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Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Entrust Datacard Limited	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Entrust Datacard	Business Number [REDACTED] Total number of employees in Canada (Permanent Full-Time and/or Part-Time) 312
Organization's North American Industry Classification System (NAICS) Code Number To find your organization's four-digit NAICS code please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-sciar/2007/list-liste-eng.htm 5112	<input type="checkbox"/> Federally Regulated <input checked="" type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 1000 Innovation Drive	City Kanata	Province ON	Postal Code K2K 3E7
Telephone Number 613-270-3400			

EMPLOYMENT EQUITY CONTACT			
Name (print) Chrissy Dajc	Title Human Resources Manager		
Telephone Number 613-270-2870	E-mail Address Chrissy.Dajc@entrustdatacard.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	

CERTIFICATION
The above-named organization: <ul style="list-style-type: none"> • having a combined workforce of 100 or more permanent full-time and permanent part-time employees 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.esdc.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) Lara Marisia Campbell	Title Associate General Counsel		
Telephone Number [REDACTED]	E-mail Address [REDACTED]@entrustdatacard.com	Preferred Language of Correspondence <input checked="" type="checkbox"/> English <input type="checkbox"/> French	
Date (YYYY-MM-DD) 2017-10-16			

Authority of section 42 of the *Employment Equity Act* to determine your eligibility for the Federal

Completion of this form is mandatory. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility to Bid List, loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.

The information you provide may be used and/or disclosed for policy analysis, research and/or evaluation purposes. However, these additional uses and/or disclosures of your personal information will never result in an administrative decision being made about you.

Your personal information is administered in accordance with the *Privacy Act* and other applicable laws. You have the right to the protection of, and access to, your personal information, which is described in Personal Information Bank ESDC PPU 721. Instructions for obtaining this information are outlined in the government publication entitled *Info Source*, which is available at the following website address: <http://www.infosource.gc.ca>. *Info Source* may also be accessed online at any Service Canada Centre.

RETURN INSTRUCTIONS
IMPORTANT <ul style="list-style-type: none"> • The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@hrsdc-rhdcc.gc.ca.



FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA
Reporting Period 2015-12-03 to 2017-10-12

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	297	5	0	302	Montréal	2	0	0	2
Québec	6	0	0	6	Regina	1	0	0	1
British Columbia	3	0	0	3	Toronto	5	0	0	5
Saskatchewan	1	0	0	1	Vancouver	2	0	0	2
Alberta	1	0	0	1	Québec	4	0	0	4
Newfoundland and Labrador	2	0	0	2	Ottawa - Gatineau	288	5	0	293
Total Employees in Canada				315	Oshawa	1	0	0	1
					Hamilton	1	0	0	1
					Victoria	1	0	0	1
					Alta. less CMAs	1	0	0	1
					Nfld.Lab. less CMA	2	0	0	2
					Ont. less CMAs	2	0	0	2
					Total Employees in Canada				315



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2015-12-03 to 2017-10-12

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: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	4	3	1							2	2	
	Total	4	3	1							2	2	
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	35	25	10	2	2		1	1		6	4	2
	Total	35	25	10	2	2		1	1		6	4	2
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	164	138	26	2	2		3	3		51	44	7
	Total	164	138	26	2	2		3	3		51	44	7
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	32	29	3	1	1		2	2		12	9	3
	Total	32	29	3	1	1		2	2		12	9	3



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2015-12-03 to 2017-10-12

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	4	6							1		1
	Total	10	4	6							1		1
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	34	19	15	1	1					5	2	3
	Total	34	19	15	1	1					5	2	3
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	9	2	7				2		2			
	Total	9	2	7				2		2			
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	22	7	15	1	1					7	1	6
	Total	22	7	15	1	1					7	1	6



Entrust Datacard Limited (certificate # V061009)

Form 2 A

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National

Reporting Period 2015-12-03 to 2017-10-12

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		310	227	83	7	7		8	6	2	84	62	22



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National
Reporting Period 2015-12-03 to 2017-10-12

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
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	1	2									
	Total	3	1	2									
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2				1		1			
	Total	2		2				1		1			
Total Number of Employees		5	1	4				1		1			

Entrust Datacard Limited (certificate # V061009)

Form 4 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2015-12-03 to 2017-10-12

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	6	5	1	2	2		1	1		2	1	1
Professionals	59	52	7				2	2		21	19	2
Semi-Professionals and Technicians	5	4	1							3	2	1
Administrative and Senior Clerical Personnel	5	2	3							1		1
Skilled Sales and Service Personnel	3	3										
Clerical Personnel	3	2	1									
Intermediate Sales and Service Personnel	8	4	4							4	2	2
Total Number of Employees Hired	89	72	17	2	2		3	3		31	24	7

Entrust Datacard Limited (certificate # V061009)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2015-12-03 to 2017-10-12

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
Senior Managers	2	1	1							1	1	
Middle and Other Managers	18	14	4	1	1		1	1		5	4	1
Professionals	33	31	2							9	9	
Semi-Professionals and Technicians	4	3	1							3	2	1
Administrative and Senior Clerical Personnel	1	1										
Skilled Sales and Service Personnel	10	4	6	1	1					1		1
Clerical Personnel	1		1				1		1			
Intermediate Sales and Service Personnel	3		3							1		1
Total Number of Employees Promoted	72	54	18	2	2		2	1	1	20	16	4
Total Number of Promotions	76	56	20	2	2		2	1	1	22	17	5



**Entrust Datacard Limited (certificate # V061009)
 FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
 Part-Time / National
 Reporting Period 2015-12-03 to 2017-10-12**

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										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										

Entrust Datacard Limited (certificate # V061009)

Form 6 A

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2015-12-03 to 2017-10-12

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	15	11	4	1		1				2	2	
Professionals	40	34	6				1	1		9	9	
Semi-Professionals and Technicians	1	1					1	1		1	1	
Administrative and Senior Clerical Personnel	3	2	1							1	1	
Skilled Sales and Service Personnel	5		5							2		2
Clerical Personnel	2		2	1		1				1		1
Intermediate Sales and Service Personnel	8	4	4							3	2	1
Total Number of Employees Terminated	75	53	22	2		2	2	2		19	15	4



Workplace Equity Information Management System - Entrust Datacard Limited

Workforce Analysis - Detailed Report

Date: 2017-10-12

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	4	1	25.0 %	27.4 %	1	0	National
02 : Middle and Other Managers	National	35	10	28.6 %	38.9 %	14	-4	National
03 : Professionals		167	28	16.8 %	28.3 %	47	-19	
1111 : Financial auditors and accountants	National	4	2	50.0 %	55.1 %	2	0	National
1121 : Human resources professionals	National	1	1	100.0 %	71.1 %	1	0	National
1122 : Professional occupations in business management consulting	National	1	0	0.0 %	42.0 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	18	3	16.7 %	66.4 %	12	-9	National
2147 : Computer engineers (except software engineers and designers)	National	19	0	0.0 %	12.6 %	2	-2	National
2171 : Information systems analysts and consultants	National	41	5	12.2 %	28.3 %	12	-7	National
2172 : Database analysts and data administrators	National	4	3	75.0 %	35.2 %	1	2	National
2173 : Software engineers and designers	National	14	1	7.1 %	17.4 %	2	-1	National
2174 : Computer programmers and interactive media developers	National	57	10	17.5 %	17.9 %	10	0	National
4021 : College and other vocational instructors	National	2	2	100.0 %	53.8 %	1	1	National
4112 : Lawyers and Quebec notaries	National	4	1	25.0 %	42.5 %	2	-1	National
5121 : Authors and writers	National	2	0	0.0 %	54.9 %	1	-1	National
04 : Semi-Professionals and Technicians		32	3	9.4 %	18.8 %	6	-3	
2242 : Electronic service technicians (household and business equipment)	British Columbia	2	0	0.0 %	5.3 %	0	0	British Columbia
2242 : Electronic service technicians (household and business equipment)	Ontario	4	0	0.0 %	7.4 %	0	0	Ontario
2242 : Electronic service technicians (household and business equipment)	Québec	3	0	0.0 %	7.5 %	0	0	Québec
2242 : Electronic service technicians (household and business equipment)	Saskatchewan	1	0	0.0 %	7.4 %	0	0	Saskatchewan
2282 : User support technicians	Ontario	22	3	13.6 %	24.2 %	5	-2	Ontario
07 : Administrative and Senior Clerical Personnel		12	8	66.7 %	78.1 %	9	-1	
Employment Equity Occupational Group	Alta. less CMAs	1	1	100.0 %	89.0 %	1	0	Alta. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	11	7	63.6 %	77.2 %	8	-1	Ottawa - Gatineau

Workforce Analysis - Detailed Report

Date: 2017-10-12

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Women		Availability #	Gap #	Recruitment Area
			Representation #	Representation %			
08 : Skilled Sales and Service Personnel		34	15	44.1 %	10	5	
6221 : Technical sales specialists - wholesale trade	Ontario	34	15	44.1 %	10	5	Ontario
10 : Clerical Personnel		9	7	77.8 %	6	1	
Employment Equity Occupational Group	Ottawa - Gatineau	9	7	77.8 %	6	1	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel		22	15	68.2 %	14	1	
Employment Equity Occupational Group	Ottawa - Gatineau	22	15	68.2 %	14	1	Ottawa - Gatineau
Total		315	87	27.6 %	107	-20	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-10-12

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
01 : Senior Managers	National	4	0	0.0 %	2.9 %	0	National	
02 : Middle and Other Managers	National	35	2	5.7 %	2.2 %	1	National	
03 : Professionals		167	2	1.2 %	1.2 %	2	0	
1111 : Financial auditors and accountants	National	4	0	0.0 %	1.3 %	0	National	
1121 : Human resources professionals	National	1	0	0.0 %	2.7 %	0	National	
1122 : Professional occupations in business management consulting	National	1	0	0.0 %	1.6 %	0	National	
1123 : Professional occupations in advertising, marketing and public relations	National	18	0	0.0 %	2.1 %	0	National	
2147 : Computer engineers (except software engineers and designers)	National	19	0	0.0 %	0.9 %	0	National	
2171 : Information systems analysts and consultants	National	41	1	2.4 %	1.1 %	0	National	
2172 : Database analysts and data administrators	National	4	0	0.0 %	1.3 %	0	National	
2173 : Software engineers and designers	National	14	0	0.0 %	0.6 %	0	National	
2174 : Computer programmers and interactive media developers	National	57	1	1.8 %	1.0 %	1	National	
4021 : College and other vocational instructors	National	2	0	0.0 %	2.4 %	0	National	
4112 : Lawyers and Quebec notaries	National	4	0	0.0 %	1.6 %	0	National	
5121 : Authors and writers	National	2	0	0.0 %	1.9 %	0	National	
04 : Semi-Professionals and Technicians		32	1	3.1 %	1.7 %	1	0	
2242 : Electronic service technicians (household and business equipment)	British Columbia	2	0	0.0 %	2.1 %	0	British Columbia	
2242 : Electronic service technicians (household and business equipment)	Ontario	4	0	0.0 %	1.6 %	0	Ontario	
2242 : Electronic service technicians (household and business equipment)	Québec	3	0	0.0 %	1.0 %	0	Québec	
2242 : Electronic service technicians (household and business equipment)	Saskatchewan	1	0	0.0 %	5.0 %	0	Saskatchewan	
2282 : User support technicians	Ontario	22	1	4.5 %	1.6 %	0	Ontario	
07 : Administrative and Senior Clerical Personnel		12	0	0.0 %	3.4 %	0	0	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	6.0 %	0	Alta. less CMAs	
Employment Equity Occupational Group	Ottawa - Gatineau	11	0	0.0 %	3.2 %	0	Ottawa - Gatineau	

Workforce Analysis - Detailed Report

Date: 2017-10-12

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Recruitment Area
			Representation #	Representation %	Availability %	Gap #	
08 : Skilled Sales and Service Personnel							
6221 : Technical sales specialists - wholesale trade	Ontario	34	1	2.9 %	1.0 %	0	1
10 : Clerical Personnel							
Employment Equity Occupational Group	Ottawa - Gatineau	9	0	0.0 %	2.8 %	0	0
11 : Intermediate Sales and Service Personnel							
Employment Equity Occupational Group	Ottawa - Gatineau	22	1	4.5 %	3.0 %	1	0
Total		315	7	2.2 %	1.6 %	5	2

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-10-12

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01 : Senior Managers	National	4	2	50.0 %	0	2	National
02 : Middle and Other Managers	National	35	6	17.1 %	5	1	National
03 : Professionals		167	51	30.5 %	50	1	
1111 : Financial auditors and accountants	National	4	0	0.0 %	1	-1	National
1121 : Human resources professionals	National	1	0	0.0 %	0	0	National
1122 : Professional occupations in business management consulting	National	1	1	100.0 %	0	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	18	3	16.7 %	3	0	National
2147 : Computer engineers (except software engineers and designers)	National	19	6	31.6 %	7	-1	National
2171 : Information systems analysts and consultants	National	41	14	34.1 %	13	1	National
2172 : Database analysts and data administrators	National	4	1	25.0 %	1	0	National
2173 : Software engineers and designers	National	14	3	21.4 %	6	-3	National
2174 : Computer programmers and interactive media developers	National	57	22	38.6 %	18	4	National
4021 : College and other vocational instructors	National	2	0	0.0 %	0	0	National
4112 : Lawyers and Quebec notaries	National	4	1	25.0 %	1	0	National
5121 : Authors and writers	National	2	0	0.0 %	0	0	National
04 : Semi-Professionals and Technicians		32	12	37.5 %	10	2	
2242 : Electronic service technicians (household and business equipment)	British Columbia	2	0	0.0 %	1	-1	British Columbia
2242 : Electronic service technicians (household and business equipment)	Ontario	4	1	25.0 %	1	0	Ontario
2242 : Electronic service technicians (household and business equipment)	Québec	3	0	0.0 %	0	0	Québec
2242 : Electronic service technicians (household and business equipment)	Saskatchewan	1	0	0.0 %	0	0	Saskatchewan
2282 : User support technicians	Ontario	22	11	50.0 %	8	3	Ontario
07 : Administrative and Senior Clerical Personnel		12	1	8.3 %	1	0	
Employment Equity Occupational Group	Alta. less CMAs	1	0	0.0 %	0	0	Alta. less CMAs
Employment Equity Occupational Group	Ottawa - Gatineau	11	1	9.1 %	1	0	Ottawa - Gatineau

Workforce Analysis - Detailed Report

Date: 2017-10-12

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
08 : Skilled Sales and Service Personnel							
	Ontario	34	5	14.7 %	7	-2	
6221 : Technical sales specialists - wholesale trade							
	Ontario	34	5	14.7 %	7	-2	Ontario
10 : Clerical Personnel							
	Ottawa - Gatineau	9	0	0.0 %	1	-1	
Employment Equity Occupational Group							
	Ottawa - Gatineau	9	0	0.0 %	1	-1	Ottawa - Gatineau
11 : Intermediate Sales and Service Personnel							
	Ottawa - Gatineau	22	7	31.8 %	5	2	
Employment Equity Occupational Group							
	Ottawa - Gatineau	22	7	31.8 %	5	2	Ottawa - Gatineau
Total		315	84	26.6 %	79	5	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-10-12

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01/02 : Managers	National	39	1	2.6 %	2	-1	National
03 : Professionals	National	167	3	1.8 %	6	-3	National
04 : Semi-Professionals and Technicians	National	32	2	6.3 %	1	1	National
07 : Administrative and Senior Clerical Personnel	National	12	1	8.3 %	0	1	National
08 : Skilled Sales and Service Personnel	National	34	0	0.0 %	1	-1	National
10 : Clerical Personnel	National	9	2	22.2 %	1	1	National
11 : Intermediate Sales and Service Personnel	National	22	0	0.0 %	1	-1	National
Total		315	9	2.9 %	12	-3	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2017-10-12

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2017-10-12

WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - Entrust Datacard Limited

Workforce Analysis - Summary Report

Date: 2017-10-12

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	4	1	25.0 %	27.4 %	1	0
02 : Middle and Other Managers	35	10	28.6 %	38.9 %	14	-4
03 : Professionals	167	28	16.8 %	28.3 %	47	-19
04 : Semi-Professionals and Technicians	32	3	9.4 %	18.8 %	6	-3
07 : Administrative and Senior Clerical Personnel	12	8	66.7 %	78.1 %	9	-1
08 : Skilled Sales and Service Personnel	34	15	44.1 %	28.7 %	10	5
10 : Clerical Personnel	9	7	77.8 %	65.8 %	6	1
11 : Intermediate Sales and Service Personnel	22	15	68.2 %	61.8 %	14	1
Total	315	87	27.6 %	33.9 %	107	-20

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-10-12

Aboriginal Peoples

Employment Equity Occupational Group	All Employees		Aboriginal Peoples			
	#	Representation %	Availability %	Availability #	Gap #	
01 : Senior Managers	4	0.0 %	2.9 %	0	0	
02 : Middle and Other Managers	35	5.7 %	2.2 %	1	1	
03 : Professionals	167	1.2 %	1.2 %	2	0	
04 : Semi-Professionals and Technicians	32	1	3.1 %	1.7 %	1	0
07 : Administrative and Senior Clerical Personnel	12	0	0.0 %	3.4 %	0	0
08 : Skilled Sales and Service Personnel	34	1	2.9 %	1.0 %	0	1
10 : Clerical Personnel	9	0	0.0 %	2.8 %	0	0
11 : Intermediate Sales and Service Personnel	22	1	4.5 %	3.0 %	1	0
Total	315	7	2.2 %	1.6 %	5	2

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-10-12

Members of Visible Minorities

Employment Equity Occupational Group	All Employees		Members of Visible Minorities		Members of Visible Minorities		Gap #
	#	%	Representation #	%	Availability #	Gap #	
01 : Senior Managers	4	50.0 %	2	10.1 %	0	2	
02 : Middle and Other Managers	35	17.1 %	6	15.0 %	5	1	
03 : Professionals	167	30.5 %	51	30.2 %	50	1	
04 : Semi-Professionals and Technicians	32	37.5 %	12	32.1 %	10	2	
07 : Administrative and Senior Clerical Personnel	12	8.3 %	1	11.4 %	1	0	
08 : Skilled Sales and Service Personnel	34	14.7 %	5	20.8 %	7	-2	
10 : Clerical Personnel	9	0.0 %	0	14.7 %	1	-1	
11 : Intermediate Sales and Service Personnel	22	31.8 %	7	22.0 %	5	2	
Total	315	26.6 %	84	25.7 %	79	5	

Total may not equal sum of components due to rounding.

Workplace Equity Information Management System - Entrust Datacard Limited
Workforce Analysis - Summary Report
 Date: 2017-10-12

Persons with Disabilities

Employment Equity Occupational Group	All Employees		Persons with Disabilities		Availability #	Gap #
	#	Representation %	#	%		
01/02 : Managers	39	2.6 %	1	2.6 %	2	-1
03 : Professionals	167	1.8 %	3	1.8 %	6	-3
04 : Semi-Professionals and Technicians	32	6.3 %	2	6.3 %	1	1
07 : Administrative and Senior Clerical Personnel	12	8.3 %	1	8.3 %	0	1
08 : Skilled Sales and Service Personnel	34	0.0 %	0	0.0 %	1	-1
10 : Clerical Personnel	9	22.2 %	2	22.2 %	1	1
11 : Intermediate Sales and Service Personnel	22	0.0 %	0	0.0 %	1	-1
Total	315	2.9 %	9	4.1 %	12	-3

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-10-12

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

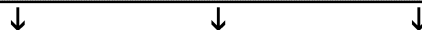
Date: 2017-10-12

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
Entrust Datacard Limited
[Date: 2017-11-24]

Data from Previous Workforce Analysis
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Date of Previous Workforce Analysis		
YYYY	MM	DD
2015	12	03

Data from Current Workforce Analysis



Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	12

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		Previous Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
01	Senior Managers	2	0	27.4
02	Middle & Other Managers	59	14	38.9
03	Professionals	131	27	25.3
04	Semi-Professionals & Technicians	17	2	24.2
05	Supervisors	1	1	50.7
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	9	7	77.5
08	Skilled Sales & Service Personnel	38	17	28.8
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	4	4	65.8
11	Intermediate Sales & Service Personnel	21	15	61.8
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		282	87	33.6

Employment Equity Occupational Group (EEOG)		Table 5: Women		
		Current Workforce Analysis		
		All Employees	Women	
		#	Representation	Availability*
		4	1	27.4
		35	10	38.9
		167	28	28.3
		32	3	18.8
		0	0	0.0
		0	0	0.0
		12	8	78.1
		34	15	28.7
		0	0	0.0
		9	7	65.8
		22	15	61.8
		0	0	0.0
		0	0	0.0
		0	0	0.0
Total		315	87	33.9

* Source:

* Source:

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
Entrust Datacard Limited
[Date: 2017-11-24]

Data from Previous Workforce Analysis



Date of Previous Workforce Analysis		
YYYY	MM	DD
2015	12	03

Data from Current Workforce Analysis



Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	12

Employment Equity Occupational Group (EEOG)		Table 2: Aboriginal Peoples		
		Previous Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
01	Senior Managers	2	0	2.9
02	Middle & Other Managers	59	0	2.2
03	Professionals	131	2	1.1
04	Semi-Professionals & Technicians	17	0	1.6
05	Supervisors	1	0	2.7
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	9	0	3.1
08	Skilled Sales & Service Personnel	38	0	1.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	4	1	2.8
11	Intermediate Sales & Service Personnel	21	0	3.0
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		282	3	1.6

		Table 6: Aboriginal Peoples		
		Current Workforce Analysis		
		All Employees	Aboriginal Peoples	
			Representation	Availability*
#	#	%		
	4	0	2.9	
	35	2	2.2	
	167	2	1.2	
	32	1	1.7	
	0	0	0.0	
	0	0	0.0	
	12	0	3.4	
	34	1	1.0	
	0	0	0.0	
	9	0	2.8	
	22	1	3.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	315	7	1.6	

* Source:
0

* Source:
0

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
Entrust Datacard Limited
[Date: 2017-11-24]

Data from Previous Workforce Analysis
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Date of Previous Workforce Analysis		
YYYY	MM	DD
2015	12	03

Data from Current Workforce Analysis



Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	12

Employment Equity Occupational Group (EEOG)		Table 3: Members of Visible Minorities		
		Previous Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
01	Senior Managers	2	0	10.1
02	Middle & Other Managers	59	14	15.0
03	Professionals	131	48	29.6
04	Semi-Professionals & Technicians	17	8	35.9
05	Supervisors	1	0	14.7
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	9	2	12.6
08	Skilled Sales & Service Personnel	38	15	20.1
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	4	0	14.7
11	Intermediate Sales & Service Personnel	21	9	22.0
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		282	96	24.1

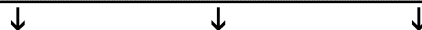
Employment Equity Occupational Group (EEOG)		Table 7: Members of Visible Minorities		
		Current Workforce Analysis		
		All Employees	Members of Visible Minorities	
		#	Representation	Availability*
		4	2	10.1
		35	6	15.0
		167	51	30.2
		32	12	32.1
		0	0	0.0
		0	0	0.0
		12	1	11.4
		34	5	20.8
		0	0	0.0
		9	0	14.7
		22	7	22.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
Total		315	84	25.7

* Source:
0

* Source:
0

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
Entrust Datacard Limited
[Date: 2017-11-24]

Data from Previous Workforce Analysis
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Date of Previous Workforce Analysis		
YYYY	MM	DD
2015	12	03

Data from Current Workforce Analysis



Date of Current Workforce Analysis		
YYYY	MM	DD
2017	10	12

Employment Equity Occupational Group (EEOG)		Table 4: Persons with Disabilities		
		Previous Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
01/02	Managers	61	0	4.3
03	Professionals	131	1	3.8
04	Semi-Professionals & Technicians	17	1	4.6
05	Supervisors	1	0	13.9
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	9	1	3.4
08	Skilled Sales & Service Personnel	38	0	3.5
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	4	0	7.0
11	Intermediate Sales & Service Personnel	21	0	5.6
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		282	3	4.1

Employment Equity Occupational Group (EEOG)		Table 8: Persons with Disabilities		
		Current Workforce Analysis		
		All Employees	Persons with Disabilities	
		#	Representation	Availability*
01/02	Managers	39	1	4.3
03	Professionals	167	3	3.8
04	Semi-Professionals & Technicians	32	2	4.6
05	Supervisors	0	0	0.0
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	12	1	3.4
08	Skilled Sales & Service Personnel	34	0	3.5
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	9	2	7.0
11	Intermediate Sales & Service Personnel	22	0	5.6
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		315	9	4.1

* Source:

* Source:

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Entrust Datacard Limited

[Date: 2017-11-24]

Start Date of Flow Data		
YYYY	MM	DD
2015	12	03

End Date of Flow Data		
YYYY	MM	DD
2017	10	12

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	0	0	0	0	2	1	0	0	1	0	0	0
02 Middle & Other Managers	6	1	0	0	18	4	0	0	15	4	0	0
03 Professionals	59	7	0	0	33	2	1	0	40	6	0	0
04 Semi-Professionals & Technicians	5	1	0	0	4	1	0	0	1	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	5	3	0	0	1	0	0	0	3	1	0	0
08 Skilled Sales & Service Personnel	3	0	0	0	10	6	0	0	5	5	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	3	1	0	0	1	1	0	0	2	2	0	0
11 Intermediate Sales & Service Personnel	8	4	0	0	3	3	0	0	8	4	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	89	17	0	0	72	18	1	0	75	22	0	0

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Entrust Datacard Limited

[Date: 2017-11-24]

Start Date of Flow Data		
YYYY	MM	DD
2015	12	03

End Date of Flow Data		
YYYY	MM	DD
2017	10	12

**Data from Form 4 - Employees
Hired**

**Data from Form 5 - Employees
Promoted**

**Data from Form 6 - Employees
Terminated**

↓ ↓ ↓ ↓
Table 2: Aboriginal Peoples

↓ ↓ ↓ ↓
Table 6: Aboriginal Peoples

↓ ↓ ↓ ↓
Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	2	0	0	0	1	0	0	0
02 Middle & Other Managers	6	2	0	0	18	1	0	0	15	1	0	0
03 Professionals	59	0	0	0	33	0	1	0	40	0	0	0
04 Semi-Professionals & Technicians	5	0	0	0	4	0	0	0	1	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	5	0	0	0	1	0	0	0	3	0	0	0
08 Skilled Sales & Service Personnel	3	0	0	0	10	1	0	0	5	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	3	0	0	0	1	0	0	0	2	1	0	0
11 Intermediate Sales & Service Personnel	8	0	0	0	3	0	0	0	8	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	89	2	0	0	72	2	1	0	75	2	0	0

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Entrust Datacard Limited

[Date: 2017-11-24]

Start Date of Flow Data		
YYYY	MM	DD
2015	12	03

End Date of Flow Data		
YYYY	MM	DD
2017	10	12

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	2	0	0	0	1	0	0	0
02 Middle & Other Managers	6	1	0	0	18	1	0	0	15	0	0	0
03 Professionals	59	2	0	0	33	0	1	0	40	1	0	0
04 Semi-Professionals & Technicians	5	0	0	0	4	0	0	0	1	1	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	5	0	0	0	1	0	0	0	3	0	0	0
08 Skilled Sales & Service Personnel	3	0	0	0	10	0	0	0	5	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	3	0	0	0	1	1	0	0	2	0	0	0
11 Intermediate Sales & Service Personnel	8	0	0	0	3	0	0	0	8	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	89	3	0	0	72	2	1	0	75	2	0	0

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Entrust Datacard Limited

[Date: 2017-11-24]

Start Date of Flow Data		
YYYY	MM	DD
2015	12	03

End Date of Flow Data		
YYYY	MM	DD
2017	10	12

**Data from Form 4 - Employees
Hired**

**Data from Form 5 - Employees
Promoted**

**Data from Form 6 - Employees
Terminated**

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities				Table 8: Members of Visible Minorities				Table 12: Members of Visible Minorities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	2	1	0	0	1	0	0	0
02 Middle & Other Managers	6	2	0	0	18	5	0	0	15	2	0	0
03 Professionals	59	21	0	0	33	9	1	0	40	9	0	0
04 Semi-Professionals & Technicians	5	3	0	0	4	3	0	0	1	1	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	5	1	0	0	1	0	0	0	3	1	0	0
08 Skilled Sales & Service Personnel	3	0	0	0	10	1	0	0	5	2	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	3	0	0	0	1	0	0	0	2	1	0	0
11 Intermediate Sales & Service Personnel	8	4	0	0	3	1	0	0	8	3	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	89	31	0	0	72	20	1	0	75	19	0	0

Federal Contractors Program Achievement Table
Part 3: Goals
Entrust Datacard Limited
[Date: 2017-11-24]

Data from Previous Goals
↓ ↓ ↓ ↓

Data from Current Goals
↓ ↓ ↓ ↓

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2019

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2022

Employment Equity Occupational Group (EEOG)		Table 1: Women			
		Women			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	1	27.4	0	0.0
02	Middle & Other Managers	31	40.0	6	0.0
03	Professionals	66	27.0	2	0.0
04	Semi-Professionals & Technicians	2	24.2	1	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	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		0	0.0	0	0.0

		Table 5: Women			
		Women			
		Short-term Goals		Long-term Goals	
		#	%	#	%
		0	0.0	0	0.0
		6	38.9	10	38.9
		29	28.3	48	28.3
		2	20.0	5	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
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0

Federal Contractors Program Achievement Table
Part 3: Goals
Entrust Datacard Limited
[Date: 2017-11-24]

Data from Previous Goals



Data from Current Goals



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2019

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2022

Table 2: Aboriginal Peoples					
Aboriginal Peoples					
Employment Equity Occupational Group (EEOG)		Short-term Goals		Long-term Goals	
		#	%	#	%
01	Senior Managers	0	0.0	0	0.0
02	Middle & Other Managers	2	2.2	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	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	3.0	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		0	0.0	0	0.0

Table 6: Aboriginal Peoples					
Aboriginal Peoples					
		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
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0

Federal Contractors Program Achievement Table
Part 3: Goals
Entrust Datacard Limited
[Date: 2017-11-24]

Data from Previous Goals



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2019

Data from Current Goals



Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2022

Employment Equity Occupational Group (EEOG)		Table 3: Persons with Disabilities			
		Persons with Disabilities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
01/02	Managers	3	4.3	2	0.0
03	Professionals	9	3.8	4	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	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	0	3.5	1	0.0
09	Skilled Crafts & Trades Workers	0	0.0	1	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	5.6	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		0	0.0	0	0.0

Table 7: Persons with Disabilities			
Persons with Disabilities			
Short-term Goals		Long-term Goals	
#	%	#	%
1	4.3	1	4.3
4	4.0	6	3.8
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	0.0	0	0.0
0	3.5	1	5.0
0	0.0	0	0.0
0	0.0	0	0.0
1	5.6	2	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	0.0	0	0.0

Federal Contractors Program Achievement Table
Part 3: Goals
Entrust Datacard Limited
[Date: 2017-11-24]

Data from Previous Goals
↓ ↓ ↓ ↓

Data from Current Goals
↓ ↓ ↓ ↓

Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2015	2018	2015	2019

Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2022

Employment Equity Occupational Group (EEOG)		Table 4: Members of Visible Minorities			
		Members of Visible Minorities			
		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	0	0.0	0	0.0
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	14.7	1	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		0	0.0	0	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
		0	0.0	0	0.0
		0	0.0	0	0.0
		1	20.0	2	20.0
		3	22.0	6	25.0
		0	0.0	0	0.0
		1	12.0	1	12.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
Total		0	0.0	0	0.0

Federal Contractors Program Achievement Table

Part 4: Results - Women

Entrust Datacard Limited

[Date: 2017-11-24]

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		Women								All Employees		Women		All Employees		Women			All Employees		Women			
				Representation	Availability	Gap	EE Result			Actual	Expected	Difference			Actual	Expected	Difference			Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#		%
01	Senior Managers	2015	2	0	0.0	27.4	1	-1	0.0																	
		2017	4	1	25.0	27.4	1	0	91.2	0	0	0.0	0	0	0	2	1	50.0	0	1	1	0	0.0	0	0	33.3
02	Middle & Other Managers	2015	59	14	23.7	38.9	23	-9	61.0																	
		2017	35	10	28.6	38.9	14	-4	73.4	6	1	16.7	2	-1	18	4	22.2	4	0	15	4	26.7	4	0	31.9	
03	Professionals	2015	131	27	20.6	25.3	33	-6	81.5																	
		2017	167	28	16.8	28.3	47	-19	59.2	59	7	11.9	17	-10	34	2	5.9	7	-5	40	6	15.0	8	-2	26.8	

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		Women		Women				Women				
				Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	
		#	#	#	%	#	%	%	%	#	#	%	#	
01	Senior Managers	2017	2	1	50.0	1	100.0	27.4	182.5	0	0.0	0.0	0.0	
		2020	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
02	Middle & Other Managers	2017	24	5	20.8	31	16.1	40.0	52.1	6	83.3	0.0	0.0	
		2020	24	5	20.8	6	83.3	38.9	53.6	10	50.0	38.9	53.6	
03	Professionals	2017	93	9	9.7	66	13.6	27.0	35.8	2	450.0	0.0	0.0	
		2020	93	9	9.7	29	31.0	28.3	34.2	48	18.8	28.3	34.2	

Federal Contractors Program Achievement Table

Part 4: Results - Women

Entrust Datacard Limited

[Date: 2017-11-24]

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	Women				EE Result	All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	Actual			Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	#	%	%	#	#	%	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
04 Semi-Professionals & Technicians	2015	17	2	11.8	24.2	4	-2	48.6																	
	2017	32	3	9.4	18.8	6	-3	49.9	5	1	20.0	1	0	4	1	25.0	0	1	1	0	0.0	0	0	0	4.1
05 Supervisors	2015	1	1	100.0	50.7	1	0	197.2																	
	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
06 Supervisors: Crafts & Trades	2015	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

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	Women		Women				Women					
			Actual	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	9	2	22.2	2	100.0	24.2	91.8	1	200.0	0.0	0.0		
	2020	9	2	22.2	2	100.0	20.0	111.1	5	40.0	30.0	74.1		
05 Supervisors	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		
06 Supervisors: Crafts & Trades	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 4: Results - Women

Entrust Datacard Limited

[Date: 2017-11-24]

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	Women					All Employees	Women			All Employees	Women			All Employees	Women								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	#	%	%	#	#	%	#	%	#	#	%	#	#	%	#	%	#	#	%	#	#	%		
07 Administrative & Senior Clerical	2015	9	7	77.8	77.5	7	0	100.4																	
	2017	12	8	66.7	78.1	9	-1	85.4	5	3	60.0	4	-1	1	0	0.0	1	-1	3	1	33.3	2	-1	28.6	
08 Skilled Sales & Service Personnel	2015	38	17	44.7	28.8	11	6	155.3																	
	2017	34	15	44.1	28.7	10	5	153.7	3	0	0.0	1	-1	10	6	60.0	4	2	5	5	100.0	2	3	13.9	
09 Skilled Crafts & Trades Workers	2015	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 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	Women		Women					Women					
			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		
#	#	#	%	#	%	%	%	#	#	%	#				
07 Administrative & Senior Clerical	2017	6	3	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	6	3	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
08 Skilled Sales & Service Personnel	2017	13	6	46.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	13	6	46.2	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 4: Results - Women

Entrust Datacard Limited

[Date: 2017-11-24]

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	Women			Women				All Employees	Women			All Employees	Women			All Employees	Women							
		#	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected		Difference	%		
10	Clerical Personnel	2015	4	4	100.0	65.8	3	1	152.0																	
		2017	9	7	77.8	65.8	6	1	118.2	3	1	33.3	2	-1	1	1	100.0	1	0	2	2	100.0	2	0	30.8	
11	Intermediate Sales & Service Personnel	2015	21	15	71.4	61.8	13	2	115.6																	
		2017	22	15	68.2	61.8	14	1	110.3	8	4	50.0	5	-1	3	3	100.0	2	1	8	4	50.0	6	-2	37.2	
12	Semi-Skilled Manual Workers	2015	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 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	Women	Women		Women		Women		Women				
		#	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	4	2	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	4	2	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	2017	11	7	63.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	11	7	63.6	0	0.0	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	0.0	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

Entrust Datacard Limited

Date: 2017-11-24

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	$V - U \times 100$	$U \times F + 100$	$V - X$	$U - \frac{((D)Year1 + D)Year2}{2} \times 100$

Occupational Group (EOG)	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 %	#	#	%	#	%	Actual #	Expected #	Difference #	Actual #	%	Expected #	Difference #	Actual #	%	Expected #	Difference #	#	%		
01 Senior Managers	2015	2	0.0	2.9	0	0.0																				
	2017	4	0.0	2.9	0	0.0																				33.3
02 Middle & Other Managers	2015	59	0.0	2.2	1	-1	0.0																			
	2017	35	2	5.7	2.2	1	1	259.7		6	2	33.3		0												31.9
03 Professionals	2015	131	2	1.5	1.1	1	1	138.8		59	0	0.0		1												
	2017	167	2	1.2	1.2	2	0	99.8																		26.8

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	$F + M \times 100$
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Occupational Group (EOG)	Year	New Entrants		Short-term Goals		Long-term Goals		Comments
		All Employees	Aboriginal Peoples	Goal #	%	Goal #	%	
01 Senior Managers	2017	2	0	0	0.0	0	0.0	
	2020	2	0	0	0.0	0	0.0	
02 Middle & Other Managers	2017	24	3	2	150.0	0	0.0	
	2020	24	3	0	0.0	0	0.0	
03 Professionals	2017	93	0	0	0.0	0	0.0	
	2020	93	0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
Entrust Datacard Limited
 Date: 2017-11-24

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 + ((DY year 1 + DY year 2) x 100)	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												Turnover Rate %
		All						Aboriginal Peoples						All						Aboriginal Peoples						
		Employees #	Representation %	Availability %	Gap #	EE Result %	Employees #	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #				
04	Semi-Professionals & Technicians	2015	17	0	0.0	1.6	0	0	0.0	5	0	0.0	0	4	0	0.0	0	0	0	1	0	0.0	0	0	4.1	
		2017	32	1	3.1	1.7	1	0	183.8																	
05	Supervisors	2015	1	0	0.0	2.7	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	
		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	
06	Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	
		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 x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All		Aboriginal Peoples		All		Aboriginal Peoples		All		Aboriginal Peoples		
		Employees #	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	9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
05	Supervisors	2017	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	
06	Supervisors: Crafts & Trades	2017	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	

Federal Contractors Program Achievement Table

Part 5: Results - Aboriginal Peoples

Entrust Datacard Limited

[Date: 2017-11-24]

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	Aboriginal Peoples				All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples									
		#	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference			
#	#	%	%	#	%	#	%	#	#	%	#	#	#	%	%	#	#	#	%	#	%				
07 Administrative & Senior Clerical	2015	9	0	0.0	3.1	0	0	0.0																	
	2017	12	0	0.0	3.4	0	0	0.0	5	0	0.0	0	0	0	1	0	0.0	0	0	3	0	0.0	0	0	28.6
08 Skilled Sales & Service Personnel	2015	38	0	0.0	1.0	0	0	0.0																	
	2017	34	1	2.9	1.0	0	1	294.1	3	0	0.0	0	0	0	10	1	10.0	0	1	5	0	0.0	0	0	13.9
09 Skilled Crafts & Trades Workers	2015	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

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	Aboriginal Peoples	Aboriginal Peoples		Aboriginal Peoples								
		#	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	
#	#	%	%	%	%	#	#	%	%	#	#	%	%	
07 Administrative & Senior Clerical	2017	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
08 Skilled Sales & Service Personnel	2017	13	1	7.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2020	13	1	7.7	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	0.0	
	2020	0	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
Entrust Datacard Limited
 [Date: 2017-11-24]

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	$D \times G \div 100$	$E - H$	$E + H \times 100$	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	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div (DY \text{ year} 1 + DY \text{ card} 2) \times 100$

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis													Flow Data Analysis													Turnover Rate %
		All Employees						Aboriginal Peoples						All Employees						Aboriginal Peoples								
		#	Representation %	Availability %	Gap #	EE Result %	Employees #	Actual #	Expected #	Difference #	Employees #	Actual %	Expected #	Difference #	Employees #	Actual %	Expected #	Difference #	Employees #	Actual %	Expected #	Difference #						
10 Clerical Personnel	2015	4	25.0	2.8	0	1	892.9	3	0	0.0	0	0	0	1	0	0.0	0	0	0	2	1	50.0	1	1	30.8			
	2017	9	0.0	2.8	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	8	0	0.0	0	0	37.2			
11 Intermediate Sales & Service Personnel	2015	21	0.0	3.0	1	-1	0.0	8	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0			
	2017	22	4.5	3.0	1	0	151.5	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0			
12 Semi-Skilled Manual Workers	2015	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0	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	$E \div D \times 100$	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	$F \div M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		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 %			
10 Clerical Personnel	2017	4	0.0	0	0.0	0	0.0	0	0.0	0	0.0			
	2020	4	0.0	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	0.0			
	2020	11	0.0	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	0.0			
	2020	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
Entrust Datacard Limited
Date: 2017-11-24

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	D x G + 100	E - H	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L - K	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100
Workforce Analysis																																						
Employment Equity Occupational Group (EEOG)		Year	Workforce																				Hires					Flow Data Analysis					Terminations					Turnover Rate
			All Employees					Persons with Disabilities					All Employees					Persons with Disabilities					All Employees					Persons with Disabilities										
			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 + (DY) / (year 1 + DY / year 2) x 100													
01 & Managers	2015	61	0	0.0	4.3	3	-3	0.0																														
02	2017	39	1	2.6	4.3	2	-1	59.6	6	1	16.7	0	1	20	1	5.0	0	1	16	0	0.0	0	0	0	32.0													
03	2015	131	1	0.8	3.8	5	-4	20.1																														
	2017	167	3	1.8	3.8	6	-3	47.3	59	2	3.4	2	0	34	0	0.0	0	0	40	1	2.5	0	1	26.8														

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
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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	Actual	Goal	Percent of Goal Met	Goal
01 & Managers	2017	26	2	7.7	3	66.7	4.3	178.9	2	100.0	0.0	0.0	
02	2020	26	2	7.7	1	200.0	4.3	178.9	1	200.0	4.3	178.9	
03	2017	93	2	2.2	9	22.2	3.8	56.6	4	50.0	0.0	0.0	
	2020	93	2	2.2	4	50.0	4.0	53.8	6	33.3	3.8	56.6	

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Entrust Datacard Limited

Date: 2017-11-24

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	$E + D \times 100$	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	$V - U \times 100$	$U \times F \div 100$	$V - X$	$\frac{U + ((D)Year1 + D)Year2}{2} \times 100$
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis						Turnover Rate %
		All Employees		Persons with Disabilities			Hires			Promotions			Terminations							
	#	Representation %	Availability %	Gap #	EE Result %	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	Difference #			
04 Semi-Professionals & Technicians	2015	17	5.9	4.6	1	0	127.9			4	0	0.0	0	1	1	100.0	0	1	4.1	
	2017	32	6.3	4.6	1	1	135.9			0	0	0.0	0	0	0	0.0	0	0	0.0	
05 Supervisors	2015	1	0.0	13.9	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	
06 Supervisors: Crafts & Trades	2015	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	

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 #	Persons with Disabilities Actual	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %			
04 Semi-Professionals & Technicians	2017	9	0	0	0.0	0	0.0	0	0.0	0.0		
	2020	9	0	0	0.0	0	0.0	0	0.0	0.0		
05 Supervisors	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		
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 6: Results - Persons with Disabilities
Entrust Datacard Limited
 Date: 2017-11-24

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 + D)Year2) x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												
		All Employees						Persons with Disabilities						All Employees						Persons with Disabilities						
		#	Representation %	Availability %	Gap #	EE Result %	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Turnover Rate %	
07	Administrative & Senior Clerical	2015	9	11.1	3.4	0	1	326.8	5	0	0.0	0	0	0	1	0	0.0	0	0	0	3	0	0.0	0	0	28.6
08	Skilled Sales & Service Personnel	2015	12	8.3	3.4	0	1	245.1	3	0	0.0	0	0	10	0	0.0	0	0	0	5	0	0.0	0	0	13.9	
09	Skilled Crafts & Trades Workers	2015	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	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	Part 3: F = I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		Persons with Disabilities		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
07	Administrative & Senior Clerical	2017	6	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	
08	Skilled Sales & Service Personnel	2017	13	0.0	0	0.0	3.5	0.0	1	0.0	0.0	5.0	0.0	
09	Skilled Crafts & Trades Workers	2017	0	0.0	0	0.0	0.0	0.0	1	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Entrust Datacard Limited

[Date: 2017-11-24]

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	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$U \div ((DYear1 + DYear2) \div 2) \times 100$		
		↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	
Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations				Turnover Rate				
		All Employees	Persons with Disabilities			Persons with Disabilities				All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities							
		#	#	#	%	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
10	Clerical Personnel	2015	4	0	0.0	7.0	0	0	0.0																	
		2017	9	2	22.2	7.0	1	1	317.5	3	0	0.0	0	0	0	1	1	100.0	0	1	2	0	0.0	0	0	30.8
11	Intermediate Sales & Service Personnel	2015	21	0	0.0	5.6	1	-1	0.0																	
		2017	22	0	0.0	5.6	1	-1	0.0	8	0	0.0	0	0	3	0	0.0	0	0	8	0	0.0	0	0	37.2	
12	Semi-Skilled Manual Workers	2015	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	$E \div D \times 100$	Part 3: Goals	$E \div G \times 100$	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 (EOG)	Year	New Entrants		Goals								Comments		
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Persons with Disabilities	Persons with Disabilities				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	4	1	25.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	4	1	25.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
11	Intermediate Sales & Service Personnel	2017	11	0	0.0	0	0.0	5.6	0.0	0	0.0	0.0	0.0	
		2020	11	0	0.0	1	0.0	5.6	0.0	2	0.0	7.0	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	
		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 6: Results - Persons with Disabilities

Entrust Datacard Limited

[Date: 2017-11-24]

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 (EEOG)	Year	Workforce Analysis								Flow Data Analysis																
		Workforce								Hires				Promotions				Terminations				Turnover Rate				
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities								
		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	
		#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	#		#	%	#	#
13	Other Sales & Service Personnel	2015	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
14	Other Manual Workers	2015	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
Total		2015	282	3	1.1	4.1	12	-9	25.9																	
		2017	315	9	2.9	4.1	13	-4	69.7	89	3	3.4	4	-1	73	2	2.7	1	1	75	2	2.7	1	1	25.1	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments	
		Hires and Promotions				Short-term Goals				Long-term Goals					
		Persons with Disabilities				Persons with Disabilities				Persons with Disabilities					
		All Employees	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
		#	#	%	#	%	#	%	#	%	#	%	#		%
13	Other Sales & Service Personnel	2017	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		
14	Other Manual Workers	2017	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		
Total		2017	162	5	3.1	0	0.0	0	0.0	0	0.0	0	0.0		
		2020	162	5	3.1	0	0.0	0	0.0	0	0.0	0	0.0		

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Entrust Datacard Limited

[Date: 2017-11-24]

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							All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities							
			Representation	Availability		Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	#	%	%	#	#	%	#	#	%	#	#	#	%	#	%	#	#	%	#	#		%			
01	Senior Managers	2015	2	0	0.0	10.1	0	0	0.0																	
		2017	4	2	50.0	10.1	0	2	495.0	0	0	0.0	0	0	2	1	50.0	0	1	1	0	0.0	0	0	33.3	
02	Middle & Other Managers	2015	59	14	23.7	15.0	9	5	158.2																	
		2017	35	6	17.1	15.0	5	1	114.3	6	2	33.3	1	1	18	5	27.8	4	1	15	2	13.3	4	-2	31.9	
03	Professionals	2015	131	48	36.6	29.6	39	9	123.8																	
		2017	167	51	30.5	30.2	50	1	101.1	59	21	35.6	18	3	34	9	26.5	12	-3	40	9	22.5	15	-6	26.8	

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						
		Visible Minorities		Visible Minorities				Visible Minorities						
		All Employees		Actual		Goal		Percent of Goal Met		Goal		Percent of Goal Met		
	#	#	%	%	%	%	%	%	%	%	%	%	%	
01	Senior Managers	2017	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	2	1	50.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
02	Middle & Other Managers	2017	24	7	29.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	24	7	29.2	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
03	Professionals	2017	93	30	32.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	93	30	32.3	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

Entrust Datacard Limited

[Date: 2017-11-24]

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								
			Representation	Availability	Gap	Actual			Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	#	%	%	#	#	%	#	#	#	%	#	#	%	#	%	#	#	%	#	#	%			
04 Semi-Professionals & Technicians	2015	17	8	47.1	35.9	6	2	131.1																	
	2017	32	12	37.5	32.1	10	2	116.8	5	3	60.0	2		1	4	3	75.0	2	1	1	1	100.0	0	1	4.1
05 Supervisors	2015	1	0	0.0	14.7	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
06 Supervisors: Crafts & Trades	2015	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 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			
#	#	#	%	#	%	%	%	#	#	%	#			
04 Semi-Professionals & Technicians	2017	9	6	66.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	9	6	66.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
05 Supervisors	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		
06 Supervisors: Crafts & Trades	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 7: Results - Members of Visible Minorities

Entrust Datacard Limited

[Date: 2017-11-24]

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										
		#	#	#	%	%	#	#	%	#	#	#	%	#	#	#	%	#	#	#	#	#	%	#	#	%
07	Administrative & Senior Clerical	2015	9	2	22.2	12.6	1	1	176.4																	
		2017	12	1	8.3	11.4	1	0	73.1	5	1	20.0	1	0	1	0	0.0	0	0	3	1	33.3	1	0	28.6	
08	Skilled Sales & Service Personnel	2015	38	15	39.5	20.1	8	7	196.4																	
		2017	34	5	14.7	20.8	7	-2	70.7	3	0	0.0	1	-1	10	1	10.0	4	-3	5	2	40.0	2	0	13.9	
09	Skilled Crafts & Trades Workers	2015	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 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				
		#	#	#	%	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	6	1	16.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	6	1	16.7	1	100.0	20.0	83.3	2	50.0	20.0	83.3	
08	Skilled Sales & Service Personnel	2017	13	1	7.7	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	13	1	7.7	3	33.3	22.0	35.0	6	16.7	25.0	30.8	
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 7: Results - Members of Visible Minorities

Entrust Datacard Limited

[Date: 2017-11-24]

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	
		Visible Minorities										Visible Minorities				Visible Minorities				Visible Minorities						
		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
#	#	#	%	%	#	#	%	#	#	%	#	%	#	#	#	%	#	%	#	#	#	%	#	%		
10	Clerical Personnel	2015	4	0	0.0	14.7	1	-1	0.0																	
		2017	9	0	0.0	14.7	1	-1	0.0	3	0	0.0	0	0	0	1	0	0.0	0	0	2	1	50.0	0	1	30.8
11	Intermediate Sales & Service Personnel	2015	21	9	42.9	22.0	5	4	194.8																	
		2017	22	7	31.8	22.0	5	2	144.6	8	4	50.0	2	2	3	1	33.3	1	0	8	3	37.5	3	0	37.2	
12	Semi-Skilled Manual Workers	2015	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

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				
		Visible Minorities				Visible Minorities				Visible Minorities				
		All Employees	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	4	0	0.0	0	0.0	14.7	0.0	1	0.0	0.0	0.0	
		2020	4	0	0.0	1	0.0	12.0	0.0	1	0.0	12.0	0.0	
11	Intermediate Sales & Service Personnel	2017	11	5	45.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	11	5	45.5	0	0.0	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	0.0	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 7: Results - Members of Visible Minorities

Entrust Datacard Limited

[Date: 2017-11-24]

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				All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
		#	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference			
#	#	%	%	#	#	%	#	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#			
13	Other Sales & Service Personnel	2015	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
14	Other Manual Workers	2015	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
Total		2015	282	96	34.0	24.1	68	28	141.3																
		2017	315	84	26.7	25.7	81	3	103.8	89	31	34.8	23	8	73	20	27.4	25	-5	75	19	25.3	26	-7	25.1

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																
		#	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									
#	#	%	%	%	%	%	%	%	%	%	%											
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	
		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	
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	
		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	
Total		2017	162	51	31.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		2020	162	51	31.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	



REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT *Federal Contractors Program*

Under the Federal Contractors Program, organizations undergoing a subsequent compliance assessment are required to make all reasonable efforts to ensure that progress is made towards having full representation of the four designated groups – women, Aboriginal peoples, persons with disabilities and members of visible minorities – within their workforce. Where short-term goals were not met by at least 80%, contractors must demonstrate that reasonable efforts to meet their goals were made.

Please complete this form to indicate the efforts that were made by your organization to implement the Federal Contractors Program and the events that took place between the previous and current compliance assessment that may have influenced your organization's activities.

The completed form must be signed by a senior officer of your organization then submitted with the other required documents for the subsequent compliance assessment.

Efforts

Please check the appropriate boxes next to the efforts that
ENTRUST DATACARD LIMITED made to implement the Federal Contractors Program.

Required measures:

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



REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT

Federal Contractors Program

Other measures:

- Reviewed employment systems, policies and practices to ensure that they do not result in barriers to employment of designated group members, monitored their implementation and adjusted as appropriate.
- Have an accommodation policy and/or procedures which was communicated to all staff and ensured accommodation takes place.
- Ensured ongoing senior-level support for employment equity and its implementation.
- Established accountability mechanisms to ensure that the short-term goals would be met.
- Communicated the goals to relevant managers as well as monitored and recorded the results.
- Devoted adequate resources (financial and human) to ensure that the short-term goals would be met.
- Consulted employee/union representatives on communication and implementation of employment equity.
- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe): We have made efforts to educate the global human resources team, the product development leadership team as this team has the largest employee base in Canada, as well as our new hires on the employment equity program regarding goals and results.

Operational Context

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

- Impact of economic and industrial conditions on the organization.
- Any reorganization or other corporate structural changes.
- Acquisitions, mergers or transfers of employees.



REASONABLE EFFORTS FOR THE SUBSEQUENT COMPLIANCE ASSESSMENT
Federal Contractors Program

- Significant layoffs (include the number of employees affected and the occupational groups of those employees).

- Strikes (include dates, the number of employees affected and the occupational groups of those employees).

- Other.

Additional Details

Please provide any additional information (optional):

Please see enclosed "Entrust Datacard's Second Compliance Assessment Report"

Name: **Greg Wetmore** Position Title: **VP Software Development**

Email address: **greg.wetmore@entrustdatacard.com**

Telephone number: **613-270-2773**

Business address: **1000 Innovation Dr
Kanata, ON
K2K 3E7**

Signature



Date: 12/13/17

Short-term Goal Setting Tool

Entrust Datacard Limited

October 12, 2017

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	$B \times C \times 3$	Data entry	$B \times E \times 3$	$D + F$	Data entry from from Workforce Analysis	Equivalent to E	$H \times I \times 3$	$(D \times N) - O + J$	$G \times M$	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	$(H - J + L) - ((B + D) \times N)$	$H \div B$	$(H - J + L) \div (B + D)$

Employment Equity Occupational Group (EEOG)	All Employees 2017/10/12	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 2018-2020		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
								Annually	Over 3 Years		#	%					
		#	%	#	%		#	#	%	#	%	%	#	#	%	%	
Middle & Other Managers	35	2.0%	2	12.7%	13	15	10	12.7%	4	9	6	38.9%	38.9%	-4	-2	28.6%	32.4%
Professionals	167	5.0%	25	15.3%	77	102	28	15.3%	13	39	29	28.3%	28.3%	-19	-10	16.8%	22.9%
Semi-Professionals & Technicians	32	5.0%	5	5.0%	5	10	3	5.0%	0	4	2	20.0%	18.8%	-3	-2	9.4%	13.5%

Short-term Goal Setting Tool
 Entrust Datacard Limited
 October 12, 2017

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R				
																		PERSONS WITH DISABILITIES			
Employment Equity Occupational Group (EEOG)	All Employees 2017/10/12	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required	3 Year Goals 2018-2020			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	Annually		Over 3 Years	Annually	Over 3 Years					
Middle & Other Managers	39	2.0%	2	12.7%	15	17	1	12.7%	0	1	1	4.3%	4.3%	-1	0	2.6%	4.9%				
Professionals	167	5.0%	25	15.3%	77	102	3	15.3%	1	5	4	4.0%	3.8%	-3	-1	1.8%	3.1%				
Skilled Sales & Service Personnel	34	7.0%	7	6.6%	7	14	0	6.6%	0	1	0	3.5%	3.5%	-1	-1	0.0%	0.0%				
Intermediate Sales & Service Personnel	22	3.9%	3	19.0%	13	16	0	19.0%	0	1	1	5.6%	5.6%	-1	0	0.0%	4.0%				

Short-term Goal Setting Tool
 Entrust Datacard Limited
 October 12, 2017

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Employment Equity Occupational Group (EEOG)	All Employees 2017/10/12	Growth (New Positions) Annually	Over 3 Years	Turnover (Replacement of Terminated Employees) Annually	Over 3 Years	Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees) Annually	Over 3 Years	Hires Required	3 Year Goals 2018-2020	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation	
Administrative & Senior Clerical Personnel	12	0.00%	0	16.7%	6	6	1	16.7%	1	1	1	20.0%	0	0	8.3%	8.3%	
Skilled Sales & Service Personnel	34	7.00%	7	6.0%	7	14	5	6.0%	1	4	3	22.0%	-2	-2	14.7%	17.1%	
Clerical Personnel	9	0.00%	0	25.0%	7	7	0	25.0%	0	1	1	12.0%	-1	0	0.0%	11.1%	

**Federal Contractors Program
Report of the Subsequent Compliance Assessment**

Employer Name: Entrust Datacard Limited

Primary Location: Ottawa, Ontario

Number of Employees: 315

Ontario – 302 employees

Quebec – 6 employees

British Columbia – 3 employees

Newfoundland and Labrador - 2 employees

Saskatchewan – 1 employee

Alberta – 1 employee

Organization Overview:

NAICS 5112 : Software publishers

Entrust Datacard Limited provides financial institutions, governments, organizations and enterprises with the technologies and solutions to establish trusted identities and conduct secure transactions. Founded in 1969, Entrust Datacard Limited currently has more than 2,000 employees worldwide.

Key Dates – First Year Assessment

Initiated: 2015-12-07

Received: 2016-01-13

Closed: 2016-01-14

WFA: 2015-12-03

Key Dates – Subsequent Assessment

Initiated: 2017-12-20

Received: 2017-12-15

WFA: 2017-10-12

DATA VERIFICATION

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

Yes No

Comments:

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.

ASSESSMENT OF REASONABLE PROGRESS

The organization had set its hiring and promotion goals in both number and percentage format. For the purposes of this analysis, the percentage of goal met will be based on the percentage goal established.

Women

1.	Senior Managers	Goal met (183%)
2.	Middle & Other Managers	Goal not met (52%)
3.	Professionals	Goal not met (36%)
4.	Semi-Professionals & Technicians	Goal met (92%)

Assessment/Observations

- EEOG 02: There were 24 new entrants, and five were women. This represents a hiring rate of 20.8% which is below the 38.9% labour market availability for this occupational group.
- EEOG 03: There were 93 new entrants, and nine were women. This represents a hiring rate of 9.7%. Given that the labour market availability for this EEOG is 25.3%, at least 23 new entrants should have been women.

Aboriginal Peoples

2.	Middle & Other Managers	Goal met (568%)
11.	Intermediate Sales & Service Personnel	Goal not met (0%)

Assessment/Observations

- EEOG 11: There were 11 new entrants, and none were Aboriginal. This is to be expected, given that the labour market availability for this EEOG is of 3.0%. It should be noted, however that the organization has increased their representation of Aboriginal people in this EEOG to 4.5% and the gap of -1 has been closed. This is likely due to an existing employee choosing to self-identify as no new entrants self-identified as being Aboriginal.

Person with Disabilities

1./2.	Managers	Goal met (179%)
3.	Professionals	Goal not met (57%)
8.	Skilled Sales & Service Personnel	Goal not met (0%)
11.	Intermediate Sales & Service Personnel	Goal not met (0%)

Assessment/Observations

- EEOG 03: There were 93 new entrants, and two were persons with disabilities. Given that the labour market availability for this EEOG is 3.8%, at least 3 would have been expected.
- EEOG 08: There were 13 new entrants, and none were persons with disabilities. This is to be expected given the labour market availability of 3.5%.
- EEOG 11: There were 21 new entrants, and none were persons with disabilities. Given that that labour market availability for this EEOG is 5.6%, at least one would have been expected.

Members of Visible Minorities

10.	Clerical Personnel	Goal not met (0%)
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Assessment/Observations

- EEOG 10: There were four new entrants, and none self-identified as a member of visible minorities. This is to be expected given the labour market availability for this EEOG of 14.7%.

ASSESSMENT OF REASONABLE EFFORTS

During their initial assessment, the organization had set 11 short term goals. Four of these goals have been met, and the other seven have not.

When assessing the results, we note that the organization has met two out of the four goals it set for women. Some progress was noted for the other two goals having achieved 36% and 52% of the target.

With regard to Aboriginal peoples, one goal was exceedingly met (at over 500%) and the other in EEOG 11 showed no progress (0%). However, with respect to EEOG 11, the organization was successful in bridging the gap of -1. This is likely due to efforts to bring awareness of the self-identification questionnaire given that the increase results from an existing employee choosing to self-identify as an Aboriginal person and could be indicative of some efforts on the part of the organization to implement employment equity.

One out of the four goals that had been set for persons with disabilities, one goal was met, two goals have seen no progress (0%), and one fell short of the 80% requirement at 57%. In one of the cases where no progress was made, there were insufficient hires in the occupational group (EEOG 08) to expect that reasonable progress could be made.

For members of visible minorities, there has been no progress for the only goal set (0%).

Having met four of the 11 goals set, having closed a gap in one area and having made some progress in three other occupational groups, the organization has demonstrated that it has made some efforts in achieving its goals. In one additional area, the lack of progress can be explained in part by the limited number of hires and promotions into the occupational group.

Although the data indicates that progress was not made in all areas, the organization has explained that this may be due, in part, by the following reasons:

- During this period, the total workforce growth was 11%.
- Entrust was acquired by Datacard in 2014, and as a result, several positions have been reviewed and restructured.
- The company also reviewed the job codes, which may have shifted the classification of some employees.

It is important to note this assessment covers a period of less than two years instead of three, from December 03, 2015 to October 12, 2017. This may explain why many of the organization's goals have not been met. Given the progress noted in such a limited time frame, it is reasonable to expect that additional progress could have been made should the organization be given a full three years to reach its goals.

Taking the above factors in consideration, the analyst concludes that reasonable efforts have been made.

ASSESSMENT OF GOALS

Short-term goals

For all new and outstanding gaps, a short-term goal was set in number and percentages. The percentage goals set are at least equal to availability.

With respect to the gap of -1 for women in EEOG 07 (Administrative and Senior Clerical Personnel), no goals was set. This is appropriate given that the representation of women in this EEOG exceeds the 50% benchmark.

Long-term goals

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

To note, the organization forecasts to continue to grow at a modest rate and that most of the hiring will result from turnover replacements. That being said, the long-term goals that were set by the organization represent an increase from the short-term goals and are deemed appropriate and achievable in the long-term.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Given that Entrust Datacard Limited. has a number of small gaps for persons with disabilities and members of visible minorities, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these two groups. Guidance on the conduct of an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070

Name of Analyst: Marie-Josée Lemery

Date: May 28, 2018

From: Lemery, Marie-Josée M [NC] **On Behalf Of** EE-EME
Sent: June 8, 2018 11:29 AM
To: 'greg.wetmore@entrustdatacard.com' <greg.wetmore@entrustdatacard.com>
Cc: 'chrissy.dajc@entrustdatacard.com' <chrissy.dajc@entrustdatacard.com>
Subject: Government of Canada Agreement Number: V061009 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Greg Wetmore:

I am writing to inform you that the subsequent compliance assessment initiated on December 20, 2017, has been completed. As a result of the assessment, Entrust Datacard Limited has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- Given that Entrust Datacard Limited has a number of small gaps for persons with disabilities and members of visible minorities, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these two groups. Guidance on how to conduct an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on December 20, 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, Entrust Datacard Limited will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Sincerely,

Workplace Equity Team

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



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