

Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization PANALPINA INC.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code No*	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 375 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects/sujets/standard/norme/naics-sclan/2002/naics-sclan02i-eng.htm

Official use only (if information above is incorrect)		
Procurement Business Number	Total number of employees in Canada	Organization's NAICS Code No 488519

HEAD OFFICE			
Address (building number, street, suite, etc.) 6350 CANTAY ROAD	City MISSISSAUGA	Province ONTARIO	Postal Code L5R 4E2
	Telephone Number 905-755-4500	Fax Number 905-755-4613	

EMPLOYMENT EQUITY CONTACT	
Name (print) FLAVIA JUSTON-BLAIR	Title AREA HEAD OF HUMAN RESOURCES CANADA
Telephone Number 905-755-4516	E-mail Address flavia.juston-blair@panalpina.com

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) JIM HORGDAL	Title MANAGING DIRECTOR
Telephone Number 905-755-4500	E-mail Address jim.horgdal@panalpina.com
Signature [REDACTED]	Date July 30, 2013

RETURN INSTRUCTIONS
IMPORTANT <ul style="list-style-type: none"> The original copy of the signed Agreement to Implement Employment Equity form must be sent to the Labour Program fax, at: (819) 953-8768 or by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca



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

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	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 Canada				261	Québec	2	0	0	2
					Ottawa - Gatineau	2	0	0	2
					Total Employees in Canada				261



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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	3	3								1	1	
	3	2	2								1	1	
	2	1		1									
	1	1	1										
	Total	7	6	1							2	2	
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 45,000 - \$49,999	4	3	3										
	3	5	3	2							2	2	
	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 Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 70,000 - \$74,999	4	3	2	1							1	1	
	3	1		1									
	2												
	1	1	1										
	Total	5	3	2							1	1	
Semi-Professionals and Technicians Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 45,000 - \$49,999	4	1	1								1	1	
	3												
	2	1		1									
	1	1	1										
	Total	3	2	1							1	1	

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 30,000 - \$34,999	4	5	2	3				1		1	1		1
	3	3	1	2									
	2	21	8	13				1		1	13	7	6
	1	28	8	20							13	4	9
	Total		57	19	38				2		2	27	11
Administrative and Senior Clerical Personnel Top Range: \$ 85,000 - \$89,999 Bottom Range: \$ 30,000 - \$34,999	4	1		1									
	3	3		3				1		1			
	2	12	3	9							5	1	4
	1	8		8							6		6
	Total		24	3	21				1		1	11	1
Clerical Personnel Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 30,000 - \$34,999	4	1		1									
	3												
	2	3		3							1		1
	1	11	1	10							9		9
	Total		15	1	14							10	
Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 45,000 - \$49,999	4	1	1										
	3	1		1									
	2	4	4								2	2	
	1	4	3	1							1	1	
	Total		10	8	2							3	3



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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Semi-Skilled Manual Workers Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 30,000 - \$34,999	4	1	1										
	3	1	1								1	1	
	2	3	3								3	3	
	1	6	1	5							2	1	1
	Total		11	6	5							6	5
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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$ 10,000 - \$14,999 Bottom Range: \$ 10,000 - \$14,999	4												
	3												
	2												
	1	1		1							1		1
	Total	1		1							1		1
Clerical Personnel Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 50,000 - \$54,999	4												
	3												
	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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 25,000 - \$29,999	4	1		1									
	3												
	2												
	1	3	2	1							2	1	1
	Total	4	2	2							2	1	1
Clerical Personnel Top Range: \$ 25,000 - \$29,999 Bottom Range: \$ 25,000 - \$29,999	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		5	2	3							2	1	1

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	1	1										
	3												
	2												
	1	1	1										
	Total	2	2										
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 65,000 - \$69,999	4	1	1								1	1	
	3												
	2	2	1	1									
	1	4	1	3							1	1	
	Total	7	3	4							2	2	
Supervisors Top Range: \$ 70,000 - \$74,999 Bottom Range: \$ 30,000 - \$34,999	4	3	1	2							1		1
	3	5	2	3									
	2	13	5	8							5	3	2
	1	2		2									
	Total	23	8	15							6	3	3
Administrative and Senior Clerical Personnel Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 35,000 - \$39,999	4	1	1										
	3	1	1										
	2												
	1	3	1	2							1		1
	Total	5	3	2							1		1



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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Clerical Personnel Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 35,000 - \$39,999	4	1		1									
	3												
	2	1		1									
	1	1	1										
	Total	3	1	2									
Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 40,000 - \$44,999	4	1	1								1	1	
	3												
	2	2	1	1									
	1	3	2	1									
	Total	6	4	2							1	1	
Total Number of Employees		46	21	25							10	6	4



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / Québec
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$ 35,000 - \$39,999 Bottom Range: \$ 35,000 - \$39,999	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Total Number of Employees		1		1									



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Temporary / Québec
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 35,000 - \$39,999	4	1	1								1	1	
	3												
	2												
	1	1		1							1		1
	Total		2	1	1						2	1	1
Administrative and Senior Clerical Personnel Top Range: \$ 25,000 - \$29,999 Bottom Range: \$ 25,000 - \$29,999	4												
	3												
	2												
	1	1		1									
	Total		1		1								
Clerical Personnel Top Range: \$ 40,000 - \$44,999 Bottom Range: \$ 40,000 - \$44,999	4												
	3												
	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 Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 40,000 - \$44,999	4	1		1									
	3												
	2												
	1	2	1	1							1	1	
	Total	3	1	2							1	1	
Intermediate Sales and Service Personnel Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 70,000 - \$74,999	4	1		1									
	3												
	2												
	1	1	1								1	1	
	Total	2	1	1							1	1	
Total Number of Employees		5	2	3							2	2	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / British Columbia
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: \$ 60,000 - \$64,999	4	3	2	1							2	1	1
	3	3	2	1							1		1
	2												
	1	2	1	1							2	1	1
	Total	8	5	3							5	2	3
Supervisors Top Range: \$ 75,000 - \$79,999 Bottom Range: \$ 40,000 - \$44,999	4	3	3										
	3	1	1										
	2	6	4	2							4	2	2
	1	3		3							3		3
	Total	13	8	5							7	2	5
Administrative and Senior Clerical Personnel Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 40,000 - \$44,999	4	2		2							1		1
	3												
	2	1	1										
	1	1	1								1	1	
	Total	4	2	2							2	1	1



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / British Columbia
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Intermediate Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: \$ 45,000 - \$49,999	4	2	1	1									
	3												
	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



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / British Columbia
Reporting Period 2016-08-01 to 2017-07-31

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



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

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



Panalpina Inc. (certificate # V060176)

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		10	4	6				1		1	4	2	2



Panalpina Inc. (certificate # V060176)

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

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: \$ 80,000 - \$84,999 Bottom Range: \$ 80,000 - \$84,999	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		1	1										



Panalpina Inc. (certificate # V060176)

Form 3 A

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 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



Panalpina Inc. (certificate # V060176)

Form 3 B

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / Ontario
Reporting Period 2016-08-01 to 2017-07-31

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 12,500 - \$14,999	1		1							1		1
\$ 50,000 and over	1		1									
Total Number of Employees	2		2							1		1



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Temporary / Ontario
Reporting Period 2016-08-01 to 2017-07-31

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 25,000 - \$29,999	4	2	2							2	1	1
\$ 40,000 - \$49,999	1		1									
Total Number of Employees	5	2	3							2	1	1



Panalpina Inc. (certificate # V060176)

Form 3 A

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 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



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / Québec
Reporting Period 2016-08-01 to 2017-07-31

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



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Temporary / Québec
Reporting Period 2016-08-01 to 2017-07-31

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 25,000 - \$29,999	1		1									
\$ 35,000 - \$39,999	1		1							1		1
\$ 40,000 - \$49,999	2	2								1	1	
Total Number of Employees	4	2	2							2	1	1



Panalpina Inc. (certificate # V060176)

Form 3 A

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

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



Panalpina Inc. (certificate # V060176)

Form 3 A

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / British Columbia
Reporting Period 2016-08-01 to 2017-07-31

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



Panalpina Inc. (certificate # V060176)

Form 3 B

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / British Columbia
Reporting Period 2016-08-01 to 2017-07-31

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



Panalpina Inc. (certificate # V060176)

Form 3 A

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 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



Panalpina Inc. (certificate # V060176)

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

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 70,000 - \$84,999	1	1										
Total Number of Employees	1	1										



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Temporary / Ontario
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	4	2	2							2	1	1
Clerical Personnel	1		1									
Total Number of Employees Hired	5	2	3							2	1	1



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Québec

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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	



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Temporary / Québec

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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

Panalpina Inc. (certificate # V060176)

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

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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	



Panalpina Inc. (certificate # V060176)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Ontario
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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



Panalpina Inc. (certificate # V060176)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Part-Time / Ontario
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Clerical Personnel	1		1									
Total Number of Employees Promoted	1		1									
Total Number of Promotions	1		1									



Panalpina Inc. (certificate # V060176)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Québec
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	2	1	1									
Total Number of Employees Promoted	2	1	1									
Total Number of Promotions	2	1	1									



Panalpina Inc. (certificate # V060176)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / British Columbia
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										



Panalpina Inc. (certificate # V060176)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Newfoundland and Labrador
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / Ontario
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
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

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / Ontario

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Intermediate Sales and Service Personnel	1		1							1		1
Total Number of Employees Terminated	1		1							1		1

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Temporary / Ontario

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Clerical Personnel	2	1	1							1		1
Total Number of Employees Terminated	2	1	1							1		1



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Québec

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

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



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Temporary / Québec

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Clerical Personnel	4	1	3							2	1	1
Total Number of Employees Terminated	4	1	3							2	1	1



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Manitoba

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	1		1									
Total Number of Employees Terminated	1		1									

Panalpina Inc. (certificate # V060176)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / British Columbia

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	5	2	3							5	2	3
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	3



Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / British Columbia

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

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	1		1									
Total Number of Employees Terminated	1		1									

Panalpina Inc. (certificate # V060176)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / Alberta
Reporting Period 2016-08-01 to 2017-07-31

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Supervisors	1		1									
Total Number of Employees Terminated	1		1									



Workplace Equity Information Management System - Panalpina Inc.

Workforce Analysis - Summary Report

Date: 2017-07-31

Women

Employment Equity Occupational Group	All Employees #	Representation		Women 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

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Panalpina Inc.

Workforce Analysis - Summary Report

Date: 2017-07-31

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples				Gap #
		Representation		Availability		
		#	%	%	#	
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
Total	261	1	0.4 %	1.6 %	3	-2

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Panalpina Inc.

Workforce Analysis - Summary Report

Date: 2017-07-31

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		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

Total may not equal sum of components due to rounding.



Workplace Equity Information Management System - Panalpina Inc.

Workforce Analysis - Summary Report

Date: 2017-07-31

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
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

Total may not equal sum of components due to rounding.



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

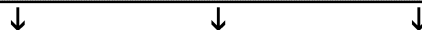
Date: 2017-07-31

WFA Defaults - Persons with Disabilities

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

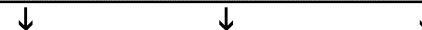
Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
Panalpina Inc.
[Date: 2017-12-11]

Data from Previous Workforce Analysis
--



Date of Previous Workforce Analysis		
YYYY	MM	DD
2016	07	31

Data from Current Workforce Analysis



Date of Current Workforce Analysis		
YYYY	MM	DD
2017	07	31

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		Previous Workforce Analysis		
		All Employees	Women	
			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

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Current Workforce Analysis		
		All Employees	Women	
			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
Total		261	150	53.2

* Source:

* Source:

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

↓ Data from Previous Workforce Analysis ↓ ↓ ↓

Date of Previous Workforce Analysis	MM	DD
YYYY	07	31
2016		

↓ Data from Current Workforce Analysis ↓ ↓ ↓

Date of Current Workforce Analysis	MM	DD
YYYY	07	31
2017		

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples			
	All Employees	Previous Workforce Analysis		
		Representation	Aboriginal Peoples	Availability*
#	#	%	%	
01 Senior Managers	11	0	2.9	
02 Middle & Other Managers	43	1	2.2	
03 Professionals	4	0	1.2	
04 Semi-Professionals & Technicians	3	0	1.8	
05 Supervisors	119	1	2.2	
06 Supervisors: Crafts & Trades	0	0	0.0	
07 Administrative & Senior Clerical Personnel	33	0	1.1	
08 Skilled Sales & Service Personnel	0	0	0.0	
09 Skilled Crafts & Trades Workers	0	0	0.0	
10 Clerical Personnel	25	0	0.8	
11 Intermediate Sales & Service Personnel	29	1	2.0	
12 Semi-Skilled Manual Workers	16	0	0.7	
13 Other Sales & Service Personnel	0	0	0.0	
14 Other Manual Workers	0	0	0.0	
Total	283	3	1.9	

Employment Equity Occupational Group (EEOG)	Table 6: Aboriginal Peoples			
	All Employees	Current Workforce Analysis		
		Representation	Aboriginal Peoples	Availability*
#	#	%	%	
01 Senior Managers	11	0	2.9	
02 Middle & Other Managers	39	1	2.2	
03 Professionals	5	0	1.3	
04 Semi-Professionals & Technicians	3	0	1.8	
05 Supervisors	111	0	1.6	
06 Supervisors: Crafts & Trades	0	0	0.0	
07 Administrative & Senior Clerical Personnel	34	0	0.9	
08 Skilled Sales & Service Personnel	0	0	0.0	
09 Skilled Crafts & Trades Workers	0	0	0.0	
10 Clerical Personnel	21	0	0.7	
11 Intermediate Sales & Service Personnel	26	0	1.9	
12 Semi-Skilled Manual Workers	11	0	0.7	
13 Other Sales & Service Personnel	0	0	0.0	
14 Other Manual Workers	0	0	0.0	
Total	261	1	1.6	

* Source: 0

* Source: 0

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

Data from Previous Workforce Analysis

Date of Previous Workforce Analysis	MM	DD
YYYY	07	31
2016		

Data from Current Workforce Analysis

Date of Current Workforce Analysis	MM	DD
YYYY	07	31
2017		

Table 3: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Previous Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
#	#	%	
01 Senior Managers	11	1	10.1
02 Middle & Other Managers	43	19	15.0
03 Professionals	4	1	29.0
04 Semi-Professionals & Technicians	3	1	29.4
05 Supervisors	119	51	32.2
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	33	13	31.5
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	25	13	44.2
11 Intermediate Sales & Service Personnel	29	13	35.8
12 Semi-Skilled Manual Workers	16	9	48.8
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	283	121	30.6

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Current Workforce Analysis		
	All Employees	Members of Visible Minorities Representation	Availability*
#	#	%	
01 Senior Managers	11	2	10.1
02 Middle & Other Managers	39	16	15.0
03 Professionals	5	1	27.5
04 Semi-Professionals & Technicians	3	1	29.4
05 Supervisors	111	49	36.3
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	34	14	32.6
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	21	10	42.3
11 Intermediate Sales & Service Personnel	26	11	38.9
12 Semi-Skilled Manual Workers	11	6	57.5
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	261	110	32.9

* Source:
0

* Source:
0

Federal Contractors Program Achievement Table

Part 1: Workforce Analysis

Panalpina Inc.

[Date: 2017-12-11]

Data from Previous Workforce Analysis



Date of Previous Workforce Analysis			
YYYY	MM	DD	
2016	07	31	

Data from Current Workforce Analysis



Date of Current Workforce Analysis			
YYYY	MM	DD	
2017	07	31	

Table 4: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Previous Workforce Analysis		
	All Employees	Persons with Disabilities	
		Representation	Availability*
#	#	%	%
01/02 Managers	54	1	4.3
03 Professionals	4	0	3.8
04 Semi-Professionals & Technicians	3	0	4.6
05 Supervisors	119	1	13.9
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	33	2	3.4
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	25	0	7.0
11 Intermediate Sales & Service Personnel	29	0	5.6
12 Semi-Skilled Manual Workers	16	0	4.8
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	283	4	8.6

* Source:

Table 8: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Current Workforce Analysis		
	All Employees	Persons with Disabilities	
		Representation	Availability*
#	#	%	%
01/02 Managers	50	1	4.3
03 Professionals	5	0	3.8
04 Semi-Professionals & Technicians	3	0	4.6
05 Supervisors	111	2	13.9
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	34	1	3.4
08 Skilled Sales & Service Personnel	0	0	0.0
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	21	0	7.0
11 Intermediate Sales & Service Personnel	26	0	5.6
12 Semi-Skilled Manual Workers	11	0	4.8
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	261	4	8.6

* Source:

Federal Contractors Program Achievement Table
Part 2: Flow Data Analysis

Panalpinia Inc.

[Date: 2017-12-11]

Start Date of Flow Data			
YYYY	MM	DD	
2016	08	01	

End Date of Flow Data			
YYYY	MM	DD	
2017	07	31	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
01 Senior Managers	2	0	0	0	0	0	0	0	1	1	0	0
02 Middle & Other Managers	1	0	0	0	1	0	0	0	3	1	0	0
03 Professionals	0	0	0	0	1	1	0	0	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	17	8	0	0	6	3	0	0	29	23	1	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	3	0	0	2	2	0	0	2	1	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	6	4	0	0	1	1	1	1	9	6	0	0
11 Intermediate Sales & Service Personnel	8	2	0	0	3	0	0	0	11	5	1	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	5	1	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	37	17	0	0	14	7	1	1	60	38	2	0

Federal Contractors Program Achievement Table
Part 2: Flow Data Analysis

Panalpinia Inc.

[Date: 2017-12-11]

Start Date of Flow Data		
YYYY	MM	DD
2016	08	01

End Date of Flow Data		
YYYY	MM	DD
2017	07	31

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓ ↓

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓ ↓

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓ ↓

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
01 Senior Managers	2	0	0	0	0	0	0	0	1	0	0	0
02 Middle & Other Managers	1	0	0	0	1	0	0	0	3	0	0	0
03 Professionals	0	0	0	0	1	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	17	0	0	0	6	0	0	0	29	1	1	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	0	0	0	2	0	0	0	2	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	6	0	0	0	1	0	0	1	9	0	0	0
11 Intermediate Sales & Service Personnel	8	0	0	0	3	0	0	0	11	1	1	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	5	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	37	0	0	0	14	0	1	0	60	2	2	0

Federal Contractors Program Achievement Table
Part 2: Flow Data Analysis

Panalpina Inc.

[Date: 2017-12-11]

Start Date of Flow Data			
YYYY	MM	DD	
2016	08	01	

End Date of Flow Data			
YYYY	MM	DD	
2017	07	31	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities					
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
01 Senior Managers	2	0	0	0	0	0	0	0	1	0	0	0	0	
02 Middle & Other Managers	1	0	0	0	1	0	0	0	3	0	0	0	0	
03 Professionals	0	0	0	0	1	0	0	0	0	0	0	0	0	
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	
05 Supervisors	17	0	0	0	6	0	0	0	29	0	0	1	0	
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0	0	
07 Administrative & Senior Clerical Personnel	3	0	0	0	2	0	0	0	2	0	0	0	0	
08 Skilled Sales & Service Personnel	0	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	0	
10 Clerical Personnel	6	0	0	0	1	0	0	0	9	0	0	0	0	
11 Intermediate Sales & Service Personnel	8	0	0	0	3	0	0	0	11	0	0	1	0	
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	5	0	0	0	0	
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total	37	0	0	0	14	0	0	1	60	0	0	2	0	

Federal Contractors Program Achievement Table
Part 2: Flow Data Analysis

Panalpinia Inc.

[Date: 2017-12-11]

Start Date of Flow Data			
YYYY	MM	DD	
2016	08	01	

End Date of Flow Data			
YYYY	MM	DD	
2017	07	31	

Data from Form 4 - Employees Hired

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities			
	Full-time / National		Part-time / National	
	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
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	3	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	6	2	0	0
11 Intermediate Sales & Service Personnel	8	1	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	12	0	0

Data from Form 5 - Employees Promoted

Employment Equity Occupational Group (EEOG)	Table 8: Members of Visible Minorities			
	Full-time / National		Part-time / National	
	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	1	0	0	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	6	2	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	2	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	1	0
11 Intermediate Sales & Service Personnel	3	1	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	14	4	1	0

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	3	2	0	0
03 Professionals	0	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	29	15	1	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	2	1	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	9	2	0	0
11 Intermediate Sales & Service Personnel	11	3	1	1
12 Semi-Skilled Manual Workers	5	2	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	60	25	2	1

Federal Contractors Program Achievement Table

Part 3: Goals

Panalpina Inc.

[Date: 2017-12-11]

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2020

Table 1: Women

	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	2	35.0	2	35.0
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	7	60.0	7	60.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	7	50.0	7	50.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	16	0.0	16	0.0

Table 5: Women

	Short-term Goals		Long-term Goals	
	#	%	#	%
0	0	18.2	0	18.2
1	1	10.0	1	10.0
0	0	0.0	0	0.0
0	0	0.0	0	0.0
29	29	50.0	29	50.0
0	0	0.0	0	0.0
5	5	80.0	5	80.0
0	0	0.0	0	0.0
0	0	0.0	0	0.0
17	17	65.0	17	65.0
19	19	50.0	19	50.0
0	0	0.0	0	0.0
0	0	0.0	0	0.0
0	0	0.0	0	0.0
71	71	0.0	71	0.0

Federal Contractors Program Achievement Table

Part 3: Goals

Panalpina Inc.

[Date: 2017-12-11]

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2020

Table 2: Aboriginal Peoples

	Aboriginal Peoples			
	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	1	2.0	1	2.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	1	0.0	1	0.0

Table 6: Aboriginal Peoples

	Aboriginal Peoples			
	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	1	1.0	1	1.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	1	0.0	1	0.0

Federal Contractors Program Achievement Table

Part 3: Goals

Panalpina Inc.

[Date: 2017-12-11]

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Current Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2020

Table 3: Persons with Disabilities

Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01/02 Managers	1	5.0	1	5.0
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	7	20.0	7	20.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	1	20.0	1	20.0
11 Intermediate Sales & Service Personnel	2	15.0	2	15.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	11	0.0	11	0.0

Table 7: Persons with Disabilities

Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term Goals	
	#	%	#	%
01/02 Managers	1	5.0	1	5.0
03 Professionals	0	0.0	0	0.0
04 Semi-Professionals & Technicians	0	0.0	0	0.0
05 Supervisors	2	2.0	2	2.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	1	20.0	1	20.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	1.0	0	1.0
11 Intermediate Sales & Service Personnel	0	1.0	0	1.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	4	0.0	4	0.0

Federal Contractors Program Achievement Table

Part 3: Goals

Panalpina Inc.

[Date: 2017-12-11]

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2016	2019	2016	2019

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Current Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2020

Table 4: Members of Visible Minorities

	Members of Visible Minorities			
	Short-term Goals		Long-term Goals	
	#	%	#	%
Employment Equity Occupational Group (EEOG)				
01 Senior Managers	1	20.0	1	20.0
02 Middle & Other Managers	4	20.0	4	20.0
03 Professionals	1	20.0	1	20.0
04 Semi-Professionals & Technicians	0	20.0	0	20.0
05 Supervisors	7	20.0	7	20.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	2	20.0	2	20.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	2	45.0	2	45.0
11 Intermediate Sales & Service Personnel	3	20.0	3	20.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	20	0.0	20	0.0

Table 8: Members of Visible Minorities

	Members of Visible Minorities			
	Short-term Goals		Long-term Goals	
	#	%	#	%
	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

Federal Contractors Program Achievement Table

Part 4: Results - Women

Panalpina Inc.

Date: 2017-12-11

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D$ Workforce $\times 100$	Part 1: Workforce Analysis	$D \times G$ $\div 100$	$E - H$	$E + H$ $\times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K$ $\times 100$	$K \times G +$ 100	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times$ 100	$U \times F + 100$	$V - X$	$U -$ $(DY \text{ year} 1 +$ $DY \text{ year} 2) \div$ 2×100
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Hires					Flow Data Analysis					Terminations					Turnover Rate %
		All Employees #	Representation #	%	Availability %	#	Gap #	EE Result %	All Employees #	Actual #	%	Expected #	Difference #	All Employees #	Actual #	%	Expected #	Difference #	All Employees #	Actual #	%	Expected #	Difference #				
01 Senior Managers	2016	11	2	18.2	27.4	3	-1	66.4	2	0	0.0	1	-1	0	0	0.0	0	0	1	1	100.0	0	0	1	9.1		
	2017	11	1	9.1	27.4	3	-2	33.2	2	0	0.0	1	-1	0	0	0.0	0	0	1	1	100.0	0	0	1	9.1		
	2016	43	22	51.2	38.9	17	5	131.5	1	0	0.0	0	0	0	0	0.0	1	-1	3	1	33.3	2	-1	7.3			
02 Middle & Other Managers	2017	39	18	46.2	38.9	15	3	118.6	1	0	0.0	0	0	0	0	0.0	1	-1	3	1	33.3	2	-1	7.3			
	2016	4	1	25.0	31.7	1	0	78.9	0	0	0.0	0	0	0	1	100.0	0	0	1	0	0.0	0	0	0	0.0		
03 Professionals	2016	4	1	25.0	31.7	1	0	78.9	0	0	0.0	0	0	0	1	100.0	0	0	1	0	0.0	0	0	0	0.0		
	2017	5	2	40.0	33.8	2	0	118.3	0	0	0.0	0	0	0	1	100.0	0	0	1	0	0.0	0	0	0	0.0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments	
		All Employees #	Women Actual #	%	Goal #	%	Percent of Goal Met	Goal #	%	Percent of Goal Met		
01 Senior Managers	2017	2	0	0.0	2	0.0	35.0	0.0	2	0.0	35.0	0.0
	2020	2	0	0.0	0	0.0	18.2	0.0	0	0.0	18.2	0.0
02 Middle & Other Managers	2017	2	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	2	0	0.0	1	0.0	10.0	0.0	1	0.0	10.0	0.0
03 Professionals	2017	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0

Federal Contractors Program Achievement Table

Part 4: Results - Women

Panalpina Inc.

Date: 2017-12-11

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + ((D)Year1 + D)Year2) x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		All Employees					Women					All Employees					Women								
	#	Representation %	Availability %	Gap #	EE Result %	Actual #	Expected #	Difference #	Actual %	Expected %	Difference %	Actual #	Expected #	Difference #	Actual %	Expected %	Difference %	Actual #	Expected #	Difference #	Actual %	Expected %	Difference %	Turnover Rate %	
04 Semi-Professionals & Technicians	2016	3	33.3	27.8	1	0	119.9	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0
	2017	3	33.3	27.8	1	0	119.9	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0
05 Supervisors	2016	119	68.1	53.7	64	17	126.8	17	8	47.1	9	-1	6	3	50.0	4	-1	30	23	76.7	20	3	26.1		
	2017	111	62.2	52.5	58	11	118.4	17	8	47.1	9	-1	6	3	50.0	4	-1	30	23	76.7	20	3	26.1		
06 Supervisors: Crafts & Trades	2016	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0	
	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	

Data sources:

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Women	Actual %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
04 Semi-Professionals & Technicians	2017	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	
05 Supervisors	2017	23	11	47.8	0	0.0	0	0.0	0	0.0	
	2020	23	11	47.8	29	37.9	29	37.9	50.0	95.7	
06 Supervisors: Crafts & Trades	2017	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	

Federal Contractors Program Achievement Table

Part 4: Results - Women

Panalpina Inc.

Date: 2017-12-11

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F \div 100$	$V - X$	$\frac{U - (DY \text{ year} 1 + DY \text{ year} 2) \div 2}{2} \times 100$
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Hires						Flow Data Analysis						Terminations				Turnover Rate %
		All Employees #	Representation #	Availability %	Gap #	EE Result %	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #						
07 Administrative & Senior Clerical	2016	33	24	72.7	80.4	27	-3	90.5	3	3	100.0	2	1	2	2	100.0	1	1	2	1	1	50.0	1	0	6.0			
08 Skilled Sales & Service Personnel	2016	34	26	76.5	80.1	27	-1	95.5	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0			
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0			
	2017																											

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Short-term Goals				Long-term Goals				Comments	
		All Employees #	Women Actual #	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %		
07 Administrative & Senior Clerical	2017	5	5	100.0	7	71.4	60.0	166.7	7	71.4	60.0	166.7	
	2020	5	5	100.0	5	100.0	80.0	125.0	5	100.0	80.0	125.0	
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	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	0.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	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	0.0	0.0	0.0	

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Panalpina Inc.

Date: 2017-12-11

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D$ Workforce $\times 100$	Part 1: Workforce Analysis	$D \times G$ $\div 100$	$E - H$	$E + H$ $\times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K$ $\times 100$	$K \times G +$ 100	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$\frac{U - (DY \text{ year} 1 + DY \text{ year} 2) \div 2}{\times 100}$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		All Peoples					Aboriginal Peoples					All Peoples					Aboriginal Peoples								
		Employees	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Turnover Rate		
01 Senior Managers	2016	11	0.0	2.9	0	0.0																			
	2017	11	0.0	2.9	0	0.0	2	0	0.0	0	0	0.0	0	0	1	0	0.0	0	0	0	0.0	0	0	9.1	
	2016	43	1	2.3	2.2	1	0	105.7																	
02 Middle & Other Managers	2016	39	1	2.6	2.2	1	0	116.6																	
	2017	4	0	0.0	1.2	0	0	0.0							3	0	0.0	0	0	0	0.0	0	0	7.3	
	2016	5	0	0.0	1.3	0	0	0.0							1	0	0.0	0	0	0	0.0	0	0	0.0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Peoples	Aboriginal Peoples	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
01 Senior Managers	2017	2	0	0.0	0	0.0	0.0	0	0.0	0.0	
	2020	2	0	0.0	0	0.0	0.0	0	0.0	0.0	
	2017	2	0	0.0	0	0.0	0.0	0	0.0	0.0	
02 Middle & Other Managers	2017	2	0	0.0	0	0.0	0.0	0	0.0	0.0	
	2020	2	0	0.0	0	0.0	0.0	0	0.0	0.0	
	2017	1	0	0.0	0	0.0	0.0	0	0.0	0.0	
03 Professionals	2017	1	0	0.0	0	0.0	0.0	0	0.0	0.0	
	2020	1	0	0.0	0	0.0	0.0	0	0.0	0.0	
	2017	1	0	0.0	0	0.0	0.0	0	0.0	0.0	

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Panalpina Inc.

Date: 2017-12-11

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D$ Workforce $\times 100$	Part 1: Workforce Analysis	$D \times G$ $\div 100$	$E - H$	$E + H$ $\times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K$ $\times 100$	$K \times G + 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F + 100$	$V - X$	$\frac{U - (DY \text{ year} 1 + DY \text{ year} 2) \div 2}{\times 100}$
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis						Terminations				Turnover Rate %		
		All Peoples						Aboriginal Peoples						All Peoples			Aboriginal Peoples									
		Employees #	Representation %	Availability %	Gap #	EE Result %	Employees #	Actual #	Expected #	Difference #	Employees #	Actual %	Expected %	Difference #	Employees #	Actual %	Expected %	Difference #								
04	Semi-Professionals & Technicians	2016	3	0.0	1.8	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0
		2017	3	0.0	1.8	0	0	0.0	0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0.0
05	Supervisors	2016	119	0.8	2.2	3	-2	38.2	0	17	0	0.0	0	0	6	0	0.0	0	0	30	1	3.3	0	1	26.1	
		2017	111	0	1.6	2	-2	0.0	0	17	0	0.0	0	0	6	0	0.0	0	0	30	1	3.3	0	1	26.1	
06	Supervisors: Crafts & Trades	2016	0	0.0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0.0
		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

Data sources:

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments	
		All Peoples			Aboriginal Peoples			Aboriginal Peoples				
		Employees #	Actual #	%	Goal #	%	Goal %	Percent of Goal Met	Goal #	%		Goal %
04	Semi-Professionals & Technicians	2017	0	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	0.0	
05	Supervisors	2017	23	0	0.0	1	0.0	2.0	0.0	1	0.0	0.0
		2020	23	0	0.0	1	0.0	1.0	0.0	1	0.0	0.0
06	Supervisors: Crafts & Trades	2017	0	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	0.0	

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Panalpina Inc.

[Date: 2017-12-11]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E \div H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div (DY \text{ year} 1 + \text{DY} \text{ year} 2) \times 100$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis						Terminations				Turnover Rate %		
		All Employees		Aboriginal Peoples				All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples								
		#	%	Representation	Availability	Gap	EE Result	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference				
07	Administrative & Senior Clerical	2016	33	0.0	0.0	1.1	0	0	0.0	3	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0	0	6.0
08	Skilled Sales & Service Personnel	2016	34	0.0	0.0	0.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0
09	Skilled Crafts & Trades Workers	2016	0	0.0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0

Data sources:

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07	Administrative & Senior Clerical	2017	5	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
08	Skilled Sales & Service Personnel	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Panalpina Inc.

Date: 2017-12-11

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + (DY/ear1 + DY/ear2) + 2) x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis										Turnover Rate %			
		All Employees		Aboriginal Peoples		Hires		Promotions		Terminations		All Employees		Aboriginal Peoples		Hires		Promotions		Terminations					
	#	#	%	Availability %	Gap #	EE Result %	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	
10 Clerical Personnel	2016	25	0	0.0	0.8	0	0	0.0	6	0	0.0	0	2	0	0.0	0	0	0.0	9	0	0.0	0	0	0.0	39.1
	2017	21	0	0.0	0.7	0	0	0.0	8	0	0.0	0	3	0	0.0	0	0	0.0	12	1	8.3	0	1	43.6	
11 Intermediate Sales & Service Personnel	2016	29	1	3.4	2.0	1	0	172.4	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
	2017	26	0	0.0	1.9	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	5	0	0.0	0	0	0.0	37.0
12 Semi-Skilled Manual Workers	2016	16	0	0.0	0.7	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
	2017	11	0	0.0	0.7	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0

Data sources:

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Aboriginal Peoples	Actual	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	Goal #	Percent of Goal Met	
10 Clerical Personnel	2017	8	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	8	0	0.0	0	0.0	0	0.0	0	0.0	
11 Intermediate Sales & Service Personnel	2017	11	0	0.0	0	0.0	0	0.0	0	0.0	
	2020	11	0	0.0	0	0.0	0	0.0	0	0.0	
12 Semi-Skilled Manual Workers	2017	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	

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Panalpina Inc.

Date: 2017-12-11

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100	V - X	U + ((D)Year1 + (DYcar2) + 2) x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		All Employees				Persons with Disabilities				Hires				Promotions				Terminations				Turnover Rate			
	#	Representation %	Availability %	Gap #	EE Result %	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #	%			
04 Semi-Professionals & Technicians	2016	3	0.0	4.6	0	0.0				0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0	
	2017	3	0.0	4.6	0	0.0				0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0	
05 Supervisors	2016	119	0.8	13.9	17	-16	6.0			17	0	0.0	2	-2	6	0	0.0	0	0	30	0	0.0	0	26.1	
	2017	111	1.8	13.9	15	-13	13.0			17	0	0.0	2	-2	6	0	0.0	0	0	30	0	0.0	0	26.1	
06 Supervisors: Crafts & Trades	2016	0	0.0	0.0	0	0.0				0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0.0	
	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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees #	Persons with Disabilities Actual	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %		
04 Semi-Professionals & Technicians	2017	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	
05 Supervisors	2017	23	0	7	0.0	20.0	0.0	7	0.0	20.0	0.0
	2020	23	0	2	0.0	2.0	0.0	2	0.0	2.0	0.0
06 Supervisors: Crafts & Trades	2017	0	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	0.0	

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
Panalpina Inc.
 [Date: 2017-12-11]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L - K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V - U \times 100$	$U \times F \div 100$	$V - X$	$\frac{U + ((D)Year1 + D)Year2}{2} \times 100$

Occupational Group (EOG)	Year	Workforce Analysis												Flow Data Analysis												
		All Employees						Persons with Disabilities						All Employees						Persons with Disabilities						
		#	#	%	%	#	#	#	EE Result	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	Turnover Rate
07	Administrative & Senior Clerical	2016	33	2	6.1	3.4	1	1	178.3	3	0	0.0	0	0	2	0	0.0	0	0	2	0	0	0.0	0	0	6.0
08	Skilled Sales & Service Personnel	2016	34	1	2.9	3.4	1	0	86.5	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0
09	Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
07	Administrative & Senior Clerical	2017	5	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
08	Skilled Sales & Service Personnel	2017	5	0.0	1	0.0	20.0	0.0	1	0.0	20.0	0.0	0.0	
09	Skilled Crafts & Trades Workers	2017	0	0.0	0	0.0	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	0.0	0.0	0.0	

Federal Contractors Program Achievement Table
Part 6: Results - Persons with Disabilities
Panalpina Inc.
Date: 2017-12-11

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z													
																										Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis	Part 1: Workforce Analysis
Employment Equity Occupational Group (EEOG)																								Workforce Analysis		Hires				Promotions				Terminations				Turnover Rate
		Year	All Employees	Representation	Persons with Disabilities Availability	Gap	EE Result	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	All Employees	Actual	Persons with Disabilities Expected	Difference	U ± ((D)Year1 + D)Year2) ÷ 2) x 100														
		#	#	%	%	#	%	#	#	%	#	#	%	#	%	#	#	%	#	#	%	#	#	%														
10	Clerical Personnel	2016	25	0.0	7.0	2	0.0	6	0	0.0	0	2	0	0.0	0	9	0	0.0	0	0	0	0	0	39.1														
10	Clerical Personnel	2017	21	0.0	7.0	1	-1	0	0	0.0	0	2	0	0.0	0	9	0	0.0	0	0	0	0	0	39.1														
11	Intermediate Sales & Service Personnel	2016	29	0.0	5.6	2	-2	8	0	0.0	0	3	0	0.0	0	12	0	0.0	0	0	0	0	0	43.6														
11	Intermediate Sales & Service Personnel	2017	26	0.0	5.6	1	-1	0	0	0.0	0	3	0	0.0	0	12	0	0.0	0	0	0	0	0	43.6														
12	Semi-Skilled Manual Workers	2016	16	0.0	4.8	1	-1	0	0	0.0	0	0	0	0.0	0	5	0	0.0	0	0	0	0	0	37.0														
12	Semi-Skilled Manual Workers	2017	11	0.0	4.8	1	-1	0	0	0.0	0	0	0	0.0	0	5	0	0.0	0	0	0	0	0	37.0														

Data sources: Part 2: Flow Data Analysis; Part 2: Flow Data Analysis; Part 3: E + D x 100; Part 3: E - G x 100; Part 3: F = I x 100; Part 3: E + K x 100; Part 3: F + M x 100

Employment Equity Occupational Group (EEOG)	Year	New Entrants		Short-term Goals				Long-term Goals				Comments	
		All Employees	Persons with Disabilities Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
10	Clerical Personnel	2017	8	0	0.0	1	0.0	20.0	0.0	1	0.0	20.0	0.0
10	Clerical Personnel	2020	8	0	0.0	0	0.0	1.0	0.0	0	0.0	1.0	0.0
11	Intermediate Sales & Service Personnel	2017	11	0	0.0	2	0.0	15.0	0.0	2	0.0	15.0	0.0
11	Intermediate Sales & Service Personnel	2020	11	0	0.0	0	0.0	1.0	0.0	0	0.0	1.0	0.0
12	Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
12	Semi-Skilled Manual Workers	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Panalpina Inc.
Date: 2017-12-11

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E + D$ Workforce x 100	Part 1: Workforce Analysis	$D \times G$ + 100	E - H	$E + H$ x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L + K$ x 100	$K \times G +$ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q + P \times 100$	$P \times F + 100$	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V + U \times$ 100	$U \times F + 100$	V - X	$\frac{(DYear1 + DYear2) + 2}{100}$

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												Turnover Rate %
		All Employees						Visible Minorities						All Employees						Visible Minorities						
		Representation #	%	Availability %	Gap #	EE Result %	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #								
04	Semi-Professionals & Technicians	2016	3	33.3	29.4	1	0	113.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
05	Supervisors	2016	3	33.3	29.4	1	0	113.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
05	Supervisors	2017	119	42.9	32.2	38	13	133.1	17	7	41.2	6	2	33.3	3	-1	30	15	50.0	13	2	26.1				
06	Supervisors: Crafts & Trades	2016	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
06	Supervisors: Crafts & Trades	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

Data sources:

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		Actual #	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
04	Semi-Professionals & Technicians	2017	0	0.0	0	0.0	20.0	0.0	0	0.0	20.0	0.0		
05	Supervisors	2017	23	39.1	7	128.6	20.0	195.7	7	128.6	20.0	195.7		
06	Supervisors: Crafts & Trades	2017	0	0.0	0	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	0.0	0.0		
		2020	23	39.1	7	128.6	20.0	195.7	7	128.6	20.0	195.7		
		2020	0	0.0	0	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	0.0	0.0		

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Panalpina Inc.
Date: 2017-12-11

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100 ¹	P x F + 100 ¹	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100 ¹	V - X	U + (DYear1 + DYear2) + 2) x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		All Employees						Visible Minorities						All Employees						Visible Minorities					
		#	Representation %	Availability %	Gap #	EE Result %	EE Result #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Turnover Rate %		
07	Administrative & Senior Clerical	2016	33	39.4	31.5	10	3	125.1	3	1	33.3	1	0	2	1	50.0	1	0	2	1	50.0	1	0	6.0	
08	Skilled Sales & Service Personnel	2016	34	41.2	32.6	11	3	126.3	3	0	0.0	0	0	2	0	0.0	0	0	2	0	0.0	0	0.0	0.0	
09	Skilled Crafts & Trades Workers	2016	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0.0	0.0	
		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	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities				
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %			
07	Administrative & Senior Clerical	2017	5	40.0	2	100.0	20.0	200.0	2	100.0	20.0	200.0		
		2020	5	40.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
08	Skilled Sales & Service Personnel	2017	0	0.0	0	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	0.0	0.0		
09	Skilled Crafts & Trades Workers	2017	0	0.0	0	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	0.0	0.0		

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Panalpina Inc.

[Date: 2017-12-11]

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	
Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E ÷ D x 100	Part 1: Workforce Analysis	D x G ÷ 100	E - H	E ÷ H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V ÷ U x 100	U x F ÷ 100	V - X	U ÷ ((DYear1 + DYear2) ÷ 2) x 100			
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	
Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations				Turnover Rate				
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities										
		#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%	%
13	Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
		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	0	0.0
14	Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
		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	0	0.0
Total		2016	283	121	42.8	30.6	87	34	139.7																	
		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	

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments												
		Hires and Promotions		Short-term Goals				Long-term Goals																		
		All Employees	Visible Minorities	Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities																
		#	#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met														
		#	#	%	%	%	%	%	%	%	%	%	%													
13	Other Sales & Service 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	0.0	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
14	Other Manual Workers	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	0.0	0.0	0.0	0.0	0.0	0.0	
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Total		2017	52	16	30.8	20	80.0	0.0	0.0	20	80.0	0.0	0.0	54	29.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		2020	52	16	30.8	54	29.6	0.0	0.0	54	29.6	0.0	0.0													

Short-term Goal Setting Tool

**Panalpina
Sep-17**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/07/31	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	WOMEN										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	%	%	%	#	%	#	%	%	%	
Senior Managers	11	0.0%	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%	0	7.7%	9	9	18	7.7%	4	1	10.0%	38.9%	3	0	46.2%	38.5%	
Professionals	5	0.0%	0	0.0%	0	0	2	0.0%	0	0	0.0%	33.8%	0	0	40.0%	40.0%	
Semi-Professionals & Technicians	3	0.0%	0	0.0%	0	0	1	0.0%	0	0	0.0%	27.8%	0	0	33.3%	33.3%	
Supervisors	111	0.0%	0	17.1%	57	57	69	17.1%	35	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%	0.0%
Administrative & Senior Clerical Personnel	34	0.0%	0	5.9%	6	6	26	5.9%	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%	0.0%
Skilled Crafts & Trades Workers			0		0	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%	7	38.5%	30	37	10	38.5%	12	23	19	50.0%	63.6%	-7	-4	38.5%	51.5%
Semi-Skilled Manual Workers	11	0.0%	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%	0.0%
Other Manual Workers			0		0	0		0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%

Short-term Goal Setting Tool
2017/07/31
2017-09-01

A Employment Equity Occupational Group (EEOG)	B Data entry from from Workforce Analysis	C Date entry	D B x C x 3	E Data entry	F B x E x 3	G D + F	H Data entry from from Workforce Analysis	I Equivalent to E	J H x I x 3	K (D x N) - (O + J)	L G x M	M Data entry	N Data entry from from Workforce Analysis	O Data entry from from Workforce Analysis	P (H - J + L) - ((B + D) x N)	Q H ÷ B	R (H - J + L) ÷ (B + D)				
																		ABORIGINAL PEOPLES			
All Employees 2017/07/31																					
	#	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required	3 Year Goals 2017-2020			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Annually	Over 3 Years	%	Annually	Over 3 Years	%			Annually	Over 3 Years	%		Annually	Over 3 Years	%					
Senior Managers	11	0.00%	0	0.00%	0	0	0	0	0	0	0	0.00%	2.9%	0	0	0	0.00%	0.0%			
Middle & Other Managers	39	0.00%	0	7.7%	9	0	0	0	0	0	0	0.00%	2.2%	0	0	0	2.6%	2.6%			
Professionals	5	0.00%	0	0.00%	0	0	0	0	0	0	0	0.00%	1.3%	0	0	0	0.0%	0.0%			
Semi-Professionals & Technicians	3	0.00%	0	0.00%	0	0	0	0	0	0	0	0.00%	1.8%	0	0	0	0.0%	0.0%			
Supervisors	111	0.00%	0	17.1%	57	0	57	0	0	2	1	1.0%	1.6%	-2	-1	0	0.0%	0.9%			
Administrative & Senior Clerical Personnel	34	0.00%	0	5.9%	6	0	6	0	0	0	0	0.00%	0.9%	0	0	0	0.0%	0.0%			
Skilled Crafts & Trades Workers	0	0.00%	0	0.00%	0	0	0	0	0	0	0	0.00%	0.0%	0	0	0	0.0%	0.0%			
Clerical Personnel	21	-1.0%	-1	42.9%	27	0	26	0	0	0	0	0.00%	0.7%	0	0	0	0.0%	0.0%			
Intermediate Sales & Service Personnel	26	9.0%	7	38.5%	30	0	37	0	0	0	0	0.00%	1.9%	0	-1	0	0.0%	0.0%			
Semi-Skilled Manual Workers	11	0.00%	0	9.1%	3	0	3	0	0	0	0	0.00%	0.7%	0	0	0	0.0%	0.0%			
Other Sales & Service Personnel	0	0.00%	0	0.00%	0	0	0	0	0	0	0	0.00%	0.0%	0	0	0	0.0%	0.0%			
Other Manual Workers	0	0.00%	0	0.00%	0	0	0	0	0	0	0	0.00%	0.0%	0	0	0	0.0%	0.0%			

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

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Employment Equity Occupational Group (EEOG)	Data entry from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from Workforce Analysis	Data entry from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)
All Employees 2017/07/31	#	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	PERSONS WITH DISABILITIES			Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		Annually	Over 3 Years	#	Annually	Over 3 Years	#			3 Year Goals 2017-2020	%	%					
Senior Managers	11	0.00%	0	9.1%	3	3	1	9.1%	0	0	0	0.00%				9.1%	9.1%
Middle & Other Managers	39	2.00%	2	7.7%	9	11	0	7.7%	0	1	1	5.00%	4.3%	-1	-1	0.0%	2.4%
Professionals	5	0.00%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	3.8%	0	0	0.0%	0.0%
Semi-Professionals & Technicians	3	0.00%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	4.6%	0	0	0.0%	0.0%
Supervisors	111	0.00%	0	27.0%	90	90	2	27.0%	2	15	2	2.00%	13.9%	-13	-13	1.8%	1.8%
Administrative & Senior Clerical Personnel	34	0.00%	0	5.9%	6	6	1	5.9%	0	0	1	20.0%	3.4%	0	1	0.0%	2.9%
Administrative & Senior Clerical Personnel	0	0.00%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%		0	0	0.0%	0.0%
Skilled Crafts & Trades Workers	0	0.00%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%		0	0	0.0%	0.0%
Clerical Personnel	21	0.00%	0	42.9%	27	27	0	42.9%	0	1	0	1.00%	0.0%	-1	0	0.0%	0.0%
Intermediate Sales & Service Personnel	26	0.00%	0	46.2%	36	36	0	46.2%	0	1	0	1.00%	0.0%	-1	0	0.0%	0.0%
Semi-Skilled Manual Workers	11	0.00%	0	9.1%	3	3	0	9.1%	0	1	0	0.0%	0.0%	-1	0	0.0%	0.0%
Other Sales & Service Personnel	0	0.00%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%		0	0	0.0%	0.0%
Other Manual Workers	0	0.00%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%		0	0	0.0%	0.0%

Short-term Goal Setting Tool

**Panalpina
2017-09-01**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/07/31	Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years	MEMBERS OF VISIBLE MINORITIES										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Turnover (Replacement of Terminated Employees)		Hires Required	3 Year Goals 2017-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 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%	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%	0.0%
Other Manual Workers			0		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:

Yes 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:

in compliance in non-compliance

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

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

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

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of the 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 assessments 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 under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

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@hrsdcc.gc.ca



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

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

flavia.iuston-blair@ca.dsv.com
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: YZ Iuston-Blair Flavia <Flavia.Iuston-blair@panalpina.com>
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

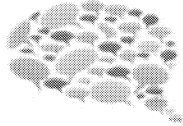
Emploi et Développement social Canada | Gouvernement du Canada

Téléphone: 819-654-5349

Workplace Equity Division, Labour Program

Employment and Social Development Canada | Government of Canada

Telephone: 819-654-5349



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

From: YYZ Iuston-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

** 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.*

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

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 [Workplace Equity Information Management System \(WEIMS\)](#), 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 Annaoudova

Program Officer | Agente de programme

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

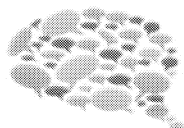
Emploi et Développement social Canada | Gouvernement du Canada

Téléphone: 819-654-5349

Workplace Equity Division, Labour Program

Employment and Social Development Canada | Government of Canada

Telephone: 819-654-5349



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

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

Sent: January 15, 2020 3:26 PM

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



CONFIDENTIALITY STATEMENT

This electronic message transmission contains information from Panalpina Inc. and is confidential and/or legally privileged and shall remain the property of Panalpina, its subsidiaries, affiliates and parents companies. The information is intended only for the use of the designated person (s) named above. If you are not the intended recipient, any disclosure, copying, distribution or use of or any other action or reliance based on the contents of this information is strictly prohibited. If you received this electronic transmission in error, please notify the sender by telephone at the numbers listed above.

All Business undertaken subject to the standard trading conditions of the Canadian International Freight Forwarders Association, Inc. (CIFFA).

 Please consider the impact on the environment before printing this email.

* 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.



Ontario
CERTIFICATE
This is to certify that these
articles are effective on

CERTIFICAT
Ceci certifie que les présents
statuts entrent en vigueur le

5028899

FEBRUARY 01 FÉVRIER, 2020

Barbara Rackitt

17

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

Form 4
Business
Corporations
Act

Formule 4
Loi sur les
sociétés par
actions

**ARTICLES OF AMALGAMATION
STATUTS DE FUSION**

1. 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	V	A	I	R	&	S	E	A	I	N	C	.	/	D	S	V	A	I	R	E	T
M	E	R	I	N	C	.																

2. The address of the registered office is:
Adresse du siège social:

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

BRAMPTON

ONTARIO

L 6 T 5 V 2

Name of Municipality or Post Office /
Nom de la municipalité ou du bureau de poste

Postal Code/Code postal

3. Number of directors is: Fixed number OR minimum and maximum 1 10
Nombre d'administrateurs: Nombre fixe OU minimum et maximum 1 10

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

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 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	Resident Canadian State 'Yes' or 'No' 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

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 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	Resident Canadian State 'Yes' or 'No' Résident canadien Oui/Non
CARSTEN TROLLE	100 Walnut Avenue, Suite 405 Clark, NJ 07066 USA	No
JENS LUND	Hovedgaden 630 2640 Hedehusene Denmark	No

5. Method of amalgamation, check A or B
 Méthode choisie pour la fusion – Cocher A ou B :

A - 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 *Business Corporations Act* on the date set out below.
 Les actionnaires de chaque société qui fusionne ont dûment adopté la convention de fusion conformément au paragraphe 176(4) de la *Loi sur les sociétés par actions* à la date mentionnée ci-dessous.

or
ou

B - 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 :

The amalgamation has been approved by the directors of each amalgamating corporation by a resolution as required by section 177 of the *Business Corporations Act* 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 *Loi sur les sociétés par actions* 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.
 et sont énoncés textuellement aux présents statuts.

Names of amalgamating corporations Dénomination sociale des sociétés qui fusionnent	Ontario Corporation Number Numéro de la société en Ontario	Date of Adoption/Approval Date d'adoption ou d'approbation		
		Year année	Month mois	Day jour
DSV AIR & SEA INC./DSV AIR ET MER INC.	1961309	2020	01	29
PANALPINA INC.	1680534	2020	01	29

6. Restrictions, if any, on business the corporation may carry on or on powers the corporation may exercise.
Limites, s'il y a lieu, imposées aux activités commerciales ou aux pouvoirs de la société.

None

7. The classes and any maximum number of shares that the corporation is authorized to issue:
Catégories et nombre maximal, s'il y a lieu, d'actions que la société est autorisée à émettre :

The Corporation is authorized to issue an unlimited number of common shares and an unlimited number of preferred shares.

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.

l. The right given to a holder of preferred shares to require the Corporation to purchase 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 than 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 by 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 66-2/3 of 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 AIR ET MER INC.

Names of Corporations / Dénomination sociale des sociétés

By / Par

X 

Signature / Signature

Carsten Trolle

Print name of signatory /
Nom du signataire en lettres moulées

Chairman of the Board

Description of Office / Fonction

PANALPINA INC.

Names of Corporations / Dénomination sociale des sociétés

By / Par

X 

Signature / Signature

Jesper Joergensen

Print name of signatory /
Nom du signataire en lettres moulées

VP Finance

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 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 sociale des sociétés

By / Par

Signature / Signature

Print name of signatory /
Nom du signataire en lettres moulées

Description of Office / Fonction


SCHEDULE "A"

STATEMENT OF DIRECTOR OR
OFFICER PURSUANT TO SUBSECTION
178(2) OF THE BUSINESS CORPORATIONS ACT (ONTARIO)

I, Carsten Trolle, hereby state that:

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

THIS STATEMENT made this JANUARY 29, 2020.



Name: Carsten Trolle
Title: Chairman of the Board.

SCHEDULE B – PART 1
CERTIFIED COPY OF
RESOLUTION OF THE BOARD OF DIRECTORS

OF

DSV AIR & SEA INC. / DSV 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."

DSV Air et Mer Inc.

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

DATED: as of JANUARY 29, 2020.

Name: Carsten Trolle
Title: Chairman of the Board

SCHEDULE B – PART II
CERTIFIED COPY OF
RESOLUTION OF THE BOARD OF DIRECTORS
OF
PANALPINA INC.
(the “Corporation”)

“AMALGAMATION

RECITAL:

The Corporation and DSV Air & Sea Inc. (*DSV Air et Mer 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 Inc. on January 29, 2020, which resolution is in full force and effect unamended as at the date hereof.

DATED: as of January 29, 2020

Name: DEIDER JOHNSON
Title: VP Finance

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@hrsdcc-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

All business undertaken subject to the standard trading conditions of the Canadian International Freight Forwarders Association, Inc. (CIFFA).

Confidentiality Statement:

This electronic message transmission contains information from Panalpina and is confidential or privileged. This information is intended only for the person (s) named above. If you are not the intended recipient, any disclosure, copying, distribution or use or any other action based on the contents of this information is strictly prohibited.

If you receive this electronic transmission in error, please notify the sender by e-mail, telephone or fax at the numbers listed above. Thank you.

** 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.*