191	3	1.0
04 Semi-Professionals & Technicians	65	2	1.9
05 Supervisors	16	0	2.8
06 Supervisors: Crafts & Trades	27	0	1.2
07 Administrative & Senior Clerical Personnel	28	0	3.2
08 Skilled Sales & Service Personnel	34	0	1.8
09 Skilled Crafts & Trades Workers	127	4	2.7
10 Clerical Personnel	51	1	3.0
11 Intermediate Sales & Service Personnel	30	2	2.9
12 Semi-Skilled Manual Workers	270	9	3.3
13 Other Sales & Service Personnel	3	0	2.9
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>955</b>	<b>23</b>	<b>0.0</b>

**Table 6: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Aboriginal Peoples	
		Representation	Availability*
#	#	%	%
01 Senior Managers	17	0	2.9
02 Middle & Other Managers	95	2	2.2
03 Professionals	228	3	1.1
04 Semi-Professionals & Technicians	76	1	1.9
05 Supervisors	16	0	2.8
06 Supervisors: Crafts & Trades	22	0	1.2
07 Administrative & Senior Clerical Personnel	31	0	3.2
08 Skilled Sales & Service Personnel	28	0	1.9
09 Skilled Crafts & Trades Workers	116	4	2.7
10 Clerical Personnel	55	1	3.0
11 Intermediate Sales & Service Personnel	32	1	2.9
12 Semi-Skilled Manual Workers	267	9	3.3
13 Other Sales & Service Personnel	7	1	3.5
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>990</b>	<b>22</b>	<b>0.0</b>

\* Source: 0

\* Source: 0

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

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	01

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	10	24

**Table 3: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
	#	#	%
01 Senior Managers	18	2	10.1
02 Middle & Other Managers	95	5	15.0
03 Professionals	191	46	32.3
04 Semi-Professionals & Technicians	65	13	29.2
05 Supervisors	16	0	17.8
06 Supervisors: Crafts & Trades	27	1	17.8
07 Administrative & Senior Clerical Personnel	28	4	12.1
08 Skilled Sales & Service Personnel	34	9	18.3
09 Skilled Crafts & Trades Workers	127	3	19.1
10 Clerical Personnel	51	8	17.1
11 Intermediate Sales & Service Personnel	30	4	23.1
12 Semi-Skilled Manual Workers	270	35	21.0
13 Other Sales & Service Personnel	3	0	25.3
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>955</b>	<b>130</b>	<b>0.0</b>

**Table 7: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
	#	#	%
01 Senior Managers	17	2	10.1
02 Middle & Other Managers	95	4	15.0
03 Professionals	228	49	31.6
04 Semi-Professionals & Technicians	76	17	29.1
05 Supervisors	16	0	17.8
06 Supervisors: Crafts & Trades	22	1	17.4
07 Administrative & Senior Clerical Personnel	31	3	12.1
08 Skilled Sales & Service Personnel	28	9	18.9
09 Skilled Crafts & Trades Workers	116	3	18.9
10 Clerical Personnel	55	10	17.7
11 Intermediate Sales & Service Personnel	32	6	23.0
12 Semi-Skilled Manual Workers	267	35	21.3
13 Other Sales & Service Personnel	7	0	22.1
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>990</b>	<b>139</b>	<b>0.0</b>

\* Source: 0

\* Source: 0



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

**Data from First/Previous Workforce Analysis**

↓ ↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	04	01

**Data from Subsequent/Current Workforce Analysis**

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	10	24

**Table 4: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	First/Previous Workforce Analysis		
	All Employees	Persons with Disabilities	Availability*
	#	Representation	#
01/02 Managers	113	8	4.3
03 Professionals	191	6	3.8
04 Semi-Professionals & Technicians	65	2	4.6
05 Supervisors	16	0	13.9
06 Supervisors: Crafts & Trades	27	0	7.8
07 Administrative & Senior Clerical Personnel	28	1	3.4
08 Skilled Sales & Service Personnel	34	0	3.5
09 Skilled Crafts & Trades Workers	127	3	3.8
10 Clerical Personnel	51	1	7.0
11 Intermediate Sales & Service Personnel	30	2	5.6
12 Semi-Skilled Manual Workers	270	11	4.8
13 Other Sales & Service Personnel	3	0	6.3
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>955</b>	<b>34</b>	<b>0.0</b>

**Table 8: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Subsequent/Current Workforce Analysis		
	All Employees	Persons with Disabilities	Availability*
	#	Representation	#
01/02 Managers	112	7	4.3
03 Professionals	228	7	3.8
04 Semi-Professionals & Technicians	76	3	4.6
05 Supervisors	16	0	13.9
06 Supervisors: Crafts & Trades	22	0	7.8
07 Administrative & Senior Clerical Personnel	31	1	3.4
08 Skilled Sales & Service Personnel	28	0	3.5
09 Skilled Crafts & Trades Workers	116	2	3.8
10 Clerical Personnel	55	1	7.0
11 Intermediate Sales & Service Personnel	32	1	5.6
12 Semi-Skilled Manual Workers	267	9	4.8
13 Other Sales & Service Personnel	7	0	6.3
14 Other Manual Workers	0	0	0.0
<b>Total</b>	<b>990</b>	<b>31</b>	<b>0.0</b>

\* Source:

\* Source:

**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**Canadian Bank Note Company, Limited**

43397

Start Date of Flow Data			
YYYY	MM	DD	
2016	04	01	

End Date of Flow Data			
YYYY	MM	DD	
2018	10	24	

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 1: Women Hired								Table 5: Women Promoted								Table 9: Women Terminated							
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National									
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated										
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
02 Middle & Other Managers	8	1	0	0	1	0	0	0	9	4	0	0	0	0	0	0	0							
03 Professionals	77	20	0	0	1	0	0	0	42	5	0	0	0	0	0	0	0							
04 Semi-Professionals & Technicians	22	5	0	0	1	0	0	0	13	5	0	0	0	0	0	0	0							
05 Supervisors	3	1	0	0	1	0	0	0	3	3	0	0	0	0	0	0	0							
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	5	1	0	0	0	0	0	0	0							
07 Administrative & Senior Clerical Personnel	13	9	0	0	1	0	0	0	10	7	0	0	0	0	0	0	0							
08 Skilled Sales & Service Personnel	2	1	0	0	0	0	0	0	7	2	0	0	0	0	0	0	0							
09 Skilled Crafts & Trades Workers	3	0	0	0	1	0	0	0	14	1	0	0	0	0	0	0	0							
10 Clerical Personnel	14	10	0	0	0	0	0	0	10	7	0	0	0	0	0	0	0							
11 Intermediate Sales & Service Personnel	6	2	0	0	0	0	0	0	4	1	0	0	0	0	0	0	0							
12 Semi-Skilled Manual Workers	27	16	0	0	0	0	0	0	29	17	0	0	0	0	0	0	0							
13 Other Sales & Service Personnel	9	5	0	0	0	0	0	0	5	2	0	0	0	0	0	0	0							
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
<b>Total</b>	<b>184</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>152</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>							

**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**Canadian Bank Note Company, Limited**

43397

Start Date of Flow Data			
YYYY	MM	DD	
2016	04	01	

End Date of Flow Data			
YYYY	MM	DD	
2018	10	24	

**Data from Form 4 - Employees Hired**

↓ ↓ ↓ ↓ ↓

**Data from Form 5 - Employees Promoted**

↓ ↓ ↓ ↓ ↓

**Data from Form 6 - Employees Terminated**

↓ ↓ ↓ ↓ ↓

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
01 Senior Managers	0	0	0	0	0	0	0	0	1	0	0	0
02 Middle & Other Managers	8	0	0	0	1	0	0	0	9	0	0	0
03 Professionals	77	0	0	0	1	0	0	0	42	0	0	0
04 Semi-Professionals & Technicians	22	0	0	0	1	0	0	0	13	2	0	0
05 Supervisors	3	0	0	0	1	0	0	0	3	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	5	0	0	0
07 Administrative & Senior Clerical Personnel	13	0	0	0	1	0	0	0	10	0	0	0
08 Skilled Sales & Service Personnel	2	0	0	0	0	0	0	0	7	0	0	0
09 Skilled Crafts & Trades Workers	3	0	0	0	1	0	0	0	14	0	0	0
10 Clerical Personnel	14	0	0	0	0	0	0	0	10	0	0	0
11 Intermediate Sales & Service Personnel	6	0	0	0	0	0	0	0	4	1	0	0
12 Semi-Skilled Manual Workers	27	0	0	0	0	0	0	0	29	0	0	0
13 Other Sales & Service Personnel	9	1	0	0	0	0	0	0	5	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>184</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>152</b>	<b>3</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**Canadian Bank Note Company, Limited**

43397

Start Date of Flow Data		
YYYY	MM	DD
2016	04	01

End Date of Flow Data		
YYYY	MM	DD
2018	10	24

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	0	0	0	0	0	0	0	0	1	0	0	0
02 Middle & Other Managers	8	0	0	0	1	0	0	0	9	1	0	0
03 Professionals	77	2	0	0	1	0	0	0	42	1	0	0
04 Semi-Professionals & Technicians	22	1	0	0	1	0	0	0	13	0	0	0
05 Supervisors	3	0	0	0	1	0	0	0	3	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	5	0	0	0
07 Administrative & Senior Clerical Personnel	13	0	0	0	1	0	0	0	10	0	0	0
08 Skilled Sales & Service Personnel	2	0	0	0	0	0	0	0	7	0	0	0
09 Skilled Crafts & Trades Workers	3	1	0	0	1	1	0	0	14	1	0	0
10 Clerical Personnel	14	0	0	0	0	0	0	0	10	0	0	0
11 Intermediate Sales & Service Personnel	6	0	0	0	0	0	0	0	4	1	0	0
12 Semi-Skilled Manual Workers	27	0	0	0	0	0	0	0	29	2	0	0
13 Other Sales & Service Personnel	9	0	0	0	0	0	0	0	5	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>184</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>152</b>	<b>6</b>	<b>0</b>	<b>0</b>



**Federal Contractors Program Achievement Report**  
**Part 2: Flow Data Analysis**  
**Canadian Bank Note Company, Limited**

43397

Start Date of Flow Data		
YYYY	MM	DD
2016	04	01

End Date of Flow Data		
YYYY	MM	DD
2018	10	24

**Data from Form 4 - Employees Hired**

**Data from Form 5 - Employees Promoted**

**Data from Form 6 - Employees Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	0	0	0	0	0	0	0	0	1	0	0	0
02 Middle & Other Managers	8	0	0	0	1	0	0	0	9	1	0	0
03 Professionals	77	16	0	0	1	0	0	0	42	13	0	0
04 Semi-Professionals & Technicians	22	7	0	0	1	0	0	0	13	3	0	0
05 Supervisors	3	0	0	0	1	0	0	0	3	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	5	0	0	0
07 Administrative & Senior Clerical Personnel	13	1	0	0	1	0	0	0	10	2	0	0
08 Skilled Sales & Service Personnel	2	1	0	0	0	0	0	0	7	1	0	0
09 Skilled Crafts & Trades Workers	3	0	0	0	1	0	0	0	14	0	0	0
10 Clerical Personnel	14	3	0	0	0	0	0	0	10	1	0	0
11 Intermediate Sales & Service Personnel	6	2	0	0	0	0	0	0	4	0	0	0
12 Semi-Skilled Manual Workers	27	4	0	0	0	0	0	0	29	4	0	0
13 Other Sales & Service Personnel	9	2	0	0	0	0	0	0	5	2	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>184</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>152</b>	<b>27</b>	<b>0</b>	<b>0</b>

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**

Canadian Bank Note Company, Limited

43397

**Data for First/Previous Goals**

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

**Table 1: Women**

Employment Equity Occupational Group (EEOG)	All Employees										First/Previous Short-term Goals										Women							
	Number		Growth (New Positions)		Turnover (Replacement of Employees)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years		3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years	
	2016-04-01	#	Annually	%	Projected Annually	%	Projected Annually	%	Over 3 Years	#	2016-04-01	#	Annually	%	Over 3 Years	#	From - To	2016	2019	%	#	%	#	%	#	%	#	%
01 Senior Managers	18	0	-1.9%	0.0%	0	0.0%	0.0%	0	0	3	0.0%	0	0.0%	0	2	0	27.4%	27.4%	27.4%	27.4%	-2	16.7%	-2	16.7%	2	16.7%	2	16.7%
02 Middle & Other Managers	95	2	0.0%	0.8%	2	1.0%	1.0%	3	5	31	1.0%	1	1.0%	8	2	38.9%	38.9%	38.9%	38.9%	-6	32.6%	-6	32.6%	4	32.6%	4	32.6%	
03 Professionals	191	6	6.1%	1.0%	6	2.0%	2.0%	11	17	37	2.0%	2	2.0%	14	6	25.1%	25.1%	25.1%	25.1%	-11	19.4%	-10	19.8%	3	19.4%	3	19.8%	
04 Semi-Professionals & Tech	65	0	5.3%	0.0%	0	0.0%	0.0%	10	10	13	5.0%	2	5.0%	5	6	60.0%	24.6%	24.6%	24.6%	-3	20.0%	1	26.2%	1	20.0%	1	26.2%	
05 Supervisors	16	0	0.0%	0.0%	0	0.0%	0.0%	0	0	13	0.0%	0	0.0%	-5	0	0.0%	0.0%	0.0%	0.0%	5	51.8%	5	51.8%	0	81.3%	0	81.3%	
06 Supervisors, Crafts & Trades	27	0	-6.6%	0.0%	0	0.0%	0.0%	0	0	11	0.0%	0	0.0%	-1	0	0.0%	0.0%	0.0%	0.0%	1	40.7%	1	40.7%	0	40.7%	0	40.7%	
07 Administrative & Sr Clerical	28	0	3.9%	0.0%	0	0.0%	0.0%	0	0	18	0.0%	0	0.0%	4	0	0.0%	0.0%	0.0%	0.0%	4	64.3%	4	64.3%	0	64.3%	0	64.3%	
08 Skilled Sales & Service	34	0	-6.3%	0.0%	0	0.0%	0.0%	0	0	13	0.0%	0	0.0%	-4	0	0.0%	0.0%	0.0%	0.0%	4	26.8%	4	26.8%	0	38.2%	0	38.2%	
09 Skilled Crafts & Trades	127	0	-3.0%	0.0%	0	0.0%	0.0%	6	6	3	1.5%	0	1.5%	10	0	10.1%	10.1%	10.1%	10.1%	-10	3.1%	-9	3.1%	1	2.4%	1	3.1%	
10 Clerical Personnel	51	0	2.5%	0.0%	0	0.0%	0.0%	0	0	19	0.0%	0	0.0%	16	0	50.0%	67.8%	67.8%	67.8%	-16	37.3%	-16	37.3%	0	37.3%	0	37.3%	
11 Intermediate Sales & Service	30	0	2.2%	0.0%	0	0.0%	0.0%	5	5	8	5.0%	1	5.0%	12	3	61.8%	62.4%	62.4%	62.4%	-11	26.7%	-9	33.3%	1	26.7%	1	33.3%	
12 Semi-Skilled Manual	270	0	-0.4%	0.0%	0	0.0%	0.0%	0	0	122	0.0%	0	0.0%	-83	0	0.0%	14.6%	14.6%	14.6%	83	45.2%	83	45.2%	0	45.2%	0	45.2%	
13 Other Sales & Service	3	0	32.6%	0.0%	0	0.0%	0.0%	0	0	2	0.0%	0	0.0%	-1	0	0.0%	49.9%	49.9%	49.9%	1	66.7%	1	66.7%	0	66.7%	0	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%	0.0%	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Total	955	0	1.2%	0.0%	0	0.0%	0.0%	0	0	293	0.0%	0	0.0%	-293	0	0.0%	0.0%	0.0%	0.0%	293	30.7%	293	30.7%	0	30.7%	0	30.7%	

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

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

**Table 2: Women**

Employment Equity Occupational Group (EEOG)	Women				Comments
	Short-term Goals	%	Long-term Goals	%	
01 Senior Managers	0	27.4	0	50.0	No hiring or promotions planned
02 Middle & Other Managers	2	38.9	2	38.9	Did not meet short term goal of 2 hires as we had 4 women leave this NOC
03 Professionals	4	25.2	5	25.2	
04 Semi-Professionals & Tech	6	60.0	4	60.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors, Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	1	10.1	1	10.0	
10 Clerical Personnel	0	50.0	0	0.0	
11 Intermediate Sales & Service	3	61.8	2	61.8	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	

**Federal Contractors Program Achievement Report**  
**Part 3: Goals**

Canadian Bank Note Company, Limited

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**Data for First/Previous Goals**

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

**Table 3: Aboriginal Peoples**

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees										Aboriginal Peoples										
	Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Hires			3 Year Goals			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
	Number YYYY-MM-DD 2016-04-01	Actual Annually	Projected Annually	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Number YYYY-MM-DD 2016-04-01	Turnover Terminated Annually	Over 3 Years	Hires Over 3 Years	Required Over 3 Years	From - To YYYY - YYYY 2016						2019
01 Senior Managers	18	-1.9%	0.0%	0	5.7%	0.0%	0	0.0%	0	0	0.0%	0	1	0	0	2.9%	2.9%	-1	-1	0.0%	0.0%
02 Middle & Other Managers	95	0.0%	0.8%	2	9.5%	1.0%	3	1.0%	0	2	1.0%	0	0	0	0	2.2%	2.2%	0	0	2.1%	2.1%
03 Professionals	191	6.1%	1.0%	6	20.0%	2.0%	11	2.0%	-1	0	2.0%	-1	0	0	0	1.0%	1.0%	1	1	1.6%	1.5%
04 Semi-Professionals & Tech	65	5.3%	0.0%	0	18.4%	5.0%	10	5.0%	-1	2	5.0%	0	0	0	0	1.9%	1.9%	1	1	3.1%	3.1%
05 Supervisors	16	0.0%	0.0%	0	18.8%	0.0%	0	0.0%	0	0	0.0%	0	0	0	0	2.8%	2.8%	0	0	0.0%	0.0%
06 Supervisors, Crafts & Trades	27	-6.6%	0.0%	0	20.4%	0.0%	0	0.0%	0	0	0.0%	0	0	0	0	1.2%	1.2%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	28	3.5%	0.0%	0	33.9%	0.0%	0	0.0%	1	0	0.0%	0	1	0	0	3.2%	3.2%	-1	-1	0.0%	0.0%
08 Skilled Sales & Service	34	-6.3%	0.0%	0	22.6%	0.0%	0	0.0%	0	0	0.0%	0	0	0	0	1.8%	1.8%	-1	-1	0.0%	0.0%
09 Skilled Crafts & Trades	127	-3.0%	0.0%	0	11.5%	1.5%	6	1.5%	0	4	1.5%	0	-1	0	0	2.7%	2.7%	1	1	3.1%	3.1%
10 Clerical Personnel	51	2.5%	0.0%	0	18.9%	0.0%	0	0.0%	0	1	0.0%	0	1	0	0	3.0%	3.0%	-1	-1	2.0%	2.0%
11 Intermediate Sales & Service	30	2.2%	0.0%	0	12.9%	5.0%	5	5.0%	0	2	5.0%	0	-1	0	0	2.9%	2.9%	1	1	6.7%	6.7%
12 Semi-Skilled Manual	270	-0.4%	0.0%	0	10.8%	0.0%	0	0.0%	0	9	0.0%	0	0	0	0	3.3%	3.3%	0	0	3.3%	3.3%
13 Other Sales & Service	3	32.6%	0.0%	0	100.0%	0.0%	0	0.0%	0	0	0.0%	0	0	0	0	2.9%	2.9%	0	0	0.0%	0.0%
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	955	1.2%		0	15.6%		0		0	23	0.0%	0	-23	0	0	0.0%	0.0%	23	23	2.4%	2.4%

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.  
 † Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100

**Table 4: Aboriginal Peoples**

Comments

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals #	%	Long-term Goals #	%	
01 Senior Managers	0	2.9	0	2.9	
02 Middle & Other Managers	0	0.0	0	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-Professionals & Tech	0	0.0	0	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Supervisors, Crafts & Trades	0	0.0	0	0.0	
07 Administrative & Sr Clerical	0	3.2	0	3.2	
08 Skilled Sales & Service	0	1.8	0	1.8	
09 Skilled Crafts & Trades	0	0.0	0	0.0	
10 Clerical Personnel	0	3.0	0	3.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	0	0.0	0	0.0	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	



**Federal Contractors Program Achievement Report**  
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Canadian Bank Note Company, Limited

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**Data for First/Previous Goals**

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

**Table 5: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees												Persons with Disabilities																		
	Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Hires			3 Year Goals			Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years							
	Number YYYY-MM-DD 2016-04-01	Actual Annually	%	Projected Annually	%	Over 3 Years #	Actual Annually	%	Projected Annually	%	Over 3 Years #	Anticipated Hires Over 3 Years #	Number YYYY-MM-DD 2016-04-01	Actual Annually	%	Over 3 Years #	Hires Required Over 3 Years #	From - To YYYY - YYYY 2016	%	Present Availability	%	#	Present Gap	Projected Gap	#	%	#DIV/0!	%	#DIV/0!	%	
01/02 Managers	113	-0.9%	0.0%	0	0.0%	0	8	0.0%	0	0.0%	0	0	0	0	0.0%	0	-3	0	0	4.3%	4.3%	3	3	3	7.1%	7.1%	3.6%	3.6%	3.6%	3.6%	
03 Professionals	191	6.1%	0.8%	5	1.0%	6	6	1.0%	0	0.0%	1	1	0	0	0.0%	0	1	0	0	3.8%	3.8%	-1	-1	-1	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	
04 Semi-Professionals & Tech	65	5.3%	1.0%	2	2.0%	4	2	2.0%	0	0.0%	1	0	0	0	0.0%	0	1	0	0	4.6%	4.6%	-1	-1	-1	3.1%	3.0%	3.0%	3.0%	3.0%	3.0%	
05 Supervisors	16	0.0%	0.0%	0	0.0%	2	0	5.0%	0	0.0%	2	2	0	0	0.0%	0	2	0	0	13.9%	13.9%	-2	-2	-2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
06 Supervisors: Crafts & Trades	27	-6.6%	0.0%	0	0.0%	0	0	0.0%	0	0.0%	2	2	0	0	0.0%	0	2	0	0	7.8%	7.8%	-2	-2	-2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
07 Administrative & Sr Clerical	38	3.5%	0.0%	0	0.0%	0	1	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0	3.5%	3.5%	0	0	0	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	
08 Skilled Sales & Service	34	-6.3%	0.0%	0	0.0%	0	3	0.0%	0	0.0%	2	2	0	0	0.0%	0	2	0	0	3.5%	3.5%	-1	-1	-1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
09 Skilled Crafts & Trades	127	-3.0%	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0	3.8%	3.8%	-2	-2	-2	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	
10 Clerical Personnel	51	2.5%	0.0%	0	0.0%	2	1	1.5%	0	0.0%	3	3	0	0	0.0%	0	3	0	0	7.0%	7.0%	-3	-3	-3	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	
11 Intermediate Sales & Service	30	2.2%	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0	5.6%	5.6%	0	0	0	6.7%	6.7%	6.7%	6.7%	6.7%	6.7%	
12 Semi-Skilled Manual	270	-0.4%	0.0%	0	0.0%	41	11	5.0%	2	0.0%	4	4	0	0	0.0%	0	4	2	2	4.8%	4.8%	-2	-2	-2	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	
13 Other Sales & Service	3	32.6%	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0	6.3%	6.3%	0	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	0	0	0	0	0	0	0	0
Total	955	1.2%	0.0%	0	0.0%	0	34	0.0%	0	0.0%	-34	0	0	0	0.0%	0	34	0	0	0.0%	0.0%	34	34	34	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%

† 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

**Table 6: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals #	%	Long-term Goals #	%	
01/02 Managers	0	0.0	0	0.0	
03 Professionals	0	3.8	0	3.8	
04 Semi-Professionals & Tech	0	4.6	0	4.6	
05 Supervisors	0	13.9	0	13.9	
06 Supervisors: Crafts & Trades	0	7.8	0	7.8	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	3.5	0	3.5	
09 Skilled Crafts & Trades	0	3.8	0	3.8	
10 Clerical Personnel	0	7.0	0	7.0	
11 Intermediate Sales & Service	0	0.0	0	0.0	
12 Semi-Skilled Manual	2	4.8	0	4.8	
13 Other Sales & Service	0	0.0	0	0.0	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	



**Federal Contractors Program Achievement Report**  
**Part 3: Goals**

Canadian Bank Note Company, Limited

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**Data for First/Previous Goals**

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

**Table 7: Members of Visible Minorities**

First/Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees												Members of Visible Minorities													
	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Turnover (Replacement of Terminated Employees)			Hires			3 Year Goals			Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years		
	Number YYYY-MM-DD 2016-04-01	Actual Annually	Projected Annually	Actual Annually	Projected Annually	Over 3 Years #	Actual Annually	Projected Annually	Over 3 Years #	Anticipated Hires Over 3 Years #	Number YYYY-MM-DD 2016-04-01	Actual Annually	Over 3 Years #	Hires Required Over 3 Years #	From - To YYYY - YYYY 2016	2019	Present Availability	Present Gap	Projected Gap	Present Representation %	Projected Representation %	Present Representation %	Projected Representation %			
01 Senior Managers	18	-1.9%	0.0%	5.7%	0.0%	0	2	0.0%	0	0	2	0.0%	0	0	0	15.0%	10.1%	0	0	0	11.1%	11.1%	0	0	11.1%	11.1%
02 Middle & Other Managers	95	0.0%	0.8%	9.5%	1.0%	3	5	1.0%	0	10	1	1.0%	10	1	1	15.0%	15.0%	-9	-9	-9	5.3%	6.2%	0	0	5.3%	6.2%
03 Professionals	191	6.1%	1.0%	20.0%	2.0%	11	46	2.0%	3	21	5	32.3%	21	3	3	32.3%	32.3%	-16	-16	-16	24.1%	24.1%	-16	-16	24.1%	24.4%
04 Semi-Professionals & Tech	65	5.3%	0.0%	18.4%	5.0%	10	13	5.0%	2	8	3	29.2%	8	3	3	29.2%	29.2%	-6	-6	-5	20.0%	21.5%	-3	-3	20.0%	21.5%
05 Supervisors	16	0.0%	0.0%	18.8%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	19.2%	17.8%	-3	-3	-3	0.0%	0.0%	-3	-3	0.0%	0.0%
06 Supervisors, Crafts & Trades	27	-6.6%	0.0%	20.4%	0.0%	0	4	0.0%	0	4	1	0.0%	4	1	1	19.5%	17.8%	-4	-4	-4	3.7%	3.7%	-4	-4	3.7%	3.7%
07 Administrative & Sr Clerical	28	3.5%	0.0%	33.9%	0.0%	0	9	0.0%	0	0	0	0.0%	0	0	0	12.1%	12.1%	1	1	3	14.3%	14.3%	1	1	14.3%	14.3%
08 Skilled Sales & Service	34	-6.3%	0.0%	22.6%	0.0%	0	9	0.0%	0	0	0	0.0%	0	0	0	18.3%	18.3%	-3	-3	3	26.5%	26.5%	3	3	26.5%	26.5%
09 Skilled Crafts & Trades	127	-3.0%	0.0%	11.5%	1.5%	6	3	1.5%	0	6	1	1.5%	6	1	1	19.1%	19.1%	-21	-21	-20	2.4%	3.1%	-1	-1	2.4%	3.1%
10 Clerical Personnel	51	2.5%	0.0%	18.9%	0.0%	0	8	0.0%	0	1	0	0.0%	1	0	0	17.1%	17.1%	-1	-1	-1	15.7%	15.7%	-1	-1	15.7%	15.7%
11 Intermediate Sales & Service	30	2.2%	0.0%	12.9%	5.0%	5	4	5.0%	1	4	1	23.1%	4	1	1	23.1%	23.1%	-3	-3	-3	13.3%	13.3%	-3	-3	13.3%	13.3%
12 Semi-Skilled Manual	270	-0.4%	0.0%	10.8%	0.0%	0	35	0.0%	0	22	0	21.0%	22	0	0	21.0%	21.0%	-22	-22	-22	13.0%	13.0%	-1	-1	13.0%	13.0%
13 Other Sales & Service	3	32.6%	0.0%	100.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	25.3%	25.3%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
14 Other Manual Workers	0	0.0%	0.0%	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	#DIV/0!	#DIV/0!	0	0	#DIV/0!	#DIV/0!
Total	955	1.2%	0.0%	15.6%	0.0%	0	130	0.0%	0	-130	0	0.0%	0	0	0	0.0%	0.0%	130	130	130	13.6%	13.6%	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)<sup>1/3</sup> - 1) x 100.  
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100

**Table 8: Members of Visible Minorities**

Comments

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals #	%	Long-term Goals #	%	
01 Senior Managers	0	0.0	0	0.0	
02 Middle & Other Managers	1	15.0	0	15.0	
03 Professionals	5	32.3	0	32.1	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.
04 Semi-Professionals & Tech	3	29.2	0	29.0	
05 Supervisors	0	19.2	0	19.2	
06 Supervisors, Crafts & Trades	0	19.5	0	19.5	
07 Administrative & Sr Clerical	0	0.0	0	0.0	
08 Skilled Sales & Service	0	0.0	0	0.0	
09 Skilled Crafts & Trades	1	19.1	0	19.1	
10 Clerical Personnel	0	17.1	0	15.4	
11 Intermediate Sales & Service	1	23.1	0	22.0	
12 Semi-Skilled Manual	0	21.0	0	20.6	
13 Other Sales & Service	0	25.3	0	25.3	
14 Other Manual Workers	0	0.0	0	0.0	
Total	0	0.0	0	0.0	

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Data for Subsequent/Current Goals

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

Table 9: Women

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals										Women									
	Number		Growth (New Positions)		Turnover (Replacement of Employees)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years		3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years			
	2018-10-24	#	Annually	%	Projected Annually	%	Actual Annually	%	Projected Annually	%	Over 3 Years	#	Annually	%	Over 3 Years	#	From - To	%	2021	%	Present	%	Present Gap	#	Present	%	Projected	%		
01 Senior Managers	17	0	-1.9%	0.0%	0	5.7%	0.0%	0	0	3	0	0.0%	0	2	0	27.4%	27.4%	27.4%	27.4%	-2	-2	17.6%	17.6%	-2	17.6%	17.6%	-2	17.6%	17.6%	
02 Middle & Other Managers	95	1	0.0%	0.5%	0	9.5%	0.0%	0	1	28	0	0.0%	0	9	0	38.9%	38.9%	38.9%	38.9%	-9	-9	29.5%	29.5%	-9	29.5%	29.5%	-9	29.5%	29.5%	
03 Professionals	228	75	6.1%	11.0%	34	20.0%	5.0%	34	109	53	8	5.0%	8	34	28	26.0%	26.0%	26.0%	26.0%	-6	-6	23.2%	23.2%	-6	23.2%	23.2%	-6	23.2%	23.2%	
04 Semi-Professionals & Tech	76	5	5.3%	2.0%	5	18.4%	2.0%	5	10	13	1	2.0%	1	8	3	25.0%	25.0%	25.0%	25.0%	-6	-6	18.5%	18.5%	-5	17.1%	18.5%	-5	17.1%	18.5%	
05 Supervisors	16	0	0.0%	0.0%	0	18.8%	0.0%	0	0	11	0	0.0%	0	-3	0	0.0%	0.0%	0.0%	0.0%	3	3	68.8%	68.8%	3	68.8%	68.8%	3	68.8%	68.8%	
06 Supervisors, Crafts & Trades	22	0	-6.6%	0.0%	0	20.4%	0.0%	0	0	10	0	0.0%	0	-2	0	0.0%	0.0%	0.0%	0.0%	2	2	45.5%	45.5%	2	45.5%	45.5%	2	45.5%	45.5%	
07 Administrative & Sr Clerical	31	1	3.5%	1.0%	1	33.9%	1.0%	1	2	20	1	1.0%	1	6	0	0.0%	0.0%	0.0%	0.0%	-4	-4	64.5%	64.5%	-6	64.5%	64.5%	-6	64.5%	64.5%	
08 Skilled Sales & Service	28	2	-6.3%	2.0%	2	22.6%	3.0%	3	5	11	1	3.0%	1	-2	0	0.0%	0.0%	0.0%	0.0%	3	3	39.3%	39.3%	2	39.3%	39.3%	2	39.3%	39.3%	
09 Skilled Crafts & Trades	116	0	-3.0%	0.0%	0	11.5%	0.0%	0	0	2	0	0.0%	0	9	0	9.8%	9.8%	9.8%	9.8%	-9	-9	1.7%	1.7%	-9	1.7%	1.7%	-9	1.7%	1.7%	
10 Clerical Personnel	55	0	2.5%	0.0%	0	18.9%	2.0%	3	3	32	2	2.0%	2	7	0	0.0%	0.0%	0.0%	0.0%	-5	-5	58.2%	58.2%	-7	58.2%	58.2%	-7	58.2%	58.2%	
11 Intermediate Sales & Service	32	0	2.2%	0.0%	0	12.9%	4.0%	4	4	9	1	4.0%	1	12	2	50.0%	50.0%	50.0%	50.0%	-11	-11	31.3%	31.3%	-10	31.3%	31.3%	-10	31.3%	31.3%	
12 Semi-Skilled Manual	267	0	-0.4%	0.0%	0	10.8%	0.0%	0	0	121	0	0.0%	0	-82	0	0.0%	0.0%	0.0%	0.0%	82	82	45.3%	45.3%	82	45.3%	45.3%	82	45.3%	45.3%	
13 Other Sales & Service	7	0	32.6%	0.0%	0	100.0%	0.0%	0	0	5	0	0.0%	0	-1	0	0.0%	0.0%	0.0%	0.0%	1	1	71.4%	71.4%	1	71.4%	71.4%	1	71.4%	71.4%	
14 Other Manual Workers	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0.0%	0.0%	0.0%	0	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	
Total	990	0	1.2%	0.0%	0	15.6%	0.0%	0	0	318	0	0.0%	0	-318	0	0.0%	0.0%	0.0%	0.0%	318	318	32.1%	32.1%	318	32.1%	32.1%	318	32.1%	32.1%	32.1%

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>1/3</sup> - 1) x 100.  
 ‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100

**Table 10: Women**

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	27.4	27.4	
02 Middle & Other Managers	38.9	38.9	
03 Professionals	26.0	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.
04 Semi-Professionals & Tech	25.0	25.0	
05 Supervisors	0.0	0.0	
06 Supervisors, Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	9.8	9.8	
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	50.0	50.0	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	

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**Data for Subsequent/Current Goals**

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

**Table 11: Aboriginal Peoples**

**Subsequent/Current Short-term Goals**

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually		Over 3 Years	From - To					
	2018-10-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-10-24	Annually	Over 3 Years	#	2018	2021	%	#	#	%	%
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%
01 Senior Managers	17	-1.9%	0.0%	0	5.7%	0.0%	0	0	0	0.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%
02 Middle & Other Managers	95	0.0%	0.5%	1	9.5%	0.0%	0	1	2	0.0%	0	0	0	2.2%	0	0	2.1%	2.1%	
03 Professionals	228	6.1%	11.0%	75	20.0%	5.0%	34	109	3	5.0%	0	0	0	1.1%	0	0	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%	0	18.8%	0.0%	0	0	0	0.0%	0	0	0	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	0	1.2%	0	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%	-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	0	1.9%	-1	-1	0.0%	0.0%	
09 Skilled Crafts & Trades	116	-3.0%	0.0%	0	11.5%	0.0%	0	0	4	0.0%	0	-1	0	2.7%	1	1	3.4%	3.4%	
10 Clerical Personnel	55	2.5%	0.0%	0	18.9%	2.0%	3	3	1	2.0%	0	1	0	3.0%	-1	-1	1.8%	1.8%	
11 Intermediate Sales & Service	32	2.2%	0.0%	0	12.9%	4.0%	4	4	1	4.0%	0	0	0	2.9%	0	0	3.1%	3.1%	
12 Semi-Skilled Manual	267	-0.4%	0.0%	0	10.8%	0.0%	0	0	9	0.0%	0	0	0	3.3%	0	0	3.4%	3.4%	
13 Other Sales & Service	7	32.6%	0.0%	0	100.0%	0.0%	0	0	1	0.0%	0	-1	0	3.5%	1	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!	
<b>Total</b>	<b>990</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0</b>	<b>15.6%</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>0.0%</b>	<b>0</b>	<b>-22</b>	<b>0</b>	<b>0.0%</b>	<b>22</b>	<b>22</b>	<b>2.2%</b>	<b>2.2%</b>	

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

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

**Table 12: Aboriginal Peoples**

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term Goals	
	%	%	
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	0.0	
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	



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

**Table 13: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	All Employees												Persons with Disabilities									
	Number		Growth (New Positions)			Turnover (Replacement of Employees)			Turnover (Replacement of Terminated Employees)			Hires			3 Year Goals		Present Availability		Present Representation		Projected Representation in 3 Years	
	2018-10-24	#	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Actual Annually	Projected Annually	Over 3 Years	Required Over 3 Years	From - To	2018	2021	%	%	#	#	%	%	
01/02 Managers	112	-0.9%	0.5%	2	7.6%	0.0%	0	0	0.0%	0	-2	0	0	0	4.3%	2	2	6.3%	3.1%	6.1%		
03 Professionals	228	6.1%	11.0%	75	20.0%	0.0%	0	75	0.0%	0	5	4	0	5.0%	3.8%	-2	-1	3.1%	3.6%	3.6%		
04 Semi-Professionals & Tech	76	5.3%	2.0%	5	18.4%	5.0%	11	16	5.0%	0	1	0	0	13.9%	4.6%	0	-1	3.9%	0.0%	3.7%		
05 Supervisors	16	0.0%	0.0%	0	18.8%	2.0%	1	3	2.0%	0	2	0	0	7.8%	7.8%	-2	-2	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	2	0	0	7.8%	3.4%	-2	-2	0.0%	0.0%	0.0%		
07 Administrative & Sr Clerical	31	3.5%	1.0%	1	33.9%	0.0%	1	1	1.0%	0	1	0	0	3.5%	3.5%	0	0	3.2%	3.1%	3.1%		
08 Skilled Sales & Service	28	-6.3%	2.0%	2	22.6%	1.0%	1	3	1.0%	0	1	0	0	3.5%	3.8%	-1	-1	0.0%	0.0%	0.0%		
09 Skilled Crafts & Trades	116	-3.0%	0.0%	0	11.5%	0.0%	10	10	3.0%	0	2	0	0	3.8%	7.0%	-2	-2	1.7%	1.8%	1.7%		
10 Clerical Personnel	55	2.5%	0.0%	0	18.9%	0.0%	0	0	0.0%	0	3	0	0	7.0%	5.6%	-3	-3	1.8%	1.8%	1.8%		
11 Intermediate Sales & Service	32	2.2%	0.0%	0	12.9%	2.0%	2	2	2.0%	0	1	1	0	5.6%	5.6%	-1	-1	3.1%	3.1%	3.1%		
12 Semi-Skilled Manual	267	-0.4%	0.0%	0	10.8%	4.0%	32	32	4.0%	1	5	2	0	4.8%	4.8%	-4	-3	3.4%	3.7%	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%	6.3%	0	0	0.0%	0.0%	0.0%		
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	3.1%		
Total	990	1.2%	0.9%	0	15.6%	0.0%	0	0	0.0%	0	-31	0	0	0.0%	0.0%	31	31	3.1%	3.1%	3.1%		

† Calculated by using the following formula: (Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)^(1/3 - 1) x 100.  
‡ Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100

**Table 14: Persons with Disabilities**

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term Goals	
01/02 Managers	0.0	0.0	
03 Professionals	5.0	5.0	
04 Semi-Professionals & Tech	0.0	0.0	
05 Supervisors	13.9	13.9	
06 Supervisors: Crafts & Trades	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	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	

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis <sup>4</sup>	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis <sup>4</sup>	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x O) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x O)	K ÷ C	(K - M + O) ÷ (C + F)
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

**Table 15: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	All Employees												Members of Visible Minorities								
	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Turnover (Replacement of Terminated Employees)			Hires			Present Availability			Present Representation			Projected Representation in 3 Years		
	Number	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Present	Present Gap	Projected Gap	Present	Projected	Present	Projected			
01 Senior Managers	17	-1.9%	0.0%	5.7%	0.0%	2	0	0	0	0	0	10.1%	0	0	11.8%	0	11.8%	0	11.8%		
02 Middle & Other Managers	95	0.0%	0.5%	9.5%	0.0%	4	0	10	10	0	15.0%	-10	-10	4.2%	-10	4.2%	-10	4.2%	4.2%		
03 Professionals	228	6.1%	11.0%	20.0%	5.0%	17	7	54	34	3	31.6%	-23	-20	21.5%	-23	21.5%	-20	21.5%	25.1%		
04 Semi-Professionals & Tech	76	5.3%	2.0%	18.4%	2.0%	49	10	19	8	3	29.1%	-3	-5	22.4%	-3	22.4%	-5	22.4%	23.5%		
05 Supervisors	16	0.0%	0.0%	18.8%	0.0%	0	0	3	3	0	17.8%	-3	-3	0.0%	-3	0.0%	-3	0.0%	0.0%		
06 Supervisors, Crafts & Trades	21	-6.6%	0.0%	20.4%	0.0%	3	0	3	3	0	17.4%	-3	-3	4.5%	-3	4.5%	-3	4.5%	4.5%		
07 Administrative & Sr Clerical	28	3.5%	1.0%	33.9%	1.0%	1	1	1	1	0	12.1%	-1	-1	9.7%	-1	9.7%	-1	9.7%	9.4%		
08 Skilled Sales & Service	116	-6.3%	2.0%	22.6%	3.0%	9	0	-2	19	0	18.9%	4	2	32.1%	4	32.1%	2	32.1%	26.7%		
09 Skilled Crafts & Trades	55	-3.0%	0.0%	11.5%	0.0%	3	0	3	3	0	11.5%	-19	-19	2.6%	-19	2.6%	-19	2.6%	2.6%		
10 Clerical Personnel	32	2.5%	0.0%	18.9%	2.0%	10	3	19	1	0	17.7%	0	0	18.2%	0	18.2%	0	18.2%	16.4%		
11 Intermediate Sales & Service	32	2.2%	0.0%	12.9%	4.0%	6	4	2	2	1	23.0%	-1	-1	18.8%	-1	18.8%	-1	18.8%	18.8%		
12 Semi-Skilled Manual	267	-0.4%	0.0%	10.8%	0.0%	35	0	22	22	0	21.3%	-22	-22	13.1%	-22	13.1%	-22	13.1%	13.1%		
13 Other Sales & Service	7	32.6%	0.0%	100.0%	0.0%	0	0	2	2	0	22.1%	-2	-2	0.0%	-2	0.0%	-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	0.0%	0.0%		
Total	990	1.2%	0.0%	15.6%	0.0%	139	0	-139	0	0	0.0%	139	0	139	14.0%	139	14.0%	14.0%	14.0%		

+ Calculated by using the following formula: ((Current number of employees from Workforce Analysis ÷ Previous number of employees from Workforce Analysis)<sup>13</sup> - 1) x 100.  
 † Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Flow Data Analysis) ÷ (Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ 2) x 100

**Table 16: Members of Visible Minorities**

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities		Comments
	Short-term Goals	Long-term Goals	
01 Senior Managers	0.0	0.0	
02 Middle & Other Managers	15.0	15.0	Very little hiring or promotions are expected so the gap will continue
03 Professionals	31.6	31.6	
04 Semi-Professionals & Tech	29.1	29.1	
05 Supervisors	17.8	17.8	
06 Supervisors, Crafts & Trades	17.4	17.4	
07 Administrative & Sr Clerical	12.1	12.1	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	18.9	18.9	A very large gap will exist because no hiring is expected
10 Clerical Personnel	0.0	0.0	
11 Intermediate Sales & Service	23.0	23.0	
12 Semi-Skilled Manual	21.3	21.3	A very large gap will exist because no hiring is expected
13 Other Sales & Service	22.1	22.1	
14 Other Manual Workers	0.0	0.0	
Total	0.0	0.0	







**Federal Contractors Program Achievement Report  
Part 4: Results - Women**

**Canadian Bank Note Company, Limited**

43397

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y																																																																																																																																																												
																									Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F ÷ 100	V - X																																																																																																																																						
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<table border="1"> <thead> <tr> <th rowspan="2">Employment Equity Occupational Group (EEOG)</th> <th rowspan="2">Year</th> <th colspan="6">Workforce Analysis</th> <th colspan="6">Hires</th> <th colspan="6">Flow Data Analysis</th> <th colspan="6">Terminations</th> </tr> <tr> <th>All Employees</th> <th>Representation %</th> <th>Availability %</th> <th>Gap #</th> <th>EE Result %</th> <th>All Employees</th> <th>Actual #</th> <th>Expected #</th> <th>Difference #</th> <th>All Employees</th> <th>Actual #</th> <th>Expected #</th> <th>Difference #</th> <th>All Employees</th> <th>Actual #</th> <th>Expected #</th> <th>Difference #</th> </tr> </thead> <tbody> <tr> <td>13 Other Sales &amp; Service Personnel</td> <td>2016</td> <td>3</td> <td>66.7</td> <td>49.9</td> <td>1</td> <td>133.6</td> <td>9</td> <td>55.6</td> <td>5</td> <td>0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>5</td> <td>2</td> <td>40.0</td> <td>3</td> <td>-1</td> </tr> <tr> <td></td> <td>2018</td> <td>7</td> <td>71.4</td> <td>51.6</td> <td>4</td> <td>138.4</td> <td>5</td> <td>55.6</td> <td>5</td> <td>0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>5</td> <td>2</td> <td>40.0</td> <td>3</td> <td>-1</td> </tr> <tr> <td>14 Other Manual Workers</td> <td>2016</td> <td>0</td> <td>0.0</td> <td>0.0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td> </tr> <tr> <td></td> <td>2018</td> <td>0</td> <td>0.0</td> <td>0.0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>2016</td> <td>955</td> <td>30.7</td> <td>0.0</td> <td>0</td> <td>293</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.0</td> <td>0</td> <td>0</td> </tr> <tr> <td></td> <td>2018</td> <td>990</td> <td>31.8</td> <td>0.0</td> <td>0</td> <td>318</td> <td>184</td> <td>70</td> <td>38.0</td> <td>0</td> <td>70</td> <td>6</td> <td>2</td> <td>33.3</td> <td>2</td> <td>36.2</td> <td>47</td> <td>8</td> </tr> </tbody> </table>																								Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis						Hires						Flow Data Analysis						Terminations						All Employees	Representation %	Availability %	Gap #	EE Result %	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #	13 Other Sales & Service Personnel	2016	3	66.7	49.9	1	133.6	9	55.6	5	0	0	0.0	0	5	2	40.0	3	-1		2018	7	71.4	51.6	4	138.4	5	55.6	5	0	0	0.0	0	5	2	40.0	3	-1	14 Other Manual Workers	2016	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0		2018	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	Total	2016	955	30.7	0.0	0	293	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0		2018	990	31.8	0.0	0	318	184	70	38.0	0	70	6	2	33.3	2	36.2	47	8
Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis						Hires						Flow Data Analysis						Terminations																																																																																																																																																																
		All Employees	Representation %	Availability %	Gap #	EE Result %	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #	All Employees	Actual #	Expected #	Difference #																																																																																																																																																																		
13 Other Sales & Service Personnel	2016	3	66.7	49.9	1	133.6	9	55.6	5	0	0	0.0	0	5	2	40.0	3	-1																																																																																																																																																																		
	2018	7	71.4	51.6	4	138.4	5	55.6	5	0	0	0.0	0	5	2	40.0	3	-1																																																																																																																																																																		
14 Other Manual Workers	2016	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0																																																																																																																																																																		
	2018	0	0.0	0.0	0	0.0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0																																																																																																																																																																		
Total	2016	955	30.7	0.0	0	293	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0																																																																																																																																																																		
	2018	990	31.8	0.0	0	318	184	70	38.0	0	70	6	2	33.3	2	36.2	47	8																																																																																																																																																																		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees	Women	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
13 Other Sales & Service Personnel	2018	9	5	55.6	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	9	5	55.6	0	0.0	0	0.0	0	0.0	0	0.0		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
Total	2018	190	72	37.9	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	190	72	37.9	0	0.0	0	0.0	0	0.0	0	0.0		









**Federal Contractors Program Achievement Report  
Part 6: Results - Persons with Disabilities  
Canadian Bank Note Company, Limited**

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												
		Workforce						Hires						Promotions						Terminations						
		All Employees		Persons with Disabilities		Availability		Gap		EE Result		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
01& Managers	2016	113	7.1	8	4.3	5	3	164.6																		
	2018	112	6.3	7	4.3	5	2	145.3																		
03 Professionals	2016	191	3.1	6	3.8	7	-1	82.7																		
	2018	228	3.1	7	3.8	9	-2	80.8																		
04 Semi-Professionals & Technicians	2016	65	3.1	2	4.6	3	-1	66.9																		
	2018	76	3.9	3	4.6	3	0	85.8																		
05 Supervisors	2016	16	0.0	0	13.9	2	-2	0.0																		
	2018	16	0.0	0	13.9	2	-2	0.0																		
06 Supervisors: Crafts & Trades	2016	27	0.0	0	7.8	2	-2	0.0																		
	2018	22	0.0	0	7.8	2	-2	0.0																		

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Part 3: Goals	E ÷ G x 100	Part 3: Goals	Part 3: F + I x 100	Part 3: Goals	E ÷ K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01& Managers	2018	9	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	2021	9	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
03 Professionals	2018	78	2.6	2	0.0	3.8	67.5	0	0.0	3.8	67.5	5.0	51.3	
	2021	78	2.6	2	0.0	5.0	51.3	0	0.0	5.0	51.3	4.6	94.5	
04 Semi-Professionals & Technicians	2018	23	1.0	1	4.3	0	0.0	0	0.0	4.6	94.5	0	0.0	
	2021	23	1.0	1	4.3	0	0.0	0	0.0	0.0	0.0	0	0.0	
05 Supervisors	2018	4	0.0	0	0.0	0	0.0	0	0.0	13.9	0.0	0	0.0	
	2021	4	0.0	0	0.0	13.9	0.0	0	0.0	13.9	0.0	0	0.0	
06 Supervisors: Crafts & Trades	2018	0	0.0	0	0.0	0	0.0	0	0.0	7.8	0.0	0	0.0	
	2021	0	0.0	0	0.0	7.8	0.0	0	0.0	7.8	0.0	0	0.0	









**Federal Contractors Program Achievement Report**

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

**Canadian Bank Note Company, Limited**

43397

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires					Promotions					Terminations				
		All Employees		Visible Minorities				EE Result				All Employees		Visible Minorities			All Employees		Visible Minorities			All Employees		Visible Minorities		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference				
07 Administrative & Senior Clerical	2016	28	4	14.3	12.1	3	1	118.1																		
	2018	31	3	9.7	12.1	4	-1	80.0	13	1	7.7	2	-1	1	0	0.0	0	0	10	2	20.0	1	1			
08 Skilled Sales & Service Personnel	2016	34	9	26.5	18.3	6	3	144.6																		
	2018	28	9	32.1	18.9	5	4	170.1	2	1	50.0	0	1	0	0	0.0	0	0	7	1	14.3	2	-1			
09 Skilled Crafts & Trades Workers	2016	127	3	2.4	19.1	24	-21	12.4																		
	2018	116	3	2.6	18.9	22	-19	13.7	3	0	0.0	1	-1	1	0	0.0	0	0	14	0	0.0	0	0			
10 Clerical Personnel	2016	51	8	15.7	17.1	9	-1	91.7																		
	2018	55	10	18.2	17.7	10	0	102.7	14	3	21.4	2	1	0	0	0.0	0	0	10	1	10.0	2	-1			
11 Intermediate Sales & Service Personnel	2016	30	4	13.3	23.1	7	-3	57.7																		
	2018	32	6	18.8	23.0	7	-1	81.5	6	2	33.3	1	1	0	0	0.0	0	0	4	0	0.0	1	-1			
12 Semi-Skilled Manual Workers	2016	270	35	13.0	21.0	57	-22	61.7																		
	2018	267	35	13.1	21.3	57	-22	61.5	27	4	14.8	6	-2	0	0	0.0	0	0	29	4	13.8	4	0			

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals						
		All Employees		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities				
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
07 Administrative & Senior Clerical	2018	14	1	7.1	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	14	1	7.1			12.1	59.0			12.1	59.0		
08 Skilled Sales & Service Personnel	2018	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	2	1	50.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	4	0	0.0	1	0.0	19.1	0.0	0	0.0	19.1	0.0		
	2021	4	0	0.0			18.9	0.0			18.9	0.0		
10 Clerical Personnel	2018	14	3	21.4	0	0.0	17.1	125.3	0	0.0	15.4	139.1		
	2021	14	3	21.4			0.0	0.0			0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	6	2	33.3	1	200.0	23.1	144.3	0	0.0	22.0	151.5		
	2021	6	2	33.3			23.0	144.9			23.0	144.9		
12 Semi-Skilled Manual Workers	2018	27	4	14.8	0	0.0	21.0	70.5	0	0.0	20.6	71.9		
	2021	27	4	14.8			21.3	69.6			21.3	69.6		



**Federal Contractors Program Achievement Report**

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

**Canadian Bank Note Company, Limited**

43397

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		All Employees	Workforce							Hires			Promotions			Terminations								
			Visible Minorities							Visible Minorities			Visible Minorities			Visible Minorities								
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
#	#	%	%	#	%	#	%	#	%	#	#	#	#	%	%	#	#							
13 Other Sales & Service Personnel	2016	3	0	0.0	25.3	1	-1	0.0																
	2018	7	0	0.0	22.1	2	-2	0.0	9	2	22.2	2	0	0	0	0.0	0	0	0	5	2	40.0	0	2
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	955	130	13.6	0.0	0	130	0.0																
	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	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + 1 x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		All Employees	Flow Data		Short-term Goals				Long-term Goals					
			Visible Minorities		Visible Minorities				Visible Minorities					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	9	2	22.2	0	0.0	25.3	87.8	0	0.0	25.3	87.8		
	2021	9	2	22.2			22.1	100.6			22.1	100.6		
14 Other Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	190	36	18.9	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	190	36	18.9			0.0	0.0			0.0	0.0		

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

## Efforts

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

### Required measures:

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

### Other measures:

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

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

### **Operational Context**

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

- Impact of economic and industrial conditions on the organization.

- 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.

**Additional Details**

Please 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 880
- 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:

Yes  No

Comments:

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

Yes  No

**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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 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 Personnel	-4	Not Req	Not Req	64.5	77.7
09	Skilled Crafts & Trades Workers	-9	9.8	9.8	1.7	9.8
10	Clerical Personnel	-5	Not Req	Not 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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	# or %	# or %	%
			(1 to 3 years)	(3 years or more)		
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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	# or %	# or %	%
			(1 to 3 years)	(3 years or more)		
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		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 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 Personnel	-1	23.0	23.0	18.8	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:

in compliance    in non-compliance

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

- 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.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

**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 Federal Contractors Program (FCP) under the Employment Equity Act.

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of the 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.1intInf.4%40-eng.jsp?&&cid=aide-help&\\_ga=2.252268041.1845905918.1519931408-1912045188.1507820070](https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070).

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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

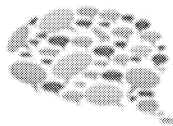
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at [ee-eme@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.gc.ca).

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@hrsdcc.gc.ca](mailto:ee-eme@hrsdcc.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!