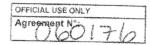
Human Resources and

Ressources humaines et Skills Development Canada Développement des compétences Canada

Labour Program Federal Contractors Program



Agreement to Implement Employment Equity

New Agreement				
[7] Revised Agreement				
the state of the s				
Legal Name of Organization	ORGANIZATION			······································
PANALPINA INC.		Parent company is	located outside	Canada
The second secon			Orani.	forma II.
		4	Yes	No
Operating Name (if different from Legal Namc of Organiza	etion)	Procurement Bus	Carran Street	
		Licenseniest Bus	HINSS NUMBER	
		Yotal or asked of a		
		Total number of or (Full-Time/Part-Tin	nproyees in Car ne/Temporary)	aga 375
Organization's North American industry Classification Sys	tem (NAICS) Code N°	To find your organi	zation's NAICS	Code Number please
		Visit: http://www.st	alcan.go.ca/sub	iccls-suiets/standard-
		horme/naics-scian	zuuzmaics-sciz	nuzi-eng ntm
	***************************************	<u></u>	·····	
Official use only (if information above is incorrect)			***************************************	••••••
Procurement Business Number	Total number of employees in Canad	**************************************	~	
		.es	Organization's HPS	NAICS Gode No
		***************************************	-103	
Address to Adam	HEAD OFFICE		***************************************	••••••••••••••••••••••••••••••••••••••
Address (building number, street, suite, etc.) 6350 CANTAY ROAD	City		Frovince	Postal Code
***************************************	MISSISSAUGA		ONTARIO	L5R 4E2
	Telephone Numbe		Fax Number	
	905 755-450	0	905-755-	1613
	MPLOYMENT EQUITY CONT	ACT	*******************************	······
Name (print)	Tille	AU 1	····	
FLAVIA IUSTON-BLAIR	1	FHUMAN RESOU	BOES CANA	ri a
(elaphone Number	E-maii Address		TOTAL CUIAL	
905-755-4516	flavia.inst	on-blair@pena	lbina.com	

he above-named organization:	CERTIFICATION			***************************************
 having a combined workforce of 100 or more per 12 weeks or more in Canada, AND 	manent full-time, parmanent part-	time and temporary	/ employees h	aving worked
. intending to bid on, or being in receipt of a feder	al coverament acode or canimor.		**	Service and the service of the servi
Supply Arrangement, valued at \$1,000,000 or mo	ore (including applicable taxes)	Junuaci, standing (of contrac	X issued under a
lereby certifies its commitment to implement or main				
	Yain employment equity on an on.	anian basis because	or that marina a	Carrier access to a construction of a
		going basis, beyon nformation on how	id the period of to implement	I the procurement employment equity
		going basis, beyon nformation on how	of the period of to implement	f the procurement employment equity
lease refer to: http://www.hrsdc.gc.ca/eng/labour/eq	r nogram requirements, For more i uality/fcp/index,shtml	atormation on how	to implement	employment equity
lease refer to: http://www.hrsdc.gc.ca/eng/labour/eq	r nogram requirements, For more i uality/fcp/index,shtml	atormation on how	to implement	employment equity
lease refer to: http://www.hrsdc.gc.ca/eng/labour/eq	r nogram requirements, For more i uality/fcp/index,shtml	atormation on how	to implement	employment equity
lease refer to: http://www.hrsdc.gc.ca/eng/labour/eq nportant note: If an audit of the Agreement to Imple se procurement instrument(s) with the Government of	uality/fcp/index.shtml ement Employment Equity uncove of Canada may be terminated. SIGNATORY	rs misrepresentation	to implement	employment equity of the organization,
lease refer to: http://www.hrsdc.gc.ca/eng/labour/eq hportant note: If an audit of the Agreement to Imple te procurement instrument(s) with the Government of OTE: The signatory must be the Chief Executive O	uality/fcp/index.shtml ement Employment Equity uncove of Canada may be terminated. SIGNATORY	rs misrepresentation	to implement	employment equity of the organization,
lease refer to: http://www.hrsdc.gc.ca/eng/labour/eq hportant note: If an audit of the Agreement to Imple te procurement instrument(s) with the Government of OTE: The signatory must be the Chief Executive O contract on behalf of the organization.	riginal requirements, For more i uality/fcp/index, shtml ement Employment Equity uncove of Canada may be terminated. SIGNATORY ifficer OR an authorized person in	rs misrepresentation	to implement	employment equity of the organization,
lease refer to: http://www.hrsdc.gc.ca/eng/labour/eq inportant note: If an audit of the Agreement to Imple is procurement instrument(s) with the Government of OTE: The signatory must be the Chief Executive O contract on behalf of the organization. ame (print)	uality/fcp/index.shtml ement Employment Equity uncove of Canada may be terminated. SIGNATORY Ifficer OR an authorized person in	an executive positi	to implement	employment equity of the organization,
lease refer to: http://www.hrsdc.gc.ca/eng/labour/eq hportant note: If an audit of the Agreement to Imple he procurement instrument(s) with the Government of OTE: The signatory must be the Chief Executive O contract on behalf of the organization. IM HORODAL	riginal requirements, For more in utility/fcp/index, shtml ement Employment Equity uncover of Canada may be terminated. SIGNATORY Ifficer OR an authorized person in Title MANAGING DIR	an executive positi	to implement	employment equity of the organization,
elease refer to: http://www.hrsdc.gc.ca/eng/labour/eq inportant note: If an audit of the Agreement to Imple ine procurement instrument(s) with the Government of OTE: The signatory must be the Chief Executive O	ement Employment Equity uncove of Canada may be terminated. SIGNATORY Ifficer OR an authorized person in Title MANAGING DIR E-mail Address	an executive positi	on on the part	employment equity of the organization,
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lease refer to: http://www.hrsdc.gc.ca/eng/labour/eq important note: If an audit of the Agreement to Imple important note: If an audit note: If an audit note: Imple important note: If an audit note: Imple important note: If an audit note: Imple important note: If	rigian requirements, For more ruality/fcp/index, shtml ement Employment Equity uncove of Canada may be terminated. SIGNATORY Ifficer OR an authorized person in Title MANAGING DIR E-mail Address jim.horgdal@ Date	an executive positi	on on the part	employment equity of the organization,
lease refer to: http://www.hrsdc.gc.ca/eng/labour/eq important note: If an audit of the Agreement to Implie in procurement instrument(s) with the Government of OTE: The signatory must be the Chief Executive O contract on benalf of the organization. ame (post) IM_HORCDAL integration of the organization of the HORCDAL integration of the organization of the organization of the HORCDAL integration of the organization of the	rigian requirements, For more ruality/fcp/index, shtml ement Employment Equity uncove of Canada may be terminated. SIGNATORY Ifficer OR an authorized person in Title MANAGING DIR E-mail Address jim.horgdal@ Date	an executive positi	on on the part	employment equity of the organization,
elease refer to: http://www.hrsdc.gc.ca/eng/labour/eq inportant note: If an audit of the Agreement to Imple is procurement instrument(s) with the Government of OTE: The signalory must be the Chief Executive O contract on behalf of the organization. IM HORCDAL if the procurement in the contract of the contract on behalf of the organization.	ement Employment Equity uncove of Canada may be terminated. SIGNATORY Ifficer OR an authorized person in Title MANAGING DIR E-mail Address jim. horgdal@ Date	an executive positi	on on the part	employment equity of the organization,
dease refer to: http://www.hrsdc.gc.ca/eng/labour/eq hportant note: If an audit of the Agreement to Imple e procurement instrument(s) with the Government of OTE: The signatory must be the Chief Executive O contract on behalf of the organization. Imme (print) IM HORODAL teephone Number 35-755-4500 gnature	rigian requirements, For more ruality/fcp/index, shtml ement Employment Equity uncove of Canada may be terminated. SIGNATORY Ifficer OR an authorized person in Title MANAGING DIR E-mail Address jim.horgdal@ Date	an executive positi	on on the part	employment equity of the organization,

Canadă

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA Reporting Period 2016-08-01 to 2017-07-31

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

GEOGRAPHICAL AREAS

	1	Province				Cens	us Metropolitan	Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees		Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	153	2	5	160	Calgary	10	0	0	10
Québec	46	1	4	51	Montréal	44	1	4	49
Manitoba	5	0	0	5	Toronto	151	2	5	158
British Columbia	33	1	0	34	Vancouver	33	1	0	34
Alberta	10	0	0	10	Winnipeg	5	0	0	5
Newfoundland and Labrador	1	0	0	1	St. John's	1	0	0	1
Total Employees in Ca	anada 🕨			261	Québec	2	0	0	2
					Ottawa - Gatineau	2	0	0	2
					Total Employ	yees in Canada	•		261



Employment and Social Emploi et Développement Development Canada social Canada

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group			All Employee:			original Peop			ns with Disa			s of Visible M	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
				001. 4	001. 0	001. 0	001. 7	001. 0	001. 0	001. 10	_	001. 12	001. 10
Senior Managers	4	3	3								1	1	
Top Range: \$100,000 and over	3	2	2								1	1	
Bottom Range: \$100,000 and over	2	1		1									
	1	1	1										
	Total	7	6	1							2	2	
Middle and Other Managers	4	3	3										
Top Range: \$100,000 and over	3	5	3	2							2	2	
Bottom Range: \$ 45,000 - \$49,999	2	10	3	7							6	2	4
	1	3	2	1	1		1				1	1	
	Total	21	11	10	1		1				9	5	4
Professionals	4	3	2	1							1	1	
Top Range: \$ 85,000 - \$89,999	3	1		1									
Bottom Range: \$ 70,000 - \$74,999	2												
	1	1	1										
	Total	5	3	2							1	1	
Semi-Professionals and Technicians	4	1	1								1	1	
Top Range: \$ 50,000 - \$54,999	3												
Bottom Range: \$ 45,000 - \$49,999	2	1		1									
	1	1	1										
	Total	3	2	1							1	1	

Page 1 of 16 Canada

Employment and Social Emploi et Développement
Development Canada social Canada

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group			All Employee:			original Peop			ns with Disa			s of Visible M	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors	4	5	2	3	001. 0	001. 0	001. 7	4		4	1	001. 12	4
			2							!			
Top Range: \$ 80,000 - \$84,999	3	3	1	2									
Bottom Range: \$ 30,000 - \$34,999	2	21	8	13				1		1	13	7	6
	1	28	8	20							13	4	9
	Total	57	19	38				2		2	27	11	16
Administrative and Senior Clerical Personnel	4	1		1									
Top Range: \$ 85,000 - \$89,999	3	3		3				1		1			
Bottom Range: \$ 30,000 - \$34,999	2	12	3	9							5	1	4
	1	8		8							6		6
	Total	24	3	21				1		1	11	1	10
Clerical Personnel	4	1		1									
Top Range: \$ 65,000 - \$69,999	3												
Bottom Range: \$ 30,000 - \$34,999	2	3		3							1		1
	1	11	1	10							9		9
	Total	15	1	14							10		10
Intermediate Sales and Service Personnel	4	1	1										
Top Range: \$100,000 and over	3	1		1									
Bottom Range: \$ 45,000 - \$49,999	2	4	4								2	2	
	1	4	3	1							1	1	
	Total	10	8	2							3	3	

Page 2 of 16 Canada

Form 2 A

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Ontario

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group		A	All Employee:	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible M	linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Semi-Skilled Manual Workers	4	1	1										
Top Range: \$ 40,000 - \$44,999	3	1	1								1	1	
Bottom Range: \$ 30,000 - \$34,999	2	3	3								3	3	
	1	6	1	5							2	1	1
	Total	11	6	5							6	5	1
Total Number of Employees		153	59	94	1		1	3		3	70	29	41

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Ontario

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group		,	All Employee	:s	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
G01. 1		O01. 2	COI. 3	COI. 4	COI. 3	COI. 0	COI. 1	C01. 0	C01. 9	COI. 10	COI. 11	COI. 12	COI. 13
Supervisors	4												
Top Range: \$ 10,000 - \$14,999	3												
Bottom Range: \$ 10,000 - \$14,999	2												
	1	1		1							1		1
	Total	1		1							1		1
Clerical Personnel	4												
Top Range: \$ 50,000 - \$54,999	3												
Bottom Range: \$ 50,000 - \$54,999	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		2		2							1		1

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Temporary / Ontario

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group		A	All Employee:	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible M	1inorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors	4	1		1									
Top Range: \$ 40,000 - \$44,999	3												
Bottom Range: \$ 25,000 - \$29,999	2												
	1	3	2	1							2	1	1
	Total	4	2	2							2	1	1
Clerical Personnel	4												
Top Range: \$ 25,000 - \$29,999	3												
Bottom Range: \$ 25,000 - \$29,999	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		5	2	3							2	1	1

Canada

Form 2 C

Employment and Social Emploi et Développement Development Canada social Canada

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group		,	All Employee	S		original Peo _l	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1	1										
	Total	2	2										
Middle and Other Managers	4	1	1								1	1	
Top Range: \$100,000 and over	3												
Bottom Range: \$ 65,000 - \$69,999	2	2	1	1									
	1	4	1	3							1	1	
	Total	7	3	4							2	2	
Supervisors	4	3	1	2							1		1
Top Range: \$ 70,000 - \$74,999	3	5	2	3									
Bottom Range: \$ 30,000 - \$34,999	2	13	5	8							5	3	2
	1	2		2									
	Total	23	8	15							6	3	3
Administrative and Senior Clerical Personnel	4	1	1										
Top Range: \$ 60,000 - \$64,999	3	1	1										
Bottom Range: \$ 35,000 - \$39,999	2												
	1	3	1	2							1		1
	Total	5	3	2							1		1

Page 6 of 16 Canada

Form 2 A

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Québec

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group		,	All Employee:	S	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible M	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
	+ -	4	30 0	4		000	00	000	000	30 10	30	3012	00.1.10
Clerical Personnel	4	1		1									
Top Range: \$ 45,000 - \$49,999	3												
Bottom Range: \$ 35,000 - \$39,999	2	1		1									
	1	1	1										
	Total	3	1	2									
Intermediate Sales and Service Personnel	4	1	1								1	1	
Top Range: \$100,000 and over	3												
Bottom Range: \$ 40,000 - \$44,999	2	2	1	1									
	1	3	2	1									
	Total	6	4	2							1	1	
Total Number of Employees		46	21	25							10	6	4

Employment and Social Emploi et Développement Development Canada social Canada

Panalpina Inc. (certificate # V060176) Form 2 B

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / Québec

Reporting Period 2016-08-01 to 2017-07-31

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

Employment and Social Emploi et Développement Development Canada social Canada

Form 2 C

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Temporary / Québec

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group		,	All Employee:		Ab	original Peo	ples		ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors	4	1	1								1	1	
Top Range: \$ 40,000 - \$44,999	3												
Bottom Range: \$ 35,000 - \$39,999	2												
	1	1		1							1		1
	Total	2	1	1							2	1	1
Administrative and Senior Clerical Personnel	4												
Top Range: \$ 25,000 - \$29,999	3												
Bottom Range: \$ 25,000 - \$29,999	2												
	1	1		1									
	Total	1		1									
Clerical Personnel	4												
Top Range: \$ 40,000 - \$44,999	3												
Bottom Range: \$ 40,000 - \$44,999	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		4	2	2							2	1	1

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Manitoba

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group		A	All Employee:	S	Ab	original Peop	oles	Perso	ons with Disa	bilities	Member	s of Visible M	/linorities
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors	4	1		1									
Top Range: \$ 45,000 - \$49,999	3												
Bottom Range: \$ 40,000 - \$44,999	2												
	1	2	1	1							1	1	
	Total	3	1	2							1	1	
Intermediate Sales and Service Personnel	4	1		1									
Top Range: \$ 80,000 - \$84,999	3												
Bottom Range: \$ 70,000 - \$74,999	2												
	1	1	1								1	1	
	Total	2	1	1							1	1	
Total Number of Employees		5	2	3							2	2	

Employment and Social Emploi et Développement
Development Canada social Canada

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / British Columbia

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group		,	All Employee	S		original Peo	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Senior Managers	4												
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1	1										
	Total	1	1										
Middle and Other Managers	4	3	2	1							2	1	1
Top Range: \$100,000 and over	3	3	2	1							1		1
Bottom Range: \$ 60,000 - \$64,999	2												
	1	2	1	1							2	1	1
	Total	8	5	3							5	2	3
Supervisors	4	3	3										
Top Range: \$ 75,000 - \$79,999	3	1	1										
Bottom Range: \$ 40,000 - \$44,999	2	6	4	2							4	2	2
	1	3		3							3		3
	Total	13	8	5							7	2	Ę
Administrative and Senior Clerical Personnel	4	2		2							1		1
Top Range: \$ 50,000 - \$54,999	3												
Bottom Range: \$ 40,000 - \$44,999	2	1	1										
	1	1	1								1	1	
	Total	4	2	2							2	1	1

Page 11 of 16 Canada

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / British Columbia

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group		,	All Employee:	s	Ab	original Peor	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Intermediate Sales and Service Personnel	4	2	1	1									
Top Range: \$100,000 and over	3												
Bottom Range: \$ 45,000 - \$49,999	2	2	1	1							2	1	1
	1	3	1	2							3	1	2
	Total	7	3	4							5	2	3
Total Number of Employees		33	19	14							19	7	12

Employment and Social Emploi et Développement Development Canada social Canada

Form 2 B

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / British Columbia

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group		,	All Employee:	3	Ab	original Peop	les	Perso	ons with Disa	bilities	Member	rs of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		1	1										

Employment and Social Emploi et Développement
Development Canada social Canada

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Alberta

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group			All Employee:			original Peor			ns with Disa			s of Visible N	
Salary Range Col. 1	QTR	Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers	4												
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2												
	1	1	1										
	Total	1	1										
Middle and Other Managers	4												
Top Range: \$ 95,000 - \$99,999	3												
Bottom Range: \$ 95,000 - \$99,999	2												
	1	1		1				1		1			
	Total	1		1				1		1			
Supervisors	4	2	1	1							2	1	1
Top Range: \$ 55,000 - \$59,999	3	1	1										
Bottom Range: \$ 45,000 - \$49,999	2	3		3									
	1	1	1								1	1	
	Total	7	3	4							3	2	1
Intermediate Sales and Service Personnel	4												
Top Range: \$ 70,000 - \$74,999	3												
Bottom Range: \$ 70,000 - \$74,999	2												
	1	1		1							1		1
	Total	1		1							1		1

Page 14 of 16 Canada

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Alberta

Reporting Period 2016-08-01 to 2017-07-31

Occupational Group		ı	All Employee	s	Ab	original Peop	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Total Number of Employees		10	4	6				1		1	4	2	2

Canada

Form 2 A

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / Newfoundland and Labrador Reporting Period 2016-08-01 to 2017-07-31

Occupational Group			All Employee	S	Ab	original Peor	oles	Perso	ons with Disa	bilities	Membe	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4												
Top Range: \$ 80,000 - \$84,999	3												
Bottom Range: \$ 80,000 - \$84,999	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		1	1										

Form 3 A

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Ontario

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 30,000 - \$34,999	11	1	10							6	1	5
\$ 35,000 - \$37,499	13	4	9							10	3	7
\$ 37,500 - \$39,999	9	4	5							6	2	4
\$ 40,000 - \$44,999	24	7	17							11	4	7
\$ 45,000 - \$49,999	26	12	14				1		1	15	8	7
\$ 50,000 - \$59,999	21	4	17	1		1				8	2	6
\$ 60,000 - \$69,999	10	4	6				1		1	4	2	2
\$ 70,000 - \$84,999	18	8	10				1		1	5	2	3
\$ 85,000 - \$99,999	7	3	4							2	2	
\$100,000 and over	14	12	2	•						3	3	
Total Number of Employees	153	59	94	1		1	3		3	70	29	41

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Ontario

Reporting Period 2016-08-01 to 2017-07-31

		All Employees	;	A	boriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 12,500 - \$14,999	1		1							1		1
\$ 50,000 and over	1		1									
Total Number of Employees	2		2							1		1

Form 3 C

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Temporary / Ontario

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 25,000 - \$29,999	4	2	2							2	1	1
\$ 40,000 - \$49,999	1		1									
Total Number of Employees	5	2	3							2	1	1

Canadä

Form 3 A

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Québec

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 30,000 - \$34,999	2		2									
\$ 35,000 - \$37,499	1	1										
\$ 37,500 - \$39,999	2		2									
\$ 40,000 - \$44,999	6	3	3							1		1
\$ 45,000 - \$49,999	9	4	5							4	3	1
\$ 50,000 - \$59,999	8	3	5							1		1
\$ 60,000 - \$69,999	6	2	4							1		1
\$ 70,000 - \$84,999	5	2	3							1	1	
\$ 85,000 - \$99,999	3	2	1									
\$100,000 and over	4	4						_		2	2	
Total Number of Employees	46	21	25							10	6	4

Form 3 B

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / Québec

Reporting Period 2016-08-01 to 2017-07-31

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

Form 3 C

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Temporary / Québec

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 25,000 - \$29,999	1		1									
\$ 35,000 - \$39,999	1		1							1		1
\$ 40,000 - \$49,999	2	2								1	1	
Total Number of Employees	4	2	2							2	1	1

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Manitoba

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		Α	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	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 - \$44,999	2	1	1							1	1	
\$ 45,000 - \$49,999	1		1									
\$ 70,000 - \$84,999	2	1	1							1	1	
Total Number of Employees	5	2	3							2	2	

Canadä

Form 3 A

Panalpina Inc. (certificate # V060176)

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

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		А	boriginal Peop	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 40,000 - \$44,999	3	1	2							3	1	2
\$ 45,000 - \$49,999	4	2	2							3	1	2
\$ 50,000 - \$59,999	10	5	5							6	2	4
\$ 60,000 - \$69,999	4	2	2							3	1	2
\$ 70,000 - \$84,999	3	3								1	1	
\$ 85,000 - \$99,999	6	5	1							2	1	1
\$100,000 and over	3	1	2							1		1
Total Number of Employees	33	19	14							19	7	12

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

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 50,000 and over	1	1										
Total Number of Employees	1	1										

Form 3 A

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Alberta

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		А	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 45,000 - \$49,999	2	1	1							1	1	
\$ 50,000 - \$59,999	5	2	3							2	1	1
\$ 70,000 - \$84,999	1		1							1		1
\$ 85,000 - \$99,999	1		1				1		1			
\$100,000 and over	1	1										
Total Number of Employees	10	4	6				1		1	4	2	2

Canadä

Employment and Social Emploi et Développement Development Canada social Canada

Panalpina Inc. (certificate # V060176)

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / Newfoundland and Labrador Reporting Period 2016-08-01 to 2017-07-31

		All Employees		A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
\$ 70,000 - \$84,999	1	1										
Total Number of Employees	1	1										

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Ontario

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		А	boriginal Peop	es	Pers	ons with Disab	oilities	Membe	rs of Visible M	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	2	2								1	1	
Middle and Other Managers	1	1										
Supervisors	10	3	7							5	1	4
Administrative and Senior Clerical Personnel	2		2							1		1
Clerical Personnel	4	1	3							2		2
Intermediate Sales and Service Personnel	2	2								1	1	
Total Number of Employees Hired	21	9	12							10	3	7

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Temporary / Ontario

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	4	2	2							2	1	1
Clerical Personnel	1		1									
Total Number of Employees Hired	5	2	3							2	1	1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / Québec

Reporting Period 2016-08-01 to 2017-07-31

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Temporary / Québec

Reporting Period 2016-08-01 to 2017-07-31

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

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

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Supervisors	3	3		_						1	1	
Administrative and Senior Clerical Personnel	1		1									
Intermediate Sales and Service Personnel	2	2										
Total Number of Employees Hired	6	5	1							1	1	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Ontario

Reporting Period 2016-08-01 to 2017-07-31

	Employe	ees promoted (Employees pro	moted during	the year are to	be reported on	nly in the occup	ational groups	in which or to v	which they have	e been last pro	moted.)
Occupational Croup		All Employees		Α	boriginal Peop	es	Pers	ons with Disab	ilities	Membe	rs of Visible M	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Professionals	1		1									
Supervisors	3	1	2							2	1	1
Administrative and Senior Clerical Personnel	2		2							1		1
Clerical Personnel	1		1									
Intermediate Sales and Service Personnel	3	3								1	1	
Total Number of Employees Promoted	10	4	6							4	2	2
Total Number of Promotions	11	4	7							4	2	2

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Part-Time / Ontario

Reporting Period 2016-08-01 to 2017-07-31

	Employe	ees promoted	(Employees pro	omoted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Croup		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	1 1			Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Clerical Personnel	1		1									
Total Number of Employees Promoted	1		1									
Total Number of Promotions	1		1									

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED Full-Time / Québec

Reporting Period 2016-08-01 to 2017-07-31

	Employ	ees promoted (Employees pro	omoted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Occupational Croup		All Employees		Al	ooriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total				Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Supervisors	2	1	1									
Total Number of Employees Promoted	2	1	1									
Total Number of Promotions	2	1	1									

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

Reporting Period 2016-08-01 to 2017-07-31

	Employe	ees promoted (Employees pro	moted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Coordinational Crown		All Employees		Al	original Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total				Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Supervisors	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / Newfoundland and Labrador Reporting Period 2016-08-01 to 2017-07-31

	Employe	ees promoted (Employees pro	omoted during	the year are to	be reported or	nly in the occup	ational groups	in which or to	which they hav	e been last pro	moted.)
Coourational Croun		All Employees		Al	boriginal Peopl	es	Pers	ons with Disat	oilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total				Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Middle and Other Managers	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Ontario

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Senior Managers	1		1									
Middle and Other Managers	2	1	1							2	1	1
Supervisors	14	2	12	1		1				7	1	6
Administrative and Senior Clerical Personnel	1	1								1	1	
Clerical Personnel	6		6							2		2
Intermediate Sales and Service Personnel	5	1	4	1		1				2		2
Semi-Skilled Manual Workers	1		1							1		1
Total Number of Employees Terminated	30	5	25	2		2				15	3	12

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / Ontario

Reporting Period 2016-08-01 to 2017-07-31

		All Employees	}	A	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Intermediate Sales and Service Personnel	1		1							1		1
Total Number of Employees Terminated	1		1							1		1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Temporary / Ontario

Reporting Period 2016-08-01 to 2017-07-31

	pational Group All Employees Total Men Women Col. 1 Col. 2 Col. 3				boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group				Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Clerical Personnel	2	1	1							1		1
Total Number of Employees Terminated	2	1	1							1		1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Québec

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		А	boriginal Peop	es	Pers	ons with Disab	oilities	Membe	rs of Visible Mi	norities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1										
Supervisors	8	3	5							3	1	2
Clerical Personnel	2	2										
Intermediate Sales and Service Personnel	5	4	1							1	1	
Semi-Skilled Manual Workers	4	4								1	1	
Total Number of Employees Terminated	20	14	6							5	3	2

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Temporary / Québec

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12
Clerical Personnel	4	1	3							2	1	1
Total Number of Employees Terminated	4	1	3							2	1	1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Manitoba

Reporting Period 2016-08-01 to 2017-07-31

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

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

Reporting Period 2016-08-01 to 2017-07-31

		All Employees		А	boriginal Peop	es	Pers	ons with Disat	oilities	Membe	rs of Visible Mi	inorities
Occupational Group	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	5	2	3							5	2	:
Administrative and Senior Clerical Personnel	1		1									
Clerical Personnel	1	1										
Intermediate Sales and Service Personnel	1	1										
Total Number of Employees Terminated	8	4	4							5	2	

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / British Columbia

Reporting Period 2016-08-01 to 2017-07-31

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

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Full-Time / Alberta

Reporting Period 2016-08-01 to 2017-07-31

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

Workforce Analysis - Summary Report

Date: 2017-07-31

Women

	Women					
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	Availability Gap	
	#	#	%	%	#	#
01 : Senior Managers	11	1	9.1 %	27.4 %	3	-2
02 : Middle and Other Managers	39	18	46.2 %	38.9 %	15	3
03 : Professionals	5	2	40.0 %	33.8 %	2	0
04 : Semi-Professionals and Technicians	3	1	33.3 %	27.8 %	1	0
05 : Supervisors	111	69	62.2 %	52.5 %	58	11
07 : Administrative and Senior Clerical Personnel	34	26	76.5 %	80.1 %	27	-1
10 : Clerical Personnel	21	18	85.7 %	64.7 %	14	4
11 : Intermediate Sales and Service Personnel	26	10	38.5 %	63.6 %	17	-7
12 : Semi-Skilled Manual Workers	11	5	45.5 %	22.0 %	2	3
Total	261	150	57.5 %	53.2 %	139	11
100	201	150	01.0 /0	00.2 /0	100	



Workforce Analysis - Summary Report

Date: 2017-07-31

Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Availa	ability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	11	0	0.0 %	2.9 %	0	0	
02 : Middle and Other Managers	39	1	2.6 %	2.2 %	1	0	
03 : Professionals	5	0	0.0 %	1.3 %	0	0	
04 : Semi-Professionals and Technicians	3	0	0.0 %	1.8 %	0	0	
05 : Supervisors	111	0	0.0 %	1.6 %	2	-2	
07 : Administrative and Senior Clerical Personnel	34	0	0.0 %	0.9 %	0	0	
10 : Clerical Personnel	21	0	0.0 %	0.7 %	0	0	
11 : Intermediate Sales and Service Personnel	26	0	0.0 %	1.9 %	0	0	
12 : Semi-Skilled Manual Workers	11	0	0.0 %	0.7 %	0	0	
Tital	004		0.40/	4.0.0/		•	
Total	261	1	0.4 %	1.6 %	3	-2	



Workforce Analysis - Summary Report

Date: 2017-07-31

Members of Visible Minorities

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	All Employees Representation		Avai	ilability	Gap	
	#	#	%	%	#	#	
01 : Senior Managers	11	2	18.2 %	10.1 %	1	1	
02 : Middle and Other Managers	39	16	41.0 %	15.0 %	6	10	
03 : Professionals	5	1	20.0 %	27.5 %	1	0	
04 : Semi-Professionals and Technicians	3	1	33.3 %	29.4 %	1	0	
05 : Supervisors	111	49	44.1 %	36.3 %	40	9	
07 : Administrative and Senior Clerical Personnel	34	14	41.2 %	32.6 %	11	3	
10 : Clerical Personnel	21	10	47.6 %	42.3 %	9	1	
11 : Intermediate Sales and Service Personnel	26	11	42.3 %	38.9 %	10	1	
12 : Semi-Skilled Manual Workers	11	6	54.5 %	57.5 %	6	0	
Total	261	110	42.1 %	32.9 %	85	25	



Workforce Analysis - Summary Report

Date: 2017-07-31

Persons with Disabilities

	Persons with Disabilities					
Employment Equity Occupational Group	All Employees	Repres	entation	Avai	lability	Gap
	#	#	%	%	#	#
01/02 : Managers	50	1	2.0 %	4.3 %	2	-1
03 : Professionals	5	0	0.0 %	3.8 %	0	0
04 : Semi-Professionals and Technicians	3	0	0.0 %	4.6 %	0	0
05 : Supervisors	111	2	1.8 %	13.9 %	15	-13
07 : Administrative and Senior Clerical Personnel	34	1	2.9 %	3.4 %	1	0
10 : Clerical Personnel	21	0	0.0 %	7.0 %	1	-1
11 : Intermediate Sales and Service Personnel	26	0	0.0 %	5.6 %	1	-1
12 : Semi-Skilled Manual Workers	11	0	0.0 %	4.8 %	1	-1
Total	261	4	1.5 %	8.6 %	21	-17



Workforce Analysis - Summary Report

Date: 2017-07-31

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01 : Senior Managers	EEOG	National
02 : Middle and Other Managers	EEOG	National
03 : Professionals	NOC	National
04 : Semi-Professionals and Technicians	NOC	Provincial
05 : Supervisors	EEOG	CMA
07 : Administrative and Senior Clerical Personnel	EEOG	CMA
08 : Skilled Sales and Service Personnel	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: 2017-07-31

WFA Defaults - Persons with Disabilities

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



Federal Contractors Program Achievement Table Part 1: Workforce Analysis Panalpina Inc. [Date: 2017-12-11]

Data from Previous Workforce Analysis ↓ ↓ ↓

Date of P	revious Workforce	e Analysis
YYYY	MM	DD
2016	07	31

Date of C	urrent Workforce Analy	ysis
YYYY	MM	DD
2017	07	31

		Table 1: Women				
		Previous Workforce Analysis				
F1	From (FFOC)	All Employees Wome		nen		
Empi	oyment Equity Occupational Group (EEOG)		Representation	Availability*		
		#	#	%		
01	Senior Managers	11	2	27.4		
02	Middle & Other Managers	43	22	38.9		
03	Professionals	4	1	31.7		
04	Semi-Professionals & Technicians	3	1	27.8		
05	Supervisors	119	81	53.7		
06	Supervisors: Crafts & Trades	0	0	0		
07	Administrative & Senior Clerical Personnel	33	24	80.4		
08	Skilled Sales & Service Personnel	0	0	0		
09	Skilled Crafts & Trades Workers	0	0	0		
10	Clerical Personnel	25	20	65.1		
11	Intermediate Sales & Service Personnel	29	14	63.7		
12	Semi-Skilled Manual Workers	16	6	21.1		
13	Other Sales & Service Personnel	0	0	0.0		
14	Other Manual Workers	0	0	0.0		
Total		283	171	53.1		

Table 5: Women Current Workforce Analysis						
						All Employees
	Representation	Availability*				
#	#	%				
11	1	27.4				
39	18	38.9				
5	2	33.8				
3	1	27.8				
111	69	52.5				
0	0	0.0				
34	26	80.1				
0	0	0.0				
0	0	0.0				
21	18	64.7				
26	10	63.6				
11	5	22.0				
0	0	0.0				
0	0	0.0				
261	150	53.2				

* Source:		

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Federal Contractors Program Achievement Table Part 1: Workforce Analysis [Date: 2017-12-11] Panalpina Inc.

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Data from Current Workforce Analysis

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Employment Equity Occupationa

2017	YYYY	Date of C
07	MM	Date of Current Workforce Analysis
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1.9	3	283	
0.0	0	0	Other Manual Workers
0.0	0	0	Other Sales & Service Personnel
0.7	0	16	Semi-Skilled Manual Workers
2.0	1	29	Intermediate Sales & Service Personnel
0.8	0	25	Clerical Personnel
0.0	0	0	Skilled Crafts & Trades Workers
0.0	0	0	Skilled Sales & Service Personnel
1.1	0	33	Administrative & Senior Clerical Personnel
0.0	0	0	Supervisors: Crafts & Trades
2.2		119	Supervisors
1.8	0	ပ	Semi-Professionals & Technicians
1.2	0	4	Professionals
2.2	_	43	Middle & Other Managers
2.9	0	11	Senior Managers
0/0	#	#	
Availability*	Representation		ymene Equity Occupational Group (EEGG)
d Peoples	Aboriginal Peoples	All Employees	nyment Famity Occumational Group (FFOG)
alysis	Previous Workforce Analysis	Previo	
eoples	Table 2: Aboriginal Peoples	Table :	

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1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	#	Representation	Aboriginal Peoples	Current Workforce Analysis	Cable 6: Aboriginal Peoples	
9.1	0,0	0.0	0.7	1.9	0.7	0.0	0.0	0.9	0.0	1.6	1.8	1.3	2.2	2.9	%	Availability*	il Peoples	alysis	eoples	

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Federal Contractors Program Achievement Table Part 1: Workforce Analysis [Date: 2017-12-11] Panalpina Inc.

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30.6	121	283	
0.0	0	0	Other Manual Workers
0.0	0	0	Other Sales & Service Personnel
48.8	9	16	Semi-Skilled Manual Workers
35.8	13	29	Intermediate Sales & Service Personnel
44.2	13	25	Clerical Personnel
0.0	0	0	Skilled Crafts & Trades Workers
0.0	0	0	Skilled Sales & Service Personnel
31.5	13	33	Administrative & Senior Clerical Personnel
0.0	0	0	Supervisors: Crafts & Trades
32.2	51	119	Supervisors
29.4	1	သ	Semi-Professionals & Technicians
29.0	1	4	Professionals
15.0	19	43	Middle & Other Managers
10.1	1	11	Senior Managers
%	#	#	
Availability*	Representation		ymene Equity Occupational Group (EEGG)
ible Minorities	Members of Visible Minorities	All Employees	avment Family Occumational Crams (FFOC)
alysis	Previous Workforce Analysis	Previo	
e Minorities	Table 3: Members of Visible Minorities	Table 3: Mei	

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Total

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261	0	0	11	26	21	0	0	34	0	111	3	5	39	11	#		All Employees	Curre	Table 7: Me
110	0	0	6	11	10	0	0	14	0	49	1	1	16	2	#	Representation	Members of Visible Minorities	Current Workforce Analysis	Cable 7: Members of Visible Minorities
32.9	0.0	0.0	57.5	38.9	42.3	0.0	0.0	32.6	0.0	36.3	29.4	27.5	15.0	10.1	%	Availability*	sible Minorities	alysis	e Minorities

Federal Contractors Program Achievement Table Part 1: Workforce Analysis [Date: 2017-12-11] Panalpina Inc.

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 Table 8: Persons with Disabilities

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0.0	0	0	Other Manual Workers
0.0	0	0	Other Sales & Service Personnel
4.8	0	16	Semi-Skilled Manual Workers
5.6	0	29	Intermediate Sales & Service Personnel
7.0	0	25	Clerical Personnel
0.0	0	0	Skilled Crafts & Trades Workers
0.0	0	0	Skilled Sales & Service Personnel
3.4	2	33	Administrative & Senior Clerical Personnel
0.0	0	0	Supervisors: Crafts & Trades
13.9	1	119	Supervisors
4.6	0	3	Semi-Professionals & Technicians
3.8	0	4	Professionals
4.3	1	54	Managers
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Availability*	Representation		Simont Equity Occupational Stoub (EESOS)
Disabilities	Persons with Disabilities	All Employees	wment Family Occupational Crams (FFOC)
alysis	Previous Workforce Analysis	Previo	
sabilities	Table 4: Persons with Disabilities	Table 4: I	
			_

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01/02 Managers

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All Employees	Persons with Disabilities	Disabilities
	Representation	Availability*
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3	0	4.6
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0	0	0.0
34	1	3.4
0	0	0.0
0	0	0.0
21	0	7.0
26	0	5.6
11	0	4.8
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Part 2: Flow Data Analysis Panalpina Inc.

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Data from Form 4 - Employees

Hired

	Full-time	Full-time / National	Part-time / National	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	2	0	0	0
02 Middle & Other Managers		0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	17	8	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	3	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	9	4	0	0
11 Intermediate Sales & Service Personnel	8	2	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	37	17	0	0

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Data from Form 6 - Employees Terminated

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	Table 9: Women	Table 9	

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Part 2: Flow Data Analysis

Panalpina Inc.

[Date: 2017-12-11]

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Data from Form 4 - Employees

 Fable 2: Aboriginal Peoples

Full-time / National

Part-time / National

Employment Equity Occupational Group (EEOG)	All Employees Hired	All Employees Aboriginal All Employees Aboriginal Hired Peoples Hired Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
01 Senior Managers	2	0	0	0
02 Middle & Other Managers		0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	17	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	6	0	0	0
11 Intermediate Sales & Service Personnel	8	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	37	0	0	0

Data from Form 5 - Employees Promoted

All Employees Full-time / National Promoted Table 6: Aboriginal Peoples Aboriginal Peoples Promoted All Employees Part-time / National Promoted 0 0 0 0 0 0 0 0 Peoples Aboriginal Promoted

Data from Form 6 - Employees Terminated

Full-time / National Table 10: Aboriginal Peoples Part-time / National

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2	0	0	0	1	0	0	0	0	0	1	0	0	0	0	#	All Employees Terminated
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Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

[Date: 2017-12-11] Panalpina Inc.

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Data from Form 4 - Employees

Hired

	Full-time	Full-time / National	Part-time / National	/ National	Fu
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All En Pro
	#	#	#	#	
01 Senior Managers	2	0	0	0	
02 Middle & Other Managers	1	0	0	0	
03 Professionals	0	0	0	0	
04 Semi-Professionals & Technicians	0	0	0	0	
05 Supervisors	17	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	
07 Administrative & Senior Clerical Personnel	3	0	0	0	
08 Skilled Sales & Service Personnel	0	0	0	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	
10 Clerical Personnel	6	0	0	0	
11 Intermediate Sales & Service Personnel	8	0	0	0	
12 Semi-Skilled Manual Workers	0	0	0	0	
13 Other Sales & Service Personnel	0	0	0	0	
14 Other Manual Workers	0	0	0	0	
Total	37	0	0	0	

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Data from Form 5 - Employees Promoted

ull-time	ull-time / National	Part-time / National	/ National
Employees omoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
0	0	0	0
_	0	0	0
_	0	0	0
0	0	0	0
6	0	0	0
0	0	0	0
2	0	0	0
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Table 11	
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Data from Form 6 - Employees

Table 11: Persons v	ull-time / National	Employees Disabilities Terminated Terminated	# #	1 0	3 0	0 0	0 0	29 0	0	2 0	0	0 0	9 0	111 0	5 0	>_
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isabilities	Part-time / National	Persons with Disabilities Terminated	#	0	0	0	0	0	0	0	0	0	0	0	0	

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Part 2: Flow Data Analysis

[Date: 2017-12-11] Panalpina Inc.

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Table 4: Members of Visible Minorities

	Full-time	Full-time / National	Part-time / National	'National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
01 Senior Managers	2	1	0	0
02 Middle & Other Managers	1	0	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	17	7	0	0
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Table 8: Members of Visible Minorities

Full-time / National

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Members of

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Administrative & Senior Clerical Personnel

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08 Skilled Sales & Service Personnel09 Skilled Crafts & Trades Workers

12 Semi-Skilled Manual Workers13 Other Sales & Service Personnel

14 Other Manual Workers

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11 Intermediate Sales & Service Personnel

10 Clerical Personnel

Data from Form 6 - Employees Terminated

Full-time / National Members of All Employees Visible Terminated H H H H H H H H H H H H H H H H H H H

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Federal Contractors Program Achievement Table Part 3: Goals

Panalpina Inc.

[Date: 2017-12-11]

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Table 1: Women

Employment

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2020	YYY	Го		
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		Women	ien	
loyment Equity Occupational Group (EEOG)	Short-term Goals	m Goals	Long-term Goals	n Goals
	#	%	#	%
Senior Managers	2	35.0	2	35.0
Middle & Other Managers	0	0.0	0	0.0
Professionals	0	0.0	0	0.0
Semi-Professionals & Technicians	0	0.0	0	0.0
Supervisors	0	0.0	0	0.0
Supervisors: Crafts & Trades	0	0.0	0	0.0
Administrative & Senior Clerical Personnel	7	60.0	7	60.0
Skilled Sales & Service Personnel	0	0.0	0	0.0
Skilled Crafts & Trades Workers	0	0.0	0	0.0
Clerical Personnel	0	0.0	0	0.0
Intermediate Sales & Service Personnel	7	50.0	7	50.0
Semi-Skilled Manual Workers	0	0.0	0	0.0
Other Sales & Service Personnel	0	0.0	0	0.0
Other Manual Workers	0	0.0	0	0.0
	16	0.0	[6]	0.0

01 02 03 03 04 04 05 06 06 07 07 07 07 11 11 11 12

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Women	0.0	0	0.0	0
Women Long-term Goal # % 8.2 0 0.0 1 0.0 0 0.0 29 0.0 29 0.0 5 0.0 5 0.0 0 0.0 17 0.0 19 0.0 19	0.0	0	0.0	0
Women Long-term Goal # % 8.2 0 0.0 1 0.0 0 0.0 29 0.0 29 0.0 5 0.0 5 0.0 0 0.0 17 5.0 17	0.0	0	0.0	0
Women Long-term Goal # % 8.2 0 0.0 1 0.0 0 0.0 29 0.0 29 0.0 5 0.0 5 0.0 0 17	50.0	19	50.0	19
Women Long-term Goal # % 8.2 0 0.0 1 0.0 0 0.0 29 0.0 29 0.0 29 0.0 5 0.0 5	65.0	17	65.0	17
Long-term Goal	0.0	0	0.0	0
Women Long-term Goal # % 8.2 0 0.0 1 0.0 0 0.0 29 0.0 29 0.0 29 0.0 5	0.0	0	0.0	0
Women Long-term Goal # % 8.2 0 0.0 1 0.0 0 0.0 0 0.0 29 0.0 29	80.0	<u> </u>	80.0	S
Women Coal	0.0	0	0.0	0
Long-term Goal	50.0	29	50.0	29
Long-term Goal	0.0	0	0.0	0
Women Long-term Goal # % 8.2 0 0.0 1	0.0	0	0.0	0
Long-term Goal	10.0	<u> </u>	10.0	1
Women Long-term	18.2	0	18.2	0
Women Long-term	%	#	%	#
		Long-term	Goals	Short-tern
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Federal Contractors Program Achievement Table [Date: 2017-12-11] Panalpina Inc. Part 3: Goals

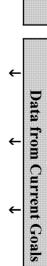
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	Short-term	erm	Long-term	term	Short-term	-term	Long-term	erm
	From	To	From	YYYY	From	To YYYY	From	To YYYY
	2016	2019	2016	2019	2017	2020	2017	2020
	Table 2:	2: Abor	Aboriginal Peoples	ples	Tab	le 6: Abor	Table 6: Aboriginal Peoples	les
		Aboriginal Peoples	l Peoples			Aboriginal Peoples	il Peoples	
Employment Equity Occupational Group (EEOG)	Short-term Goals	1 Goals	Long-term Goals	m Goals	Short-tel	Short-term Goals	Long-term Goals	n Goals
	#	9/0	#	%	#	%	#	%
01 Senior Managers	0	0.0	0	0.0	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0	0	0.0	0	0.0
03 Professionals	0	0.0	0	0.0	0	0.0	0	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0	0	0.0	0	0.0
05 Supervisors		2.0		2.0	1	1.0	1	1.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0	0	0.0	0	0.0
Total	_	0.0	1	0.0	1	0.0	1	0.0

Federal Contractors Program Achievement Table [Date: 2017-12-11] Panalpina Inc. Part 3: Goals

	13 Other Sales & Service Personnel 0 0.0 0 0.0 0 0.0 0	12 Semi-Skilled Manual Workers 0 0.0 0.0 0 0.0 0 0.0 0 0.0	11 Intermediate Sales & Service Personnel 2 15.0 2 15.0 0 1.0 0	10 Clerical Personnel 1 20.0 1 20.0 0 1.0 0	09 Skilled Crafts & Trades Workers 0 0.0 0 0.0 0	0	07 Administrative & Senior Clerical Personnel 0 0.0 0 0.0 1 20.0 1	06 Supervisors: Crafts & Trades 0 0.0 0 0.0 0 0.0 0	05 Supervisors 7 20.0 7 20.0 2 2.0 2	04 Semi-Professionals & Technicians 0 0.0 0.0 0.0 0.0 0.0	03 Professionals 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	01/02 Managers 1 5.0 1 5.0 1 5.0	# % # % # % #	Employment Equity Occupational Group (EEOG) Short-term Goals Long-term Goals Short-term Goals Long-term	Persons with Disabilities Persons with Disabilities	Table 3: Persons with Disabilities Table 7: Persons with Disabi	2016 2019 2016 2019 2017 2020 2017 Control of the c	YYYY YYYY YYYY YYYYY YYYYY YYYYY	From To From To From To From	Short-term Long-term Short-term Long-term	Duration of Previous Goals Duration of Current Goals	÷ + + + + + + + + + + + + + + + + + + +	 Data from Provious Coals Data from Current Coals
0.0	0.0	0.0	0 1.0	0 1.0	0.0	0.0	1 20.0	0.0	2 2.0	0.0	0.0	1 5.0	# %	Long-term Goals	h Disabilities	with Disabilities	2017 2020	AAAA AAAA	From To	Long-term	Current Goals	÷	urment Cools

Federal Contractors Program Achievement Table [Date: 2017-12-11] Panalpina Inc. Part 3: Goals

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2019	2016	2019	2016
YYYY	YYYY	YYYY	YYYY
To	From	To	From
-term	Long-term	-term	Short-term
ls	Duration of Previous Goals	uration of P	D

2017	YYYY	From	Short-term	L
2020	YYYY	T ₀	-term	Duration of Current Goals
2017	YYYY	From	Long-term	Jurrent Goa
2020	YYYY	To	-term	S

	Table 4: 1	Table 4: Members of Visible Minorities	f Visible N	linorities
	Me	Members of Visible Minorities	ible Minorit	ies
oyment Equity Occupational Group (EEOG)	Short-term Goals	m Goals	Long-term Goals	m Goals
	#	9%	#	%
Senior Managers	_	20.0	_	20.0
Middle & Other Managers	4	20.0	4	20.0
Professionals	_	20.0		20.0
Semi-Professionals & Technicians	0	20.0	0	20.0
Supervisors	7	20.0	7	20.0
Supervisors: Crafts & Trades	0	0.0	0	0.0
Administrative & Senior Clerical Personnel	2	20.0	2	20.0
Skilled Sales & Service Personnel	0	0.0	0	0.0
Skilled Crafts & Trades Workers	0	0.0	0	0.0
Clerical Personnel	2	45.0	2	45.0
Intermediate Sales & Service Personnel	3	20.0	رن	20.0
Semi-Skilled Manual Workers	0	0.0	0	0.0
Other Sales & Service Personnel	0	0.0	0	0.0
Other Manual Workers	0	0.0	0	0.0
	20	0.0	20	0.0

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Hable 8: IN	Members of Visible Minorities	ible Minori	ties
Short-term Goals	m Goals	Long-term Goals	m Goals
#	%	#	9%
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
27	30.0	27	30.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
0	0.0	0	0.0
12	45.0	12	45.0
13	35.0	13	35.0
2	50.0	2	50.0
0	0.0	0	0.0
0	0.0	0	0.0
54	0.0	54	0:0

	0.0					0.0			1 100.0	_		2020	Professionals	0.3
	0.0		0.0	0		0.0	0.0	0	1 100.0	_	7	2017		3
	0.0	10.0	0.0		0.0	10.0	0.0		0.0	2	_	2020		70
	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	2	7	2017	Middle & Other	က
	0.0	18.2	0.0	0	0.0	18.2	0.0	0	0.0	2		2020		-
	0.0	35.0	0.0	2	0.0	35.0	0.0	2	0.0	2	7	2017		01
	#	%	#	#	9,6	9,6	%	#	%	#	#	#		
	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Actual		Employees		(EEOG)	Œ
Comments		Women	Wo			Women	Wo		Women			rear	Occupational Group	ŏ
		Long-term Goals	Long-ter		S	m Goal	Short-term Goals		motions	Hires and Promotions			Employment Equity	Εn
				Goals	G				Entrants	New Ent	Z			
	—	-	←	←	←	←	-	-	-	←	-			
	F + M x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E+Gx 100	Part 3: Goals	a E+Dx	Part 2: tta Flow Data s Analysis	Part 2: Flow Data Analysis		Data sources:	Dat
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						0	1					2016		03
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MATHEMA						5						2016	Middle & Other	3
-1 0 0 0.0 0 0 1 1 100.0 0 1 9.1		0.0	0	2	33.2	-2	ω (1 9.1	11		2017	1 Senior Managers	01
						83						2016		
# # # # # 0% #		%	#	#	%	#	#	%	9,6	#	74:	#		
ees Actual Expected Difference Employees Actual Expected Difference	Expected Differ	Actual	Ac	E	EE Result	Gap	Availability	Avail	Representation		Employees		(EEOG)	Œ
All Women All Women Turnover	ien	Women		۸II			Women	Wo			N.		Occupational Group	ŏ
Promotions Terminations		Hires					e	Workforce	_		•	Vear	Employment Equity	Εn
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O P Q R S T U V W X Y Z	N O	N	L	K	J	Ī	H	G	Ŧ	E	D	C	**************************************	ĭ
	-12-11]	[Date: 2017-12-11]	Dat											
	Inc.	Panalpina Inc.	Pa											
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ement Table	Federal Contractors Program Achievemen	Progra	tractor	ral Con	Feder									
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8			20		9		(EEOG)	Occ	Emp			Data s		8		5	_	04			(E.E.	Occ	Emp			Data s	A				
Trades	Supervisors: Crafts &	orber v roots	Numervisors	Technicians	Semi-Professionals &		06)	Occupational Group	Employment Equity			Data sources:		Trades	Supervisors: Crafts &	Supervisors	7	Technicians	Semi-Professionals &		(EEOG)	Occupational Group	Employment Equity			Data sources:	emineralimentum ${f B}$				
2020	2017	2020	2017	2020	2017	#			Vear					2017	2016	2017	2016	2017	2016	#			Year				C				
0	0	23	23	0	0	#	Employees	All	Т	Z	←	Part 2: Flow Data Analysis		0	0	111	119			71:	Employees	À			←	Part 1: Workforce Analysis	D				
		3 11	3 11			#		=	Hires and Promotions	New Entrants	←	Pg Flov An					81		ω	41:					←	Part 1: Workforce Analysis	E				
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0	0	29	0	0	0	#	Goal			Goals	←	Part 3: Goals		0	Ĭ	17	-	0	Ŭ	#	Employees	À			←	Part 2: Flow Data Analysis	K				ral Con
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	0.0	95.7	0.0	0.0		#	Percent of Goal Met		s		←	F + M x 100		0		9		0		#:	Expected	Women			←	K x G +	Z	7-12-11	a Inc.	s - Wor	am Ac
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Trades Workers	Skilled Crafts &	Service Personnel	Skilled Sales &	Senior Clerical	Administrative &		(EEOG)	Occupational Group	Employment Equity			Data sources:	Trades Workers	Skilled Crafts &	Service Personnel	Skilled Sales &	Senior Clerical	Administrative &		(EEOG)	Occupational Group	Employment Equity			Data sources:					
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				0 125.0	0 166.7	%	Percent of Goal Met		ıls		←	F+1 x 100	0 c	0 0	0 0	0 0		-3 90.5	%	EE Result				←	E÷H x 100	J				Fed
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0.0	0.0	0.0	0.0	100.0	71.4			Women	Long-term Goals				0		0		3		numan	Actual		H					[Date: 2017-12-11]	Panal	Part 4: Results - Women	tors Pr
0.0	0.0	0.0	0.0	80.0	60.0	%	Goal Per		Soals		←	Part 3: F Goals	0.0		0.0		100.0		%	Ex	Women	Hires		ľ	L+K K x100	M	2017-1	Panalpina Inc.	sults -	ngran
0.0	0.0	0.0	0.0	125.0	166.7	#	Percent of Goal Met				←	F÷Mx 100	0		0		2		#	Expected D				←	K x G +	Z	2-11]	nc.	Wome	Achi
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Workers	_		11 Intern		10 Cleric		(EEOG)	Occupati	Employn			Data sources:		Workers	_	11 Servic	_	10 Cleric		(веод)	Occupati	Employn			Data sources:	A			
SIE	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	an i croomici	Clerical Personnel			Occupational Group	Employment Equity					ers	Semi-Skilled Manual	Service Personnel	Intermediate Sales &	Clerical Personnel			Occupational Group	Employment Equity				В			
2020	2017	2020	2017	2020	2017	#			Year				- February Control of the Control of	2017	2016	2017	2016	2016	#			Year				С			
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0	0	2	2	6	6	#	Actual	Women	Hires and Promotions	v Entrants	←	Part 2: Flow Data Analysis		5	6	10	14	20	#	Representation				←	Part 1: Workforce Analysis	E			
0.0	0.0	18.2	18.2	75.0	75.0	%	ial	ien	otions	nts	<u>_</u>	E+Dx 100		45.5	37.5	38.5	48.3	80.0 85.7	%	ntation		H	Workf	←	E+D x 100	Ŧ			
0	0	19	7	17	0	#	Goal		00		←	Part 3: Goals		22.0	21.1	63.6	63.7	65.1	%	Availability	Women	Workforce	Workforce Analysis	←	Part 1: Workforce Analysis	G			
0.0	0.0	10.5	28.6	35.3	0.0	%	Goal Met	Women	Short-term Goals		←	E + G x 100		2	ω	17	18	16	#	bility	ien	e	alysis	←	D x G + 100	H			
0.0	0.0	50.0	50.0	65.0	0.0	%	Goal		m Goals		←	Part 3: Goals	m finement mental management	3	υ.	-7	4	4 4	71:	Gap				←	в-н	I			
0.0	0.0	36.4	36.4	115.4	0.0	%	Percent of Goal Met			Goals	←	F÷I x 100	minum manum	206.6	177.7	60.5	75.8	122.9	%	EE Result				←	E÷H x 100	J			
0	0	19	7	17	0	#	Goal		_	ıls	←	Part 3: Goals		0		∞		6	#	Employees	IIV.			←	Part 2: Flow Data I Analysis	K			
0.0	0.0	10.5	28.6	35.3	0.0	#	Percent of Goal Met	Women	Long-term Goals		←	E + K x 100		0		2		4	#	Actual				←	Part 2: Flow Data Analysis	L	Date	Pai	4:
0.0	0.0	50.0	50.0	65.0	0.0	%	Goal		n Goals		←	Part 3: Goals	The second secon	0.0		25.0	00.	66 7	%	al	Women	Hires		←	L+K x100	X	Date: 2017-12-11	Panalpina Inc.	Kesuits
0.0	0.0	36.4	36.4	115.4	0.0	#	Percent of Goal Met				←	F÷Mx 100	union de la constitución de la c	0		<u>بر</u>		4	#	Expected	en			←	K x G + 100	Z	12-11]	Inc.	Fart 4: Results - Wollien
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														-1		<u>.</u>		<u>.</u>	#	Difference				←	V - X	Y			
														37.0		43.6		30 1	%	Rate	Turnover				U + ((DYear1 + DYear2) + 2) x 100	Z			

	0.0	0.0	35.2	71	0.0	0.0	35.2	71	48.1	25	52	2020	Total
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	0.0	0.0	0.0	0	0.0	0.0	0.0		0.0	0 0		2017	14 Other Manual Workers
	0.0	0.0	0.0		0.0	0.0	0.0				0	2020	-
	0.0	0.0	0.0		0.0	0.0	0.0				0	2017	Other Sales & Service
	**	%	#	#	%	9/0	%	#	%	#	#	#	
	Percent of Goal Met	Goal P	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Actual		Employees		(EEOG)
Comments		ien	Women			nen	Women		Women	Wo	<u></u>	1631	Occupational Group
		n Goals	Long-term Goals			m Goals	Short-term Goals		notions	Hires and Promotions		V	Employment Equity
				Goals	G				ints	w Entrants	New		
	_	←	←	←		<u>_</u>	-	<u>_</u>	<u>_</u>	←	-		
	F+Mx 100	Part 3: J Goals	E+Kx 100	Part 3: Goals	F÷I x 100	Part 3: Goals	E ÷ G x 100	Part 3: Goals	E + D x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis		Data sources:
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ONOTHER SO					0.0	0	0	0.0	0.0	0	0	2016	Skilled Sales &	80
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le Minorities	Part 7: Results - Members of Visible Mine	lembers	ults - N	7: Res	Part									
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	Other Sales & Service	# 2016	#	# 0	0.0	0.0		#	%	#	Ħ	%	#	#	#	Ħ	%	Ħ	#	#	#	%	Ħ	#	%
13	Personnel	2017	0	0	0.0			0	0.0	0	0	0.0	0	0	0	0	0.0	0	0) 0	0	0.0	0	0	0.0
	Other Manual	2016	0	0				0	0.0			0.0	, v	Ů	Ů	Ĭ	0.0	Ů	<u> </u>	Ì		0.0	Ů		0.0
14	Workers	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0
Tota	ı	2016	283	121	42.8	30.6	87	34	139.7																
Tota		2017	261	110	42.1	32.9	86	24	128.1	37	12	32.4	12	0	15	4	26.7	6	-2	62	26	41.9	27	-1	22.8
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	og)		Employees	Act	tual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met												
		#	#	#	%	#	%	%	%	#	#	%	#												
13	l l	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0												
15	Personnel	2020	0	0	0.0		0.0	0.0		0	0.0	0.0													
14	Other Manual Workers	2017	0	0	0.0		0.0	0.0		0	0.0	0.0													
Ш	WOIKEIS	2020	52	0 16	0.0 30.8		0.0 80.0	0.0	0.0	20	0.0 80.0	0.0	0.0												
Tota	l	2017	52				29.6	0.0		54	29.6	0.0													

Short-term Goal Setting Tool Panalpina Sep-17

A	В	C	D	E	F	G	Н	I	J	K	L	M	N	0	P	Q	R	
	Data entry from	Date entry	BxCx3	Data entry	BxEx3	D + F	Data entry from	Equivalent	HxIx3	(D x N)	GxM	Data entry	Data entry from	Data entry from	(H - J + L)	Н÷В	(H - J + L)	
	from						from	to E		- O + J			from	from	- ((B + D) x N)		÷ (B + D)	
	Workforce			İ			Workforce						Workforce	Workforce	((= =),		(= -=/	
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Employment Equity	All	Growth (New	Positions)	Turnover (Re	placement of	Anticipated						WOMEN					
Occupational Group	Employees			Terminated	Employees)	Hires Over	Number	Turnover (Re	olacement of	Hires	3 Year C	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/07/31	Annually	Over 3	Annually	Over 3	3 Years		Terminated	Employees)	Required	2017-20	020	Availability			Representation	Representation
			Years		Years			Annually	Over 3 Years								in 3 Years
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	11	0.0%	(0.0%	(0	1	0.0%	0	2	0	18.2%	27.4%	-2	-2	9.1%	9.1%
Middle & Other Managers	39	0.0%	(7.7%	ç	9	18	7.7%	4	1	1	10.0%	38.9%	3	0	46.2%	38.5%
Professionals	5	0.0%	(0.0%	(0	2	0.0%	0	0	0	0.0%	33.8%	0	0	40.0%	40.0%
Semi-Professionals & Technicians	3	0.0%	(0.0%	(0	1	0.0%	0	0	0	0.0%	27.8%	0	0	33.3%	33,3%
Supervisors	111	0.0%	(17.1%	57	57	69	17.1%	35	5 24	29	50.0%	52,5%	11	5	62.2%	56.8%
Supervisors: Crafts & Trades			((0		0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
Administrative & Senior Clerical Personnel	34	0.0%	(5.9%	(6	26	5.9%	5	5 6	5	80.0%	80.1%	-1	-1	76.5%	76.5%
Skilled Sales & Service Personnel			()	(0		0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
Skilled Crafts & Trades Workers			((0		0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
Clerical Personnel	21	-1.0%	-1	42.9%	27	26	18	42.9%	23	18	17	65.0%	64.7%	4	-1	85.7%	60.0%
Intermediate Sales & Service Personnel	26	9.0%	2	7 38.5%	30	37	10	38.5%	12	2 23	19	50.0%	63.6%	-7	-4	38.5%	51.5%
Semi-Skilled Manual Workers	11	0.0%	(9.1%	3	3	5	9.1%	1	-2	0	0.0%	22.0%	3	2	45.5%	36.4%
Other Sales & Service Personnel			((0		0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
Other Manual Workers			()	(0		0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%

							Short-term	Short-term Goal Setting Tool	Tool								
							20 0.	2017/07/31									
							20	17-09-01									
A	В	С	D	E	E	G	Н	I		K	L	A	N	0	P	0	R
	Data entry from from	Date entry	ВхСх3	Data entry	BxEx3	D+F	Data entry from from	Equivalent to E	HxIx3	(D x N)	GxM	Data entry	Data entry from Data entry from from	Data entry from from	(H - J + L) - ((B + D) x N)	H÷B	(H - J + L) + (B + D)
	Workforce Analysis						Workforce Analysis		***************************************				Workforce Analysis	Workforce Analysis			
							The second control of										***************************************
Occupational Group	Employees	Oronai (recu r osidons)	v i ositions)	Terminated Employees)	Employees)	Hires Over	Number	Turnover (Replacement of	lacement of	Hires	3 Year Goals	Year Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/07/31	Annually	Over 3	Annually	Over 3	3 Years		Terminated Employees)	Employees)	Required	2017-2020	2020	Availability			ion	Representation
			Years		Years			Annually	Over 3								in 3 Years
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	11	0.0%	0	%0.0	0)	0	0.0%	0	0	0	0.0%	2.9%	0	0	0.0%	0.0%
Middle & Other Managers	39	0.0%	0	7.7%	9	5		7.7%	0	0	0	0.0%	2.2%	0	0	2.6%	2.6%
Professionals	O.	0.0%	0	0.0%	0		0	0.0%	0	0	0	0.0%	1.3%	0	0	0.0%	0.0%
Semi-Professionals & Technicians	ω	0.0%	0	0.0%	0		0	0.0%	0	0	0	0.0%	1.8%	0	0	0.0%	0.0%
Supervisors	Ξ	0.0%	0	17.1%	57	57	7	17.1%	0	2	_	1.0%	1.6%	-2	_	0.0%	0.9%
Supervisors: Crafts & Trades			0		0		0	0.0%	0	0	0	0.0%			0	0.0%	0.0%
Administrative & Senior Clerical Personnel	34	0.0%	0	5.9%	6		0	5.9%	0	0	0	0.0%	0.9%	0	0	0.0%	0.0%
Skilled Sales & Service Personnel			0		0			0.0%	0	0	0	0.0%			0	0.0%	0.0%
Skilled Crafts & Trades Workers			0		0			0.0%	0	0	0				0	0.0%	0.0%
Clerical Personnel	21	-1.0%	-1	42.9%	27	26	0	42.9%	0	0	0	0.0%	0.7%	0	0	0.0%	0.0%
Intermediate Sales & Service Personnel	26	9.0%	7	38.5%	30	37	7 0	38.5%	0	0	0	0.0%	1.9%	0	_	0.0%	0.0%
Semi-Skilled Manual Workers	=	0.0%	0	9.1%	3	tu	8	9.1%	0	0	0	0.0%	0.7%	0	0	0.0%	0.0%
Other Sales & Service Personnel			0		0			0.0%	0	0	0				0	0.0%	0.0%
Other Manual Workers			0		0			0.0%	0	0	0				0	0.0%	0.0%

							Short-term Goal Setting 1 ooi	goal setting	1001								
							Pa 201	Panalpina 2017-09-01									
A	В	С	D	Е	F	6	Н	I	J	К	L	M	N	0	P	Q	R
	Data entry from from	Date entry	ВхСх3	Data entry	BxEx3	D+F	Data entry from from	Equivalent to E	HxIx3	(D x N)	GxM	Data entry	8	Data entry from from	(H - J + L) - ((B + D) x N)	H÷B	(H - J + L) + (B + D)
	Workforce Analysis						Workforce Analysis						Workforce Analysis	Workforce Analysis			1
Employment Fauity	AII	Growth (New Positions)	v Positions)	Turnover (Replacement of	lacement of	Anticipated					PERSON	PERSONS WITH DISARII ITIES	II ITIES				
Occupational Group	Employees			Terminated Employees)	Employees)	Hires Over	Number	Turnover (Replacement of	lacement of	Hires	3 Year Goals	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/07/31	Annually	Over 3	Annually	Over 3 Years	3 Years		Annually Over 3	Over 3	Required	2017-2020	.2020	Availability			Representation	Representation in 3 Years
	#	%	#	%	*	#:	#:	%	Years #	#	#	%	%	#:	#:	%	%
Senior Managers	11	0.0%	0	9/1.6	3		1	9.1%	0	0	0	0.0%			1	9.1%	
Middle & Other Managers	39	2.0%	2	7.7%	9	=	0	7.7%	0	_		5.0%	4.3%	<u>.</u>	<u>.</u>	0.0%	2.4%
Professionals	(J)	0.0%	0	0.0%	0		0	0.0%	0	0	0	0.0%	3.8%	0	0	0.0%	0.0%
Semi-Professionals & Technicians	ts:	0.0%	0	0.0%	0		0	0.0%	0	0	0	0.0%	4.6%	0	0	0.0%	0.0%
Supervisors	=	0.0%	0	27.0%	90	90) 2	27.0%	2	15	2	2.0%	13.9%	-13	-13	1.8%	1.8%
Supervisors: Crafts & Trades			0		0		_	0.0%	0	0	0	0.0%			_	0.0%	0.0%
Administrative & Senior Clerical Personnel	34	0.0%	0	5.9%	6		0	5.9%	0	0		20.0%	3.4%	0	0	0.0%	2.9%
Skilled Sales & Service Personnel			0		0			0.0%	0	0	0	0.0%			0	0.0%	0.0%
Skilled Crafts & Trades Workers			0		0			0.0%	0	0	0				0	0.0%	0.0%
Clerical Personnel	21	0.0%	0	42.9%	27	27	0	42.9%	0	_	0	1.0%	0.0%	<u>.</u>	0	0.0%	0.0%
Intermediate Sales & Service Personnel	26	0.0%	0	46.2%	36	36	0	46.2%	0	_	0	1.0%	0.0%	<u>-</u>	0	0.0%	0.0%
Semi-Skilled Manual Workers	Ξ	0.0%	0	9.1%	w	w	0	9.1%	0	_	0	0.0%	0.0%		0	0.0%	0.0%
Other Sales & Service Personnel			0		0			0.0%	0	0	0				0	0.0%	0.0%
Other Manual Workers			0		0			0.0%	0	0	0				0	0.0%	0.0%

	Short-term Goal Setting Tool	
	Panalpina 2017-09-01	

A	В	С	D	E	F	G	H	I	J	K	L	M	N	0	P	Q	R	
																		ı
	Data entry from	Date entry	BxCx3	Data entry	BxEx3	D+F	Data entry from	Equivalent	HxIx3	(D x N)	GxM	Data entry	Data entry from	Data entry from	(H-J+L)	$H \div B$	(H - J + L)	
	from						from	to E		- O + J			from	from	- ((B + D) x N)		÷ (B + D)	
	Workforce			İ			Workforce						Workforce	Workforce	((= =))		()	ı
	Analysis						Analysis						Analysis	Analysis				
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Employment Equity	All	Growth (Nev	v Positions)	Turnover (Re	placement of	Anticipated					MEMBERS	OF VISIBLE M	INORITIES				
Occupational Group	Employees			Terminated	Employees)	Hires Over	Number	Turnover (Rep	lacement of	Hires	3 Year	Goals	Present	Present Gap	Projected Gap	Present	Projected
(EEOG)	2017/07/31	Annually	Over 3	Annually	Over 3	3 Years		Terminated I	imployees)	Required	2017-	2020	Availability			Representation	Representation
			Years		Years			Annually	Over 3								in 3 Years
									Years								
	#	%	#	%	#	#	#	%	#	#	#	%	%	#	#	%	%
Senior Managers	11	0.0%	0	9.1%	3	3	2	9.1%	1	1	0	0.0%	10.1%	0	0	18.2%	9.1%
Middle & Other Managers	39	0.0%	0	7.7%	9	9	16	7.7%	4	-9	0	0.0%	15.0%	13	6	41.0%	30.8%
Professionals	5	0.0%	0	0.0%	0	0	1	0.0%	0	0	0	0.0%	29.0%	0	0	20.0%	20.0%
Semi-Professionals & Technicians	3	0.0%	0	0.0%	0	0	1	0.0%	0	0	0	0.0%	29.4%	0	0	33.3%	33.3%
Supervisors	111	0.0%	0	27.0%	90	90	49	27.0%	40	27	27	30.0%	32,2%	13	0	44.1%	32.4%
Supervisors: Crafts & Trades			0		0	0		0.0%	0	0	0	0.0%			0	0.0%	0.0%
Administrative & Senior Clerical Personnel	34	0.0%	0	5.9%	6	6	14	5.9%	2	-1	0	0.0%	31.5%	3	1	41.2%	35.3%
Skilled Sales & Service Personnel			0		0	0		0.0%	0	0	0	0.0%			0	0.0%	0.0%
Skilled Crafts & Trades Workers			0		0	0		0.0%	0	0	0				0	0.0%	0.0%
Clerical Personnel	21	0.0%	0	42.9%	27	27	10	42.9%	13	11	12	45.0%	44.2%	2	0	47.6%	42.9%
Intermediate Sales & Service Personnel	26	0.0%	0	46.2%	36	36	11	46.2%	15	12	13	35.0%	35.8%	3	0	42.3%	34.6%
Semi-Skilled Manual Workers	11	0.0%	0	9.1%	3	3	6	9.1%	2	1	2	50.0%	56.3%	- 1	0	54.5%	54.5%
Other Sales & Service Personnel			0		0	0		0.0%	0	0	0				0	0.0%	0.0%
Other Manual Workers			0		0	0		0.0%	0	0	0				0	0.0%	0.0%

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Panalpina Inc

Primary Location: Mississauga, Ontario

Number of Employees(Permanent full-time + permanent part-time): 261

Ontario - 160

Quebec - 51

Manitoba – 5

British Columbia - 34

Alberta - 10

Newfoundland and Labrador – 1

Organization Overview:

NAICS: 4885 – Freight Transportation Arrangement

Panalpina is a Swiss Company, providing specialized services in intercontinental air and ocean freight forwarding and logistics solutions. Panalpina offers services to various industries such as Hi-Tech, Automotive, Telecom, Retail & Fashion, Healthcare as well as Oil & Gas. In Canada, the head office is located in Mississauga, Ontario, while they also have branch offices in Calgary, Edmonton, Montreal and Quebec City.

Key Dates – First Year Assessment

Initiated: 2016-08-12 Received: 2016-09-13 Closed: 2016-10-20 WFA: 2016-08-30

Key Dates – Subsequent Assessment

Initiated: 2017-05-23 Received: 2017-12-21 WFA: 2017-07-31

DATA VERIFICATION

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

 \boxtimes Yes \square No

Comments:



Minor discrepancies were noted in the Flow data Analysis. Corrections were made based on the forms. The data from the current workforce analysis included in the Achievement table is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

In the previous assessment many gaps were found in different EEOG's in the designated groups such as women, Indigenous peoples and persons with disabilities. A full assessment of reasonable progress towards meeting the goals is not possible since the original assessment was done in 2016 and the subsequent assessment is being done for the period of 2016-08-01 to 2017-07-31. The contractor does not have enough time to address all the gaps or make an effort towards eliminating the gaps.

Women

1.	Senior Managers	Goal not met (0.0%)
7.	Administrative & Senior Clerical Personnel	Goal met (166.7%)
11.	Intermediate Sales & Service Personnel	Goal not met (36.4%)

Assessment/Observations

- EEOG 1 Out of the 2 new entrants, none were from this designated group in this EEOG. The market availability is 27.4 %. The company had set a goal of hiring / promoting 35.0% and thus did not meet the goal.
- EEOG 7 In this EEOG the representation of women is 72.7% and thus they did not have to set goals, however they did set a goal of 60.0% which was met. There were 5 new entrants and all 5 were women.
- EEOG 11 There were 11 new entrants and only 2 were women even though the market availability is 63.7%. The company had to hire at least 4 more women in order to eliminate the gap.

Indigenous Peoples

5. Supervisors Goal not met (0.0%)
--

Assessment/Observations

EEOG 5 – There were 23 new entrants but none were Indigenous even though the availability is 2.2%. The company has set the short term goal to increase it to 2.0%. By hiring 1 indigenous person in this EEOG, they will reduce the gap.

Persons with Disabilities

1./2.	Managers	Goal not met (0.0%)
5.	Supervisors	Goal not met (0.0%)
10.	Clerical Personnel	Goal not met (0.0%)
11.	Intermediate Sales & Service Personnel	Goal not met (0.0%)
12.	Semi-Skilled Manual Workers	Goal not set

Assessment/Observations

- EEOG 1/2 There were 4 new entrants but none were persons with disabilities. This is to be expected since the availability is only 4.3%.
- EEOG 5 There were 23 new entrants but none were persons with disabilities. The company hired 2 persons with disabilities while they should have hired at least 4 more persons with disabilities for this EEOG in order to reduce / eliminate the gap since the availability is 13.9%.
- EEOG 10 There were 8 new entrants but none were persons with disabilities. The company needed to hire at least 1 person with disabilities for this EEOG in order to reduce / eliminate the gap since the availability is 7.0%.
- EEOG 11 There were 11 new entrants but none were persons with disabilities. The company needed to hire at least 1 person with disabilities for this EEOG in order to reduce / eliminate the gap since the availability is 5.6%.
- EEOG 12 There were no new entrants reported and no goals were set for this EEOG in the 1st assessment. Therefore cannot address this gap in this assessment. Even though the market availability for this EEOG for persons with disabilities is 4.8%.

Members of Visible Minorities

Assessment/Observations

• No gap exists in any of the EEOG's in members of visible minorities thus no action was required to be taken by the company. Also no goals were needed to be 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 2016-08-01 to 2017-07-31. The Contractor did not achieve the goal at 80 %. During their initial assessment, the organization had set 8 short term goals and only one was achieved while did not set one goal at all.

- The time between the 2 assessment is only a year. This is not enough time for the employer to fulfil his commitment. Therefore did not request the employer for an explanation.
- As mentioned previously an Assessment of reasonable effort is not possible given the duration of the period between the 1st assessment and the 2nd assessment.

ASSESSMENT OF GOALS

Short-term goals

- For 8 outstanding gaps, a short term goal was set at availability or at 50%
- All short-term goals are set in in both as numerical and percentage format.

Women

- EEOG 1 The Company has set a short-term goal to be 35% while the market availability is 27.4%. By achieving this goal it will eliminate / reduce the present gap.
- EEOG 11 The Company has set a short-term goal to be 50.0% while the market availability is 63.6%. In case of women this in line with the program requirement the organizations are not encouraged to have goals beyond 50%, regardless of the labour market availability. This ensures that women are not clustered in specific occupations within the workforce and that these occupations are welcoming of all genders.

Indigenous Peoples

• EEOG 5 – The Company has set a short-term goal to be 2.0% while the market availability is 2.2%. By achieving this goal it will very close to eliminate the present gap.

Persons with Disabilities

- EEOG 1/2 The Company has set a short-term goal to be 5.0% while the market availability is 4.3%. By achieving this goal it will eliminate the present gap.
- EEOG 5 The Company has set a short-term goal to be 20.0% while the market availability is 13.9%. By achieving this goal it will eliminate the present gap.
- EEOG 10 The Company has set a short-term goal to be 20.0% while the market availability is 7.0%. By achieving this goal it will eliminate the present gap.
- EEOG 11 The Company has set a short-term goal to be 15.0% while the market availability is 5.6%. By achieving this goal it will eliminate the present gap.
- EEOG 12 There were no new entrants reported and no goals set for this EEOG in terms of Person with Disabilities while the availability is only 4.8%.

Long-term goals

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

Assessment/Observations

- For 8 outstanding gaps, a long term goal was set at availability or at be 50%
- All long-term goals are set in in both as numerical and percentage.

RECOMMENDATION

I recommend that the employer be found:						
oxtimes in compliance	\square in non-compliance					

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

- Panalpina Inc. has demonstrated through their second compliance assessment submission that they were unable to meet any of the goals set during their first compliance assessment. The time between the 2 assessment is a year. This may not be enough time for the employer to fulfil its commitment.
- Although the organization only achieved one out of 8 goals that was set in the last assessment, we note that several gaps still remain. If not done already, Panalpina Inc. might consider partnering with universities or reaching out to professional associations in order to identify qualified potential employees that are members of the designated groups.

Name of Analyst: Neena Sharan

Date: May 31, 2018

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

Sent: September 7, 2018 9:52 AM

To: 'tony.jaques@panalpina.com' <tony.jaques@panalpina.com>; 'flavia.iuston-blair@panalpina.com' <flavia.iuston-blair@panalpina.com>; 'tara.goodhand@panalpina.com'

<tara.goodhand@panalpina.com>

Subject: Government of Canada Agreement Number: V060176 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Tony Jaques:

I am writing to inform you that the subsequent compliance assessment initiated on April 12, 2017, has been completed. As a result of the assessment, Panalpina Inc. has been found to be in compliance with the requirements of the <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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

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

- Panalpina Inc. has demonstrated through their second compliance assessment submission that
 they were unable to meet any of the goals set during their first compliance assessment. The time
 between the 2 assessment is a year. This may not be enough time for the employer to fulfil its
 commitment.
- Although the organization only achieved one out of 8 goals that was set in the last assessment, we note that several gaps still remain. If not done already, Panalpina Inc. might consider partnering with universities or reaching out to professional associations in order to identify qualified potential that are members of the designated groups.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on April 12, 2020. 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, Panalpina Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Sincerely,

Workplace Equity Team

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



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!

From: Flavia Iuston-Blair - DSV <flavia.iuston-blair@ca.dsv.com>

Sent: February 10, 2020 4:47 PM

To: Arnaoudova, Olga O [NC] <olga.arnaoudova@labour-travail.gc.ca>

Subject: RE: Panalpina - V060176

Olga,

I wanted to follow up on this email and provide you with the certificate of amalgamation for DS/Panalpina effective Feb 1, 2020.

Please note the new mailing address:

DSV Air & Sea Inc. 2200 Yukon Court Milton, ON L9E 1N5

My new direct line is: 905-203-4516

As mentioned, Tony Jaques is no longer with the organization. The Managing Director for DSV Air & Sea Inc. is **Mr. Martin Roos.**

Best regards,

Flavia A. Iuston-Blair Country Head of HR Canada Operations Air & Sea, Road

<u>flavia.iuston-blair@ca.dsv.com</u> www.dsv.com

From: olga.arnaoudova@labour-travail.gc.ca <olga.arnaoudova@labour-travail.gc.ca>

Sent: Wednesday, January 15, 2020 5:09 PM

To: YYZ luston-Blair Flavia < <u>Flavia.luston-blair@panalpina.com</u>>

Subject: RE: Panalpina - V060176

Hello again,

Please share with me any details you may have. You do not need to forward any official documentation as yet.

I will be in touch soon.

Regards,

Olga Arnaoudova

Program Officer | Agente de programme

Direction de l'équité en milieu de travail, Programme du travail

Emploi et Développement social Canada | Gouvernement du Canada

Téléphone: 819-654-5349

Workplace Equity Division, Labour Program

Employment and Social Development Canada | Government of Canada

Telephone: 819-654-5349



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

From: YYZ luston-Blair Flavia < Flavia.luston-blair@panalpina.com >

Sent: January 15, 2020 4:49 PM

To: Arnaoudova, Olga O [NC] < olga.arnaoudova@labour-travail.gc.ca >

Subject: RE: Panalpina - V060176

Olga,

Thanks for the quick reply.

I don't have all these details as of yet, and it is on my agenda to ensure I get copies of the legal amalgamation once completed.

I will follow up with you once I have the information, at which time I may have additional questions.

Many thanks.

Regards, Flavia Iuston-Blair Country Head of Human Resources Canada

From: olga.arnaoudova@labour-travail.gc.ca [mailto:olga.arnaoudova@labour-travail.gc.ca]

Sent: Wednesday, January 15, 2020 3:44 PM

To: YYZ Iuston-Blair Flavia <Flavia.luston-blair@panalpina.com>

Subject: RE: Panalpina - V060176

^{*} Panalpina has an accommodation process in place and provides accommodations for individuals with disabilities. If you require a specific accommodation because of a disability, please contact Panalpina at accommodation.yyz@panalpina.com or call 905-755-4545 so that arrangements can be made for the appropriate accommodation to be in place.

Hello,

Thank you very much for your email.

We would require some more information about the amalgamation in order to answer your questions.

Can you please provide the following details in order for us to determine if you still fall under the Federal Contractors Program provisions?

- 1. What is the name of the new company? Is there a change of name?
- 2. Was this a merger? Please provide us with an official document attesting the amalgamation.
- 3. What is the current number of employees?

To review and update any of your organization's contact information, login to the <u>Workplace Equity Information Management System (WEIMS)</u>, then select *Update your employer information* link from the WEIMS Main Menu, under the Employer section.

I am including a link to the Authorization Form to Access WEIMS.

Regards,

Olga Arnaoudova

Program Officer | Agente de programme Direction de l'équité en milieu de travail, Programme du travail Emploi et Développement social Canada | Gouvernement du Canada

Téléphone: 819-654-5349

Workplace Equity Division, Labour Program

Employment and Social Development Canada | Government of Canada

Telephone: 819-654-5349



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

From: YYZ luston-Blair Flavia < Flavia.luston-blair@panalpina.com >

Sent: January 15, 2020 3:26 PM

To: Arnaoudova, Olga O [NC] <<u>olga.arnaoudova@labour-travail.gc.ca</u>> **Subject:** Panalpina - V060176

Olga,

I'm in receipt of your email dated 1/10/2020 with regards to our organization's FCP. There have been several organizational changes over the course of 2019 which I would like to discuss with you and get a better understanding of each.

Items:

- Tony Jaques is no longer with the organization
- Panalpina has been acquired and we are currently undergoing amalgamation. I need to understand what needs to be done for this transition.

Can you reach out to me on my direct line to discuss further. My direct line is 905-755-4516.

Regards,
Flavia Iuston-Blair
Country Head of HR Canada
Panalpina Inc.
6350 Cantay Road, Mississauga, ON L5R 4E2
Ph: +1 (905) 755-4516 Fax: +1 (905) 755-4613

Mobile: +1 (905) 582-6713

email: flavia.iuston-blair@panalpina.com



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Ministry of Government Ontario

Ministère des Services and Consumer Services gouvernementaux et des Services aux consommateurs

5028899

6

ONTARIO

Ontario Corporation Number

Numéro de la société en Ontario

CERTIFICATE This is to certify that these Ceci certifie que les présents articles are effective on

CERTIFICAT statuts entrent en vigueur le

FEBRUARY 0 1 FÉVRIER, 2020

Lasbara Auchit

Director / Directrice Business Corporations Act / Loi sur les sociétés par actions

ARTICLES OF AMALGAMATION STATUTS DE FUSION

The name of the amalgamated corporation is: (Set out in BLOCK CAPITAL LETTERS) Dénomination sociale de la société issue de la fusion: (Écrire en LETTRES MAJUSCULES SEULEMENT):

D	S	٧	Α	I	R	&	S	E	Α	I	Ν	С	1	D	S	٧	Α	R	Ε	Т	
М	E	R	ı	Ν	С																
					:																

The address of the registered office is:

Adresse du siège social :

BRAMPTON

70 DRIVER ROAD, UNIT #4

Street & Number or R.R. Number & if Multi-Office Building give Room No. / Rue et numéro ou numéro de la R.R. et, s'il s'agit d'un édifice à bureaux, numéro du bureau

	Name of Municipality or Post Office / Nom de la municipalité ou du bureau de	poste		Postal Code	/Code postal
3.	Number of directors is: Nombre d'administrateurs :	Fixed number Nombre fixe	OR minimum and maximum OU minimum et maximum	1	10

The director(s) is/are: / Administrateur(s) :

1	4. The director(s) is/are. / Administratedit	(3).					
	First name, middle names and surname Prénom, autres prénoms et nom de famille	Address for service, giving Street & No. or R.R. No., Municipality, Province, Country and Postal Code	Resident Canadian State 'Yes' or 'No'				
***************************************	, , , , , , , , , , , , , , , , , , , ,	Domicile élu, y compris la rue et le numéro ou le numéro de la R.R., le nom de la municipalité, la province, le pays et le code postal	Résident canadien Oui/Non				
	NELSON CABRAL	70 DRIVER ROAD, UNIT #4 BRAMPTON, ON L6T 5V2	Yes				
***************************************	MAURIZIO MARIOTTI	70 DRIVER ROAD, UNIT #4 BRAMPTON, ON L6T 5V2	Yes				
	VIVECK SINGH	70 DRIVER ROAD, UNIT #4 BRAMPTON, ON L6T 5V2	Yes				

Form 4

Act

Business Corporations

Formule 4 Loi sur les sociétés par actions

4. The director(s) is/are: / Administrateur(s): CONTINUED

First name, middle names and surname Prénom, autres prénoms et nom de famille	Address for service, giving Street & No. or R.R. No., Municipality, Province, Country and Postal Code	Resident Canadian State 'Yes' or 'No'
	Domicile élu, y compris la rue et le numéro ou le numéro de la R.R., le nom de la municipalité, la province, le pays et le code postal	Résident canadien Oui/Non
CARSTEN TROLLE	100 Walnut Avenue, Suite 405	No
	Clark, NJ 07066 USA	
JENS LUND	Hovedgaden 630	No
	2640 Hedehusene	
	Denmark	

5.			nalgamation, check A or B isie pour la fusion – Cocher A ou B :
		Α-	Amalgamation Agreement / Convention de fusion :
			The amalgamation agreement has been duly adopted by the shareholders of each of the amalgamating corporations as required by subsection 176 (4) of the <i>Business Corporations Act</i> on the date set out below.
	or ou		Les actionnaires de chaque société qui fusionnne ont dûment adopté la convention de fusion conformément au paragraphe 176(4) de la <i>Loi sur les sociétés par actions</i> à la date mentionnée ci-dessous.
		В-	Amalgamation of a holding corporation and one or more of its subsidiaries or amalgamation of subsidiaries / Fusion d'une société mère avec une ou plusieurs de ses filiales ou fusion de filiales :
	\boxtimes		The amalgamation has been approved by the directors of each amalgamating corporation by a resolution as required by section 177 of the <i>Business Corporations Act</i> on the date set out below.
			Les administrateurs de chaque société qui fusionne ont approuvé la fusion par voie de résolution conformément à l'article 177 de la <i>Loi sur les sociétés par actions</i> à la date mentionnée ci-dessous.
			The articles of amalgamation in substance contain the provisions of the articles of incorporation of Les statuts de fusion reprennent essentiellement les dispositions des statuts constitutifs de
]	DSV AIR & SEA INC./DSV AIR ET MER INC.
		***	and are more particularly set out in these articles.

Names of amalgamating corporations	Ontario Corporation Number Numéro de la société en Ontario	Date of Adoption/Approval Date d'adoption ou d'approbatio				
Dénomination sociale des sociétés qui fusionnent	Numero de la societe en Ofitano	Year année	Month mois	Day jour		
DSV AIR & SEA INC./DSV AIR ET MER INC.	1961309	2020	<i>0</i> 1	29		
PANALPINA INC.	1680534	2020	01	29		
·		***************************************				

The classes and any maximum number of shares that the corporation is authorized to issue: Catégories et nombre maximal, s'il y a lleu, d'actions que la société est autorisée à émettre :	
The Corporation is authorized to issue an unlimited number of common sha	ares and an
unlimited number of preferred shares.	

ĺ		
	8.	Rights, privileges, restrictions and conditions (if any) attaching to each class of shares and directors authority with respect to any class of shares which may be issued in series:
		Droits, privilèges, restrictions et conditions, s'il y a lieu, rattachés à chaque catégorie d'actions et pouvoirs des administrateurs relatifs à chaque catégorie d'actions qui peut être émise en série :
		See Pages 4A to 4D attached.

CONTINUED

- 8. The rights, privileges, restrictions and conditions (if any) attaching to each class of shares and directors authority with respect to any class of shares which may be issued in series:
- A. The Corporation is authorized to issue an unlimited number of common shares with the following rights, privileges, restrictions and conditions:
 - a. To vote at any meeting of the shareholders of the Corporation;
 - b. To receive dividends, if, as and when declared by the directors of the Corporation, exclusive of other classes of shares in the Corporation; any such dividends may be in one form or another on one class or series of shares and different from the form of dividends, if any, on any other class(es) or series of shares;
 - c. In the event of the liquidation, dissolution or winding-up of the Corporation, or any other distribution of assets of the Corporation among its shareholders for the purpose of winding up its affairs, subject to the prior rights of the holders of preferred shares, the holders of the common shares shall be entitled to receive the remaining property and assets of the Corporation.
- B. The Corporation is authorized to issue an unlimited number of preferred shares with the following rights, privileges, restrictions and conditions:

Voting Rights

a. Shall be entitled to receive notice of and to attend any meeting of the shareholders of the Corporation but shall not be entitled to vote at any such meeting;

Dividends

b. Shall be entitled to receive, if, as and when declared by the directors of the Corporation, non-cumulative and non-preferential dividends, exclusive of other classes of shares of the Corporation, at an annual rate as may be determined from time to time by the directors of the Corporation, not to exceed 12%.

Liquidation

c. In the event of the voluntary or involuntary liquidation, dissolution or winding up of the Corporation, or any other distribution of its assets among its shareholders for the purpose of winding up its affairs (such event referred to herein as a "Distribution"), holders of preferred shares shall be entitled to payment of an amount equal to the Redemption Amount (as defined below) (calculated as if the date of the Distribution payment is the Redemption Date as defined below) in priority to the common shares and any other shares ranking junior to the preferred shares from time to time with respect to payment on a Distribution and all such amounts shall be paid to the holders of the preferred shares before any amounts are paid to the holders of the common shares and any other shares ranking junior to the preferred shares from time to time with respect to payment on a Distribution. The preferred shares shall not confer a right to any further participation in the property of the Corporation on a Distribution.

Definition of Redemption Amount

- d. "Redemption Amount" for the preferred shares shall be the fair market value of the consideration received by the Corporation for the issuance of the preferred shares (the "Consideration"), plus any declared but unpaid dividends to the Redemption Date applicable to such share. The directors of the Corporation shall determine the fair market value of the Consideration.
- e. If, at any time, the fair market value of the preferred shares should be determined whether:
 - i. by a tribunal or court of competent jurisdiction;
 - ii. under an assessment or reassessment issued by, or by agreement with, the Canada Revenue Agency; or
 - iii. by resolution of the directors of the Corporation;

to be different from the fair market value of the consideration initially determined by directors of the Corporation, the aggregate Redemption Amount or Retraction Price, as applicable, shall be adjusted by being increased or decreased so that it is equal to the fair market value so determined and will be effective as of the date of issuance of such preferred shares, and

- iv. if the Redemption Amount or Retraction Price, as applicable, is thereby increased, the Corporation will forthwith increase the Redemption Amount or Retraction Price of the preferred shares of the Corporation issued such that the fair market value of such preferred shares issued is equal to the new fair market value determined above; or
- v. if the Redemption Amount or Retraction Price, as applicable, is thereby decreased, the Corporation will forthwith decrease the Redemption Amount or Retraction Price of the preferred shares of the Corporation issued such that the fair market value of such preferred shares issued is equal to the new fair market value determined above.

Redemption by the Corporation

- f. Subject to the Business Corporations Act (Ontario) (the "Act"), the Corporation may, upon giving notice or upon the waiver of such notice as hereinafter provided, redeem at any time the whole or from time to time any part of the then outstanding preferred shares on payment of the Redemption Amount for each preferred share to be redeemed. If part only of the preferred shares is to be redeemed, the Board of Directors of the Corporation may select the preferred shares to be redeemed (i) by lot; (ii) on a pro rata basis; or (iii) in such other manner as the Board of Directors may in its discretion select. If part only of the preferred shares represented by any certificate is redeemed, a new certificate for the balance shall be issued at the expense of the Corporation.
- g. In the case of a redemption of preferred shares, the Corporation shall give notice in writing of the intention of the Corporation to redeem such shares (unless notice is waived in any

manner by the holder of the preferred shares called for redemption) at least 21 days before the date specified for redemption (the date specified for redemption to be referred to herein as the "Redemption Date") to each person who at the date of mailing is a holder of preferred shares to be redeemed, provided that accidental failure to give such notice to one or more of such shareholders shall not affect the validity of such redemption. Such notice shall set out the Redemption Amount per preferred share to be redeemed, the Redemption Date, and, if part only of the preferred shares held by the person to whom it is addressed is to be redeemed, the number thereof to be redeemed.

- h. Subject to the Act, the Corporation shall pay to the holder of the preferred shares to be redeemed the Redemption Amount of each such share on or after the Redemption Date, provided that such holder has presented and surrendered to the Corporation certificates representing the preferred shares so called for redemption.
- i. From and after the Redemption Date, the holders of any such preferred shares to be redeemed shall not be entitled to exercise any of the rights of the holders of preferred shares in respect thereof unless payment or deposit of the Redemption Amount per preferred shares shall not be made in accordance with foregoing provisions, in which event the rights of the holders of such preferred shares shall remain unaffected.
- j. The Corporation shall not repurchase any shares of any other class of shares of the Corporation if doing so would impair the ability of the Corporation to redeem all of the preferred shares then outstanding.

Retraction by the Holder of preferred shares

- k. Any holder of preferred shares may, at any time and from time to time, require the Corporation to purchase some or all of the preferred shares held by him or her for the Redemption Amount.
- I. The right given to a holder of preferred shares to require the Corporation to purchaser some or all of the preferred shares held by him or her may be exercised by written notice given to the Corporation accompanied by the certificate(s) for the preferred shares that the holder wants the Corporation to purchase. The Notice shall be signed by the person shown in the securities register of the Corporation as the registered holder of such shares or by his or her authorized attorney. The notice shall specify the number and class of preferred shares that the holder wants the Corporation to purchase and the address to which the amount to be paid by the Corporation for the shares (the "Retraction Price") is to be sent.
- m. Within 30 days of receipt of the notice and the required share certificates, the Corporation shall pay the Retraction Price to the holder of the shares specified in the notice. If less that all of the preferred shares represented by any certificates are to be purchased by the Corporation, the holder shall receive a new certificate for the preferred shares represented by the original certificate not being purchased.
- n. From and after the giving of notice, the holder shall not be entitled to exercise any rights in respect of the shares specified in the notice, except to receive the Retraction Price therefore. However, if the Corporation does not pay the Retraction Price within the 30 day period, the

holder shall continue to be entitled to exercise all rights of a holder of the preferred shares specified in the notice.

o. Notwithstanding any other provision of these articles, the Corporation shall be obligated to purchase the preferred shares specified in the notice only if it can comply with the Act in respect of its purchase of such preferred shares. If the Corporation is unable to purchase any such shares when requested as a result of it being unable to comply with the Act, then the holder may withdraw the notice and his or her rights as a holder of the preferred shares specified in the notice shall be reinstated. If the notice is not withdrawn, the Corporation shall purchase the preferred shares specified in the notice, or from time to time part thereof, as soon as it is legally able to do so. Until such time as all such preferred shares have been purchased, the holder may withdraw the notice in respect of any preferred shares that have not been purchased and his or her rights as a holder of such preferred shares shall be reinstated.

9.	The issue, transfer or ownership of shares is/is not restricted and the restrictions (if any) are as follows: L'émission, le transfert ou la propriété d'actions est/n'est pas restreint. Les restrictions, s'il y a lieu, sont les suivantes :
	No securities of the Corporation, other than non-convertible debt securities. shall be transferred without the consent of either (a) a majority of the directors of the Corporation expressed ba resolution passed at a meeting of the board of directors or by an instrument or instruments in writing signed by a majority of the directors; or (b) the holders of at least 66-2/30 f the outstanding common shares of the Corporation expressed by a resolution passed at a meeting of such shareholders or by an instrument or instruments in writing signed by the holders of at least 66-2/3 of the outstanding common shares of the Corporation.
10.	Other provisions, (if any): Autres dispositions, s'il y a lieu :
	None.
11.	The statements required by subsection 178(2) of the Business Corporations Act are attached as Schedule "A". Les déclarations exigées aux termes du paragraphe 178(2) de la Loi sur les sociétés par actions constituent l'annexe A.
12.	A copy of the amalgamation agreement or directors' resolutions (as the case may be) is/are attached as Schedule "B". Une copie de la convention de fusion ou les résolutions des administrateurs (selon le cas) constitue(nt) l'annexe B.

These articles are signed in duplicate. Les présents statuts sont signés en double exemplaire.

Name and original signature of a director or authorized signing officer of each of the amalgamating corporations. Include the name of each corporation, the signatories name and description of office (e.g. president, secretary). Only a director or authorized signing officer can sign on behalf of the corporation. / Nom et signature originale d'un administrateur ou d'un signataire autorisé de chaque société qui fusionne. Indiquer la dénomination sociale de chaque société, le nom du signataire et sa fonction (p. ex. : président, secrétaire). Seul un administrateur ou un dirigeant habilité peut signer au nom de la société.

DSV AIR & SEA INC./DSV A	AIR ET MER INC.	
Names of Corporations / Dénomination	sociale des sociétés	
By I Par		
X 6	Carsten Trolle	Chairman of the boo
Signature / Signature	Print name of signatory / Nom du signataire en lettres moulées	Description of Office / Fonction
PANALPINA INC.		
Names of Corporations / Dénomination By / Par	sociale des sociétés	
X	Jose Joeconsen	VP France
Signature Signature	Print name of signatory / Nom du signataire en lettres moulées	Description of Office / Fonction
Names of Corporations / Dénomination By / Par	sociale des sociétés	Amenger of Amenger of
Signature / Signature	Print name of signatory / Nom du signataire en lettres moulées	Description of Office / Fonction
Names of Corporations / Dénomination	sociale des sociétés	
By / Par		
Signature / Signature	Print name of signatory / Nom du signataire en lettres moulées	Description of Office / Fonction
Names of Corporations / Dénomination By / Par	sociale des sociétés	
Signature / Signature	Print name of signatory / Nom du signataire en lettres moulées	Description of Office / Fonction

SCHEDULE "A"

STATEMENT OF DIRECTOR OR ACCIOCED DUDGUANT TO CUDGECTION

		SS CORPORATIONS ACT (ONTARIO)
1,	1, Carster Trolle, he	reby state that:

- I am an officer of DSV Air & Sea Inc. and of Panalpina Inc. and as such have 1. knowledge of their affairs.
- I have conducted such examinations of the books and records of each 2. amalgamating corporation as are necessary to enable me to make the statements hereinafter set forth.
- There are reasonable grounds for believing that: 3.
 - each amalgamating corporation is and the amalgamated corporation will be (a) able to pay its liabilities as they become due; and
 - the realizable value of the amalgamated corporation's assets will not be less (b) than the aggregate of its liabilities and stated capital of all classes.
- There are reasonable grounds for believing that no creditor will be prejudiced by 4. the amalgamation.

THIS STATEMENT made this JAMAY 29, 2020.

SCHEDULE B - PART 1

CERTIFIED COPY OF

RESOLUTION OF THE BOARD OF DIRECTORS

OF

DSV AIR & SEA INC. / >SV Air et Mer Inc. (the "Corporation")

"AMALGAMATION

RECITAL:

The Corporation and Panalpina Inc. ("Panalpina") are both wholly-owned subsidiaries of DSV Air & Sea A/S and have agreed to amalgamate pursuant to subsection 177(2) of the *Business Corporations Act* (Ontario) (the "Act").

RESOLVED THAT:

- 1. the amalgamation of the Corporation and Panalpina under the Act pursuant to subsection 177(2) thereof, be and the same is hereby approved;
- 2. subject to the endorsement of a Certificate of Amalgamation pursuant to subsection 178(4) of the Act, and without affecting the validity of the incorporation and existence of Panalpina under its articles of incorporation and of any act done thereunder, all shares in the capital of Panalpina, including all shares which have been issued and are outstanding at the date hereof, be and the same are hereby cancelled without any repayment of capital in respect thereof;
- 3. the articles of amalgamation of the amalgamated corporation shall be the same as the articles of incorporation of the Corporation and the name of the amalgamated corporation shall be DSV Air & Sea Inc.;
- 4. the by-laws of the amalgamated corporation shall be the same as the by-laws of the Corporation;
- 5. subject to the endorsement of such certificate of amalgamation, the stated capital of Panalpina shall be added to the stated capital of the Corporation; and
- 6. any officer or director of the Corporation be and they are hereby authorized to do all things and execute all instruments and documents necessary or desirable to carry out and give effect to the foregoing."

/DS/AF et Ner Inc.

CERTIFIED to be a true copy of a resolution passed by the directors of DSV Air & Sanuary 29, 2020, which resolution is in full force and effect unamended Sea Inc. on as at the date hereof.

DATED: as of JANUARY 29, 2020.

SCHEDULE B - PART II

CERTIFIED COPY OF

RESOLUTION OF THE BOARD OF DIRECTORS

OF

PANALPINA INC. (the "Corporation")

"AMALGAMATION

RECITAL:

/DSV Air et Her Inc.

The Corporation and DSV Air & Sea Inc. ("**DSV**") are both wholly-owned subsidiaries of DSV Air & Sea Holding A/S and have agreed to amalgamate pursuant to subsection 177(2) of the *Business Corporations Act* (Ontario) (the "**Act**").

RESOLVED THAT:

- 1. the amalgamation of the Corporation and DSV under the Act pursuant to subsection 177(2) thereof, be and the same is hereby approved;
- 2. subject to the endorsement of a Certificate of Amalgamation pursuant to subsection 178(4) of the Act, and without affecting the validity of the incorporation and existence of the Corporation under its articles of incorporation and of any act done thereunder, all shares in the capital of the Corporation, including all shares which have been issued and are outstanding at the date hereof, be and the same are hereby cancelled without any repayment of capital in respect thereof;
- 3. the articles of amalgamation of the amalgamated corporation shall be the same as the articles of incorporation of DSV and the name of the amalgamated corporation shall be DSV Air & Sea Inc.
- 4. the by-laws of the amalgamated corporation shall be the same as the by-laws of DSV;
- 5. subject to the endorsement of such certificate of amalgamation, the stated capital of the Corporation shall be added to the stated capital of DSV; and
- 6. any officer or director of the Corporation be and they are hereby authorized to do all things and execute all instruments and documents necessary or desirable to carry out and give effect to the foregoing."

CERTIFIED to be a true copy of a resolution passed by the directors Panalpina Sanuary 29 , 2020, which resolution is in full force and effect unamended as at Inc. on the date hereof.

DATED: as of January 24, 2920.

Name: Name: Title: Name: Nam

From: YYZ Goodhand Tara <tara.goodhand@panalpina.com>

Sent: December 21, 2017 2:08 PM

To: Normandin, Ward W [NC] < ward.normandin@labour-travail.gc.ca>

Cc: EE-EME <ee-eme@hrsdc-rhdcc.gc.ca>; YYZ Pimentel Jessica <Jessica.Pimentel@panalpina.com>; YYZ

luston-Blair Flavia <Flavia.luston-blair@panalpina.com>; YYZ Jaques Tony

<Tony.Jaques@panalpina.com>

Subject: V060176 - SECOND COMPLIANCE ASSESSMENT

Dear Ward,

Please find attached the submission for Panalpina (V060176) of the Second FCP Compliance Assessment.

Please contact me should you have any questions.

Tara Goodhand
Country Human Resources Manager Canada

Panalpina Inc. Canada 6350 Cantay Road Mississauga, Ontario L5R 4E2 Phone: 905-755-4500 Direct: 905-755-4506

Fax: 905-755-4613 Mobile: 416-919-5029

Email: tara.goodhand@panalpina.com

www.panalpina.com

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^{*} Panalpina has an accommodation process in place and provides accommodations for individuals with disabilities. If you require a specific accommodation because of a disability, please contact Panalpina at accommodation.yyz@panalpina.com or call 905-755-4545 so that arrangements can be made for the appropriate accommodation to be in place.