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Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°: 050474

Agreement to Implement Employment Equity

(All sections must be completed)

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization General Dynamics Ordnance and Tactical Systems Canada Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Canada 2012 Code Number. To find your organization's four-digit NAICS code please visit: http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=118464 3329	Total number of employees in Canada (Permanent Full-time and/or Part-time) 340 <input type="checkbox"/> Federally Regulated <input type="checkbox"/> Provincially Regulated

HEAD OFFICE			
Address (building number, street, suite, etc.) 5 Montée des Arsenaux	City Repentigny	Province Qc	Postal Code J5Z 2P4
Telephone Number 450-581-3080			

EMPLOYMENT EQUITY CONTACT			
Name (print) Lise Laberge	Title Training and Recruiting Manager		
Telephone Number 450-582-6286	E-mail Address lise.laberge@can.gd-ots.com	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" 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/or 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 contact the Labour Program at the email address provided at the bottom of this form.
<p>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.</p>

SIGNATORY			
<p>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.</p>			
Name (print) Philippe Robert	Title Vice-President, Human Resources		
Telephone Number 450-582-6317	E-mail Address philippe.robert@can.gd-ots.com	Preferred Language of Correspondence <input type="checkbox"/> English <input checked="" type="checkbox"/> French	
Signature	Date (YYYY-MM-DD) 2013-10-17		

Privacy Notice:
The information you provide on this form is collected under the authority of section 42 of the <i>Employment Equity Act</i> to determine your eligibility for the Federal Contractors Program (FCP). 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.

RETURN INSTRUCTIONS
<p>IMPORTANT</p> <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@hrsdcc-rhdcc.gc.ca



General Dynamics Ordonnance and Tactical Systems Canada Inc. (Certificate # 050474)

EMPLOYMENT EQUITY: EMPLOYER IDENTIFICATION, SUMMARY REPORT AND CERTIFICATION

Period covered by this report: 2017-06-01 to 2017-06-05

Geographic regions

(INDICATE THE NUMBER OF EMPLOYEES IN EACH REGION).

	Province				Census Metropolitan Area	
	Permanent full time	Permanent part-time	Temporary	Total number of employees		
Quebec	812	0	0	812	Montreal	598
					Quebec	186
					Trois-Rivières	28
Total number of employees in Canada				812	Total number of employees as of Canada	812



PROGRAMMES DE CONTRATS FÉDÉRAUX: CATÉGORIES PROFESSIONNELLES

Full time / Quebec

Reporting period 2015-06-10 to 2017-06-05

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle management and other directors Upper value: \$100,000 and over Lower value: \$65,000 - \$69,999	4	7	6	1									
	3	19	16	3	1	1		1	1				
	2	19	12	7									
	1	10	5	5									
	Total	55	39	16	1	1		1	1				
Professionals Upper value: \$100,000 and over Lower value: \$55,000 - \$59,999	4	7	6	1									
	3	23	18	5							1	1	
	2	23	14	9									
	1	12	6	6							1	1	
	Total	65	44	21							2	2	
Semi-professional and technical staff Upper value: \$100,000 and over Lower value: \$60,000 - \$64,999	4	1	1										
	3	6	6										
	2	75	69	6				3	3		1	1	
	1	52	46	6									
	Total	134	122	12				3	3		1	1	
Foremen Upper value: \$100,000 and over Lower value: \$60,000 - \$64,999	4	1	1										
	3												
	2	14	13	1				1	1				
	1	3	3										
	Total	18	17	1				1	1				



PROGRAMMES DE CONTRATS FÉDÉRAUX: CATÉGORIES PROFESSIONNELLES

Full time / Quebec

Reporting period 2015-06-10 to 2017-06-05

Occupational Category Salary Range Col. 1	Quarter Col. 1	All employees			Aboriginal			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 main office staff Upper value: \$80,000 - \$84,999 Lower value: \$60,000 - \$64,999	4	3	1	2									
	3	3	2	1									
	2	7		7									
	1	13		13				1		1			
	Total	26	3	23				1		1			
Skilled workers and artisans Upper value: \$100,000 and over Lower value: \$60,000 - \$64,999	4	1	1										
	3	1	1										
	2												
	1	119	108	11				1	1		1		1
	Total	121	110	11				1	1		1		1
Clerical staff Upper value: \$65,000 - \$69,999 Lower value: \$55,000 - \$59,999	4	1		1									
	3												
	2	7	1	6									
	1	4	4										
	Total	12	5	7									
Intermediate sales and service personnel Upper value: \$75,000 - \$79,999 Lower value: \$65,000 - \$69,999	4	9	9										
	3												
	2												
	1	3	3										
	Total	12	12										



General Dynamics Ordnance and Tactical Systems Canada Inc. (Certificate # 050474)

PROGRAMMES DE CONTRATS FÉDÉRAUX: CATÉGORIES PROFESSIONNELLES

Full time / Quebec

Reporting period 2015-06-10 to 2017-06-05

Occupational Category Salary Range Col. 1	Quarter	All employees			Aboriginal			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
Skilled Manual Workers Upper value: \$70,000 - \$74,999 Lower value: \$45,000 - \$49,999	4	107	78	29				1	1		1	1	
	3	150	95	55				1	1		2	2	
	2	79	67	12									
	1	33	26	7									
	Total		369	266	103				2	2		3	3
Total number of employees		812	618	194	1	1		9	8	1	7	6	1



PROGRAMMES DE CONTRATS FÉDÉRAUX: PROFIL SALARIAL

Full time / Quebec

Reporting period 2015-06-10 to 2017-06-05

Salary Range	All employees			Aboriginal			Persons with disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
45 000 \$ - 49 999 \$	4	4										
50 000 \$ - 59 999 \$	115	95	20							1	1	
60 000 \$ - 69 999 \$	251	157	94				2	1	1	2	2	
70 000 \$ - 84 999 \$	341	279	62				6	6		3	2	1
85 000 \$ - 99 999 \$	53	43	10							1	1	
100,000 and more	48	40	8	1	1		1	1				
Total number of employees	812	618	194	1	1		9	8	1	7	6	1



PROGRAMMES DE CONTRATS FÉDÉRAUX: RECRUTEMENTS

Full time / Quebec

Reporting period 2015-06-10 to 2017-06-05

Occupational Category	All employees			Aboriginal			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 management and other directors	2	2					1	1				
Professionals	12	6	6							1	1	
Semi-professional and technical staff	12	12					1	1				
Foremen	5	5					1	1				
Administrative and main office staff	1	1										
Skilled workers and artisans	13	13										
Clerical staff	1		1									
Intermediate sales and service personnel	3	3										
Skilled Manual Workers	56	44	12				1	1				
Total number of employees hired	105	86	19				4	4		1	1	



General Dynamics Ordonnance and Tactical Systems Canada Inc. (Certificate # 050474)

PROGRAMMES DE CONTRATS FÉDÉRAUX: CESSATIONS D'EMPLOI

Full time / Quebec

Reporting period 2015-06-10 to 2017-06-05

Occupational Category	All employees			Aboriginal			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 management and other directors	2	1	1									
Professionals	1	1										
Semi-professional and technical staff	4	4										
Foremen	2	2										
Skilled workers and artisans	9	9										
Clerical staff	1	1										
Intermediate sales and service personnel	2	2										
Skilled Manual Workers	36	27	9				1	1				
Total number of employees whose employment was terminated	57	47	10				1	1				



Workplace Equity Information Management System - General Dynamics Ordinance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Women Availability		Difference #	Place of recruitment
			#	%	%	#		
02: Middle management and other directors	National	55	16	29.1 %	38.9 %	21	-5	National
03: Professionals		65	21	32.3 %	26.7 %	17	4	
1112: Financial and investment analysts	National	5	5	100.0 %	50.1 %	3	2	National
1121: Human Resources Professionals	National	8	6	75.0 %	71.1 %	6	0	National
1123: Advertising, marketing and public relations professionals	National	1	1	100.0 %	66.4 %	1	0	National
2112 : Chemists	National	3	1	33.3 %	40.6 %	1	0	National
2132 : Mechanical engineers	National	32	6	18.8 %	9.0 %	3	3	National
2133 : Electrical and electronic engineers	National	2	0	0.0 %	11.3 %	0	0	National
2134 : Chemical engineers	National	6	0	0.0 %	24.5 %	1	-1	National
2141: Industrial and Manufacturing Engineers	National	1	0	0.0 %	17.0 %	0	0	National
2142: Metallurgical and Materials Engineers	National	1	0	0.0 %	14.6 %	0	0	National
2171 : IT Analysts and Consultants	National	5	1	20.0 %	28.3 %	1	0	National
3012: Registered Nurses and Registered Psychiatric Nurses	National	1	1	100.0 %	92.9 %	1	0	National
04: Semi-professional and technical staff		134	12	9.0 %	22.8 %	31	-19	
2211 : Chemical technologists and technicians	Quebec	6	2	33.3 %	54.6 %	3	-1	Quebec
2212: Geological and Mineralogical Technologists and Technicians	Quebec	3	0	0.0 %	18.1 %	1	-1	Quebec
2231: Civil Engineering Technologists and Technicians	Quebec	4	0	0.0 %	16.3 %	1	-1	Quebec
2232 : Mechanical Engineering Technologists and Technicians	Quebec	28	1	3.6 %	9.4 %	3	-2	Quebec
2233: Industrial and Manufacturing Engineering Technologists and Technicians	Quebec	15	3	20.0 %	26.7 %	4	-1	Quebec
2241 : Electronic and Electrical Engineering Technologists and Technicians	Quebec	12	0	0.0 %	9.1 %	1	-1	Quebec
2243 : Industrial Instrument Technicians and Mechanics	Quebec	22	2	9.1 %	3.4 %	1	1	Quebec
2244: Avionics and Instrument and Aircraft Electrical Mechanics, Technicians and Controllers	Quebec	12	0	0.0 %	9.9 %	1	-1	Quebec
2252 : Industrial Designers	Quebec	9	0	0.0 %	34.4 %	3	-3	Quebec
2263: Public Health, Environmental and Occupational Health and Safety Inspectors	security Quebec	2	0	0.0 %	40.2 %	1	-1	Quebec



Workplace Equity Information Management System - General Dynamics Ordinance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Women Availability		Differ- ence #	Place of recruitment
			#	%	%	#		
2281 : Computer Network Technicians	Quebec	6	1	16.7 %	18.5 %	1	0	Quebec
3215 : Medical Radiation Technologists	Quebec	15	3	20.0 %	75.9 %	11	-8	Quebec
06 : Foremen		19	1	5.3 %	24.9 %	5	-4	
9227 : Supervisors in manufacturing and assembly of miscellaneous products	Quebec	19	1	5.3 %	24.9 %	5	-4	Quebec
07: Administrative and Senior Clerical Staff		26	23	88.5 %	80.9 %	21	2	
Employment Equity Occupational Group	Montreal	24	21	87.5 %	80.8 %	19	2	Montreal
Employment Equity Occupational Group	Quebec	1	1	100.0 %	80.9 %	1	0	Quebec
Employment Equity Occupational Group	Trois-Rivières	1	1	100.0 %	83.5 %	1	0	Trois-Rivières
09: Skilled workers and artisans		122	11	9.0 %	3.5 %	4	7	
7231 : Machinists and Machining and Tooling Inspectors	Quebec	27	2	7.4 %	5.2 %	1	1	Quebec
7232 : Tool and die makers	Quebec	8	1	12.5 %	3.3 %	0	1	Quebec
7234 : Boilermakers	Quebec	1	0	0.0 %	0.0 %	0	0	Quebec
7242 : Industrial Electricians	Quebec	2	0	0.0 %	2.7 %	0	0	Quebec
7251 : Plumbers	Quebec	6	0	0.0 %	1.3 %	0	0	Quebec
7271 : Carpenters	Quebec	5	0	0.0 %	1.4 %	0	0	Quebec
7311 : Construction millwrights and industrial mechanics	Quebec	35	0	0.0 %	1.7 %	1	-1	Quebec
7321 : Motor Vehicle, Truck and Bus Mechanics and Repairers	Quebec	3	0	0.0 %	1.5 %	0	0	Quebec
7384 : Other Skilled Trades and Related Occupations, n.e.c.	Quebec	31	8	25.8 %	5.1 %	2	6	Quebec
9241 : Power Plant Mechanics and Power System Operators	Quebec	4	0	0.0 %	5.1 %	0	0	Quebec
10 : Office staff		12	7	58.3 %	62.2 %	7	0	
Employment Equity Occupational Group	Montreal	8	7	87.5 %	62.5 %	5	2	Montreal
Employment Equity Occupational Group	Quebec	4	0	0.0 %	61.6 %	2	-2	Quebec
11: Intermediate sales and service personnel		12	0	0.0 %	61.8 %	7	-7	
Employment Equity Occupational Group	Montreal	12	0	0.0 %	61.8 %	7	-7	Montreal



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Women

Employment Equity Occupational Group	Internal location	All employees #	Representation		Women Availability		Difference #	Place of recruitment
			#	%	%	#		
12: Skilled Manual Workers		376	104	27.7 %	16.8 %	63	41	
Employment Equity Occupational Group	Montreal	264	88	33.3 %	18.4 %	49	39	Montreal
Employment Equity Occupational Group	Quebec	112	16	14.3 %	13.2 %	15	1	Quebec
Total		821	195	23.8 %	21.6 %	176	19	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2011 National Household Survey and internal employer data



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Aboriginal

Employment Equity Occupational Group	Location	All employees internal#	Aboriginal				Place of recruitment	
			Representation #	Representation %	Availability %	Difference #		
02: Middle management and other directors		National55	1	1.8 %	2.2 %	1	0	National
03: Professionals		65	0	0.0 %	1.1 %	1	-1	
1112: Financial and investment analysts		National5	0	0.0 %	0.9 %	0	0	National
1121: Human Resources Professionals		National8	0	0.0 %	2.7 %	0	0	National
1123: Advertising, marketing and public relations professionals		National1	0	0.0 %	2.1 %	0	0	National
2112: Chemists		National3	0	0.0 %	0.6 %	0	0	National
2132: Mechanical engineers		National32	0	0.0 %	0.7 %	0	0	National
2133: Electrical and electronic engineers		National2	0	0.0 %	0.7 %	0	0	National
2134: Chemical engineers		National6	0	0.0 %	0.6 %	0	0	National
2141: Industrial and Manufacturing Engineers		National1	0	0.0 %	0.8 %	0	0	National
2142: Metallurgical and Materials Engineers		National1	0	0.0 %	3.3 %	0	0	National
2171: IT Analysts and Consultants		National5	0	0.0 %	1.1 %	0	0	National
3012: Registered Nurses and Registered Psychiatric Nurses		National1	0	0.0 %	2.3 %	0	0	National
04: Semi-professional and technical staff		134	0	0.0 %	0.7 %	1	-1	
2211: Chemical technologists and technicians		Quebec6	0	0.0 %	0.8 %	0	0	Quebec
2212: Geological and Mineralogical Technologists and Technicians		Quebec3	0	0.0 %	3.8 %	0	0	Quebec
2231: Civil Engineering Technologists and Technicians		Quebec4	0	0.0 %	1.3 %	0	0	Quebec
2232: Mechanical Engineering Technologists and Technicians		Quebec28	0	0.0 %	0.4 %	0	0	Quebec
2233: Industrial and Manufacturing Engineering Technologists and Technicians		Quebec15	0	0.0 %	1.4 %	0	0	Quebec
2241: Electronic and Electrical Engineering Technologists and Technicians		Quebec12	0	0.0 %	0.8 %	0	0	Quebec
2243: Industrial Instrument Technicians and Mechanics		Quebec22	0	0.0 %	0.5 %	0	0	Quebec
2244: Avionics and Instrument and Aircraft Electrical Mechanics, Technicians and Controllers		Quebec12	0	0.0 %	0.0 %	0	0	Quebec
2252: Industrial Designers		Quebec9	0	0.0 %	0.5 %	0	0	Quebec
2263: Public Health, Environmental and Occupational Health and Safety Inspectors		Quebec2	0	0.0 %	1.6 %	0	0	Quebec



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Aboriginal Representation		Availability %	Differ ence #	Place of recruitment
			#	%			
2281 : Computer Network Technicians	Quebec	6	0	0.0 %	1.1 %	0	Quebec
3215 : Medical Radiation Technologists	Quebec	15	0	0.0 %	0.7 %	0	Quebec
06 : Foremen		19	0	0.0 %	0.0 %	0	
9227 : Supervisors in manufacturing and assembly of miscellaneous products	Quebec	19	0	0.0 %	0.0 %	0	Quebec
07: Administrative and Senior Clerical Staff		26	0	0.0 %	0.7 %	0	
Employment Equity Occupational Group	Montreal	24	0	0.0 %	0.7 %	0	Montreal
Employment Equity Occupational Group	Quebec	1	0	0.0 %	0.7 %	0	Quebec
Employment Equity Occupational Group	Trois-Rivières	1	0	0.0 %	0.4 %	0	Trois-Rivières
09: Skilled workers and artisans		122	0	0.0 %	1.8 %	2	
7231 : Machinists and Machining and Tooling Inspectors	Quebec	27	0	0.0 %	1.0 %	0	Quebec
7232 : Tool and die makers	Quebec	8	0	0.0 %	0.9 %	0	Quebec
7234 : Boilermakers	Quebec	1	0	0.0 %	0.0 %	0	Quebec
7242 : Industrial Electricians	Quebec	2	0	0.0 %	0.9 %	0	Quebec
7251 : Plumbers	Quebec	6	0	0.0 %	2.1 %	0	Quebec
7271 : Carpenters	Quebec	5	0	0.0 %	3.5 %	0	Quebec
7311 : Construction millwrights and industrial mechanics	Quebec	35	0	0.0 %	1.4 %	0	Quebec
7321 : Motor Vehicle, Truck and Bus Mechanics and Repairers	Quebec	3	0	0.0 %	1.8 %	0	Quebec
7384 : Other Skilled Trades and Related Occupations, n.e.c.	Quebec	31	0	0.0 %	3.0 %	1	Quebec
9241 : Power Plant Mechanics and Power System Operators	Quebec	4	0	0.0 %	1.6 %	0	Quebec
10 : Office staff		12	0	0.0 %	0.7 %	0	
Employment Equity Occupational Group	Montreal	8	0	0.0 %	0.8 %	0	Montreal
Employment Equity Occupational Group	Quebec	4	0	0.0 %	0.6 %	0	Quebec
11: Intermediate sales and service personnel		12	0	0.0 %	0.9 %	0	
Employment Equity Occupational Group	Montreal	12	0	0.0 %	0.9 %	0	Montreal



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Aboriginal

Employment Equity Occupational Group	Internal location	All employees #	Representation		Aboriginal Availability		Difference #	Place of recruitment
			#	%	%	#		
12: Skilled Manual Workers		376	0	0.0 %	0.9 %	3	-3	
Employment Equity Occupational Group	Montreal	264	0	0.0 %	0.9 %	2	-2	Montreal
Employment Equity Occupational Group	Quebec	112	0	0.0 %	0.8 %	1	-1	Quebec
Total		821	1	0.1 %	1.1 %	8	-7	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2011 National Household Survey and internal employer data



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ- ence #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
02: Middle management and other directors	National	55	0	0.0 %	15.0 %	8	-8	National
03: Professionals		65	2	3.1 %	28.0 %	18	-16	
1112: Financial and investment analysts	National	5	0	0.0 %	35.4 %	2	-2	National
1121: Human Resources Professionals	National	8	0	0.0 %	14.1 %	1	-1	National
1123: Advertising, marketing and public relations professionals	National	1	0	0.0 %	16.9 %	0	0	National
2112 : Chemists	National	3	0	0.0 %	37.3 %	1	-1	National
2132 : Mechanical engineers	National	32	1	3.1 %	28.6 %	9	-8	National
2133 : Electrical and electronic engineers	National	2	0	0.0 %	34.9 %	1	-1	National
2134 : Chemical engineers	National	6	0	0.0 %	30.8 %	2	-2	National
2141: Industrial and Manufacturing Engineers	National	1	0	0.0 %	31.5 %	0	0	National
2142: Metallurgical and Materials Engineers	National	1	1	100.0 %	25.3 %	0	1	National
2171 : IT Analysts and Consultants	National	5	0	0.0 %	31.4 %	2	-2	National
3012: Registered Nurses and Registered Psychiatric Nurses	National	1	0	0.0 %	18.3 %	0	0	National
04: Semi-professional and technical staff		134	1	0.7 %	9.1 %	12	-11	
2211 : Chemical technologists and technicians	Quebec	6	0	0.0 %	15.3 %	1	-1	Quebec
2212: Geological and Mineralogical Technologists and Technicians	Quebec	3	0	0.0 %	5.9 %	0	0	Quebec
2231: Civil Engineering Technologists and Technicians	Quebec	4	0	0.0 %	6.9 %	0	0	Quebec
2232 : Mechanical Engineering Technologists and Technicians	Quebec	28	1	3.6 %	7.3 %	2	-1	Quebec
2233: Industrial and Manufacturing Engineering Technologists and Technicians	Quebec	15	0	0.0 %	12.3 %	2	-2	Quebec
2241 : Electronic and Electrical Engineering Technologists and Technicians	Quebec	12	0	0.0 %	9.5 %	1	-1	Quebec
2243 : Industrial Instrument Technicians and Mechanics	Quebec	22	0	0.0 %	3.9 %	1	-1	Quebec
2244: Avionics and Instrument and Aircraft Electrical Mechanics, Technicians and Controllers	Quebec	12	0	0.0 %	15.3 %	2	-2	Quebec
2252 : Industrial Designers	Quebec	9	0	0.0 %	10.6 %	1	-1	Quebec
2263: Public Health, Environmental and Occupational Health and Safety Inspectors	security Quebec	2	0	0.0 %	4.8 %	0	0	Quebec



Workplace Equity Information Management System - General Dynamics Ordinance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Differ ence #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
2281 : Computer Network Technicians	Quebec	6	0	0.0 %	13.1 %	1	-1	Quebec
3215 : Medical Radiation Technologists	Quebec	15	0	0.0 %	8.3 %	1	-1	Quebec
06 : Foremen		19	0	0.0 %	14.6 %	3	-3	
9227: Supervisors in manufacturing and assembly of miscellaneous products	Quebec	19	0	0.0 %	14.6 %	3	-3	Quebec
07: Administrative and Senior Clerical Staff		26	0	0.0 %	11.4 %	3	-3	
Employment Equity Occupational Group	Montreal	24	0	0.0 %	12.2 %	3	-3	Montreal
Employment Equity Occupational Group	Quebec	1	0	0.0 %	1.5 %	0	0	Quebec
Employment Equity Occupational Group	Trois-Rivières	1	0	0.0 %	2.2 %	0	0	Trois-Rivières
09: Skilled workers and artisans		122	1	0.8 %	4.3 %	5	-4	
7231 : Machinists and Machining and Tooling Inspectors	Quebec	27	1	3.7 %	9.0 %	2	-1	Quebec
7232 : Tool and die makers	Quebec	8	0	0.0 %	6.2 %	0	0	Quebec
7234 : Boilermakers	Quebec	1	0	0.0 %	0.0 %	0	0	Quebec
7242 : Industrial Electricians	Quebec	2	0	0.0 %	4.1 %	0	0	Quebec
7251 : Plumbers	Quebec	6	0	0.0 %	2.7 %	0	0	Quebec
7271 : Carpenters	Quebec	5	0	0.0 %	1.7 %	0	0	Quebec
7311: Construction millwrights and industrial mechanics	Quebec	35	0	0.0 %	2.9 %	1	-1	Quebec
7321: Motor Vehicle, Truck and Bus Mechanics and Repairers	Quebec	3	0	0.0 %	6.0 %	0	0	Quebec
7384: Other Skilled Trades and Related Occupations, n.e.c.	Quebec	31	0	0.0 %	2.3 %	1	-1	Quebec
9241 : Power Plant Mechanics and Power System Operators	Quebec	4	0	0.0 %	3.1 %	0	0	Quebec
10 : Office staff		12	0	0.0 %	12.3 %	1	-1	
Employment Equity Occupational Group	Montreal	8	0	0.0 %	17.4 %	1	-1	Montreal
Employment Equity Occupational Group	Quebec	4	0	0.0 %	2.0 %	0	0	Quebec
11: Intermediate sales and service personnel		12	0	0.0 %	22.2 %	3	-3	
Employment Equity Occupational Group	Montreal	12	0	0.0 %	22.2 %	3	-3	Montreal



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Members of Visible Minorities

Employment Equity Occupational Group	Internal location	All employees #	Members of Visible Minorities				Difference #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
12: Skilled Manual Workers		376	3	0.8 %	16.6 %	62	-59	
Employment Equity Occupational Group	Montreal	264	3	1.1 %	22.7 %	60	-57	Montreal
Employment Equity Occupational Group	Quebec	112	0	0.0 %	2.3 %	3	-3	Quebec
Total		821	7	0.8 %	14.2 %	115	-108	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2011 National Household Survey and internal employer data



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Persons with disabilities

Employment Equity Occupational Group	Internal location	All employees #	Persons with disabilities				Difference #	Place of recruitment
			Representation #	Availability %	Representation %	Availability %		
01/02 : Executives	National	55	1	1.8 %	4.3 %	2	-1	National
03: Professionals	National	65	0	0.0 %	3.8 %	2	-2	National
04: Semi-professional and technical staff	National	134	3	2.2 %	4.6 %	6	-3	National
06 : Foremen	National	19	1	5.3 %	7.8 %	1	0	National
07: Administrative and Senior Clerical Staff	National	26	1	3.8 %	3.4 %	1	0	National
09: Skilled workers and artisans	National	122	1	0.8 %	3.8 %	5	-4	National
10 : Office staff	National	12	0	0.0 %	7.0 %	1	-1	National
11: Intermediate sales and service personnel	National	12	0	0.0 %	5.6 %	1	-1	National
12: Skilled Manual Workers	National	376	2	0.5 %	4.8 %	18	-16	National
Total		821	9	1.1 %	4.6 %	37	-28	

The total does not necessarily equal the sum of the components due to rounding.

Sources: 2012 Canadian Disability Survey and internal employer data



Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Default Data for Workforce Analysis - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
02: Middle management and other directors	EEOG	National
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
06 : Foremen	CNP	Provincial
07: Administrative and Senior Clerical Staff	EEOG	CMA
09: Skilled workers and artisans	CNP	Provincial
10 : Office staff	EEOG	CMA
11: Intermediate sales and service personnel	EEOG	CMA
12: Skilled Manual Workers	EEOG	CMA



Default Workforce Analysis System - Detailed Report

Date: 2017-04-20

Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	CPEME	National
3. : Professionals	CPEME	National
4.: Semi-professional and technical staff 06 : Foremen	CPEME	National
07: Administrative and Senior Clerical Staff 09: Skilled Workers and Craftspeople	CPEME	National
10 : Clerical staff	CPEME	National
1111: Intermediate sales and service personnel 12: Skilled manual workers	CPEME	National
	CPEME	
	CPEME	
	CPEME	



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Summary Report

Date: 2017-04-20

Women

Employment Equity Occupational Group	All employees #	Representation		Women Availability		Differ ence #
		#	%	%	#	
02: Middle management and other directors	55	16	29.1 %	38.9 %	21	-5
03: Professionals	65	21	32.3 %	26.7 %	17	4
04: Semi-professional and technical staff	134	12	9.0 %	22.8 %	31	-19
06 : Foremen	19	1	5.3 %	24.9 %	5	-4
07: Administrative and Senior Clerical Staff	26	23	88.5 %	80.9 %	21	2
09: Skilled workers and artisans	122	11	9.0 %	3.5 %	4	7
10 : Office staff	12	7	58.3 %	62.2 %	7	0
11: Intermediate sales and service personnel	12	0	0.0 %	61.8 %	7	-7
12: Skilled Manual Workers	376	104	27.7 %	16.8 %	63	41
Total	821	195	23.8 %	21.6 %	176	19

The total does not necessarily equal the sum of the components due to rounding.



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Summary Report

Date: 2017-04-20

Aboriginal

Employment Equity Occupational Group	All employees #	Aboriginal Representation		Aboriginal Availability		Difference #
		#	%	%	#	
02: Middle management and other directors	55	1	1.8%	2.2%	1	0
03: Professionals	65	0	0.0%	1.1%	1	-1
04: Semi-professional and technical staff	134	0	0.0%	0.7%	1	-1
06 : Foremen	19	0	0.0%	0.0%	0	0
07: Administrative and Senior Clerical Staff	26	0	0.0%	0.7%	0	0
09: Skilled workers and artisans	122	0	0.0%	1.8%	2	-2
10 : Office staff	12	0	0.0%	0.7%	0	0
11: Intermediate sales and service personnel	12	0	0.0%	0.9%	0	0
12: Skilled Manual Workers	376	0	0.0%	0.9%	3	-3
Total	821	1	0.1%	1.1%	8	-7

The total does not necessarily equal the sum of the components due to rounding.



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Summary Report

Date: 2017-04-20

Members of Visible Minorities

Employment Equity Occupational Group	All employees #	Members of Visible Minorities Representation		Availability		#	Difference #
		#	%	%	%		
02: Middle management and other directors	55	0	0.0 %	15.0 %	8	-8	
03: Professionals	65	2	3.1 %	28.0 %	18	-16	
04: Semi-professional and technical staff	134	1	0.7 %	9.1 %	12	-11	
06 : Foremen	19	0	0.0 %	14.6 %	3	-3	
07: Administrative and Senior Clerical Staff	26	0	0.0 %	11.4 %	3	-3	
09: Skilled workers and artisans	122	1	0.8 %	4.3 %	5	-4	
10 : Office staff	12	0	0.0 %	12.3 %	1	-1	
11: Intermediate sales and service personnel	12	0	0.0 %	22.2 %	3	-3	
12: Skilled Manual Workers	376	3	0.8 %	16.6 %	62	-59	
Total	821	7	0.8 %	14.2 %	115	-108	

The total does not necessarily equal the sum of the components due to rounding.



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Summary Report

Date: 2017-04-20

Persons with disabilities

Employment Equity Occupational Group	All employees #	Persons with disabilities Representation		Persons with disabilities Availability		Difference #
		#	%	%	#	
01/02 : Executives	55	1	1.8 %	4.3 %	2	-1
03: Professionals	65	0	0.0 %	3.8 %	2	-2
04: Semi-professional and technical staff	134	3	2.2 %	4.6 %	6	-3
06 : Foremen	19	1	5.3 %	7.8 %	1	0
07: Administrative and Senior Clerical Staff	26	1	3.8 %	3.4 %	1	0
09: Skilled workers and artisans	122	1	0.8 %	3.8 %	5	-4
10 : Office staff	12	0	0.0 %	7.0 %	1	-1
11: Intermediate sales and service personnel	12	0	0.0 %	5.6 %	1	-1
12: Skilled Manual Workers	376	2	0.5 %	4.8 %	18	-16
Total	821	9	1.1 %	4.6 %	37	-28

The total does not necessarily equal the sum of the components due to rounding.



Workplace Equity Information Management System - General Dynamics Ordnance and Tactical Systems Canada Inc.

Default Workforce Analysis System - Summary Report

Date: 2017-04-20

Default Data for Workforce Analysis - Women, Aboriginal Peoples and Visible Minorities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
02: Middle management and other directors	EEOG	National
03: Professionals	CNP	National
04: Semi-professional and technical staff	CNP	Provincial
06 : Foremen	CNP	Provincial
07: Administrative and Senior Clerical Staff	EEOG	CMA
09: Skilled workers and artisans	CNP	Provincial
10 : Office staff	EEOG	CMA
11: Intermediate sales and service personnel	EEOG	CMA
12: Skilled Manual Workers	EEOG	CMA



Default Workforce Analysis System - Summary Report

Date: 2017-04-20

Default Data for Workforce Analysis - Persons with Disabilities

Employment Equity Occupational Group	Perform an analysis by	Place of recruitment
01/02 : Executives	CPEME	National
3. : Professionals	CPEME	National
4.: Semi-professional and technical staff 06 : Foremen	CPEME	National
07: Administrative and Senior Clerical Staff 09: Skilled Workers and Craftspeople	CPEME	National
10 : Clerical staff	CPEME	National
1111: Intermediate sales and service personnel 12: Skilled manual workers	CPEME	National
	CPEME	
	CPEME	
	CPEME	

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
General Dynamics Ordonnance and Tactical Systems Canada Inc.
Date: DD-MM-YYYYY] [Date: DD-MM-YYYYY]

Previous Workforce Analysis Data

Current Workforce Analysis Data
--

Date of previous workforce analysis		
JJ	MM	AAAA
10	06	2015

Date of current workforce analysis		
JJ	MM	AAAA
5	6	2017

Employment Equity Occupational Groups (EEOGs)		Table 1: Females		
		Previous Workforce Analysis		
		All employees	Women	
			Representation	Availability
#	#	%		
01	Senior Management	7	0	27.4
02	Middle management and other directors	76	19	38.9
03	Professionals	81	27	28.8
04	Semi-professional and technical staff	181	28	26.5
05	Supervisors	1	1	58.8
06	Foremen	30	1	24.9
07	Administrative and main office staff	35	33	81.9
08	Specialized sales and service personnel	0	0	0.0
09	Skilled workers and artisans	169	7	3.4
10	Clerical staff	19	12	63.8
11	Intermediate sales and service personnel	34	0	66.7
12	Skilled Manual Workers	663	152	17.1
13	Other sales and service personnel	0	0	0.0
14	Other manual workers	0	0	0.0
Total		1,296	280	22.6

* Source : 2011 National Household Survey
--

		Table 5: Females		
		Current Workforce Analysis		
		All employees	Women	
			Representation	Availability
#	#	%		
	0	0	0.0	
	53	16	38.9	
	66	21	26.4	
	136	12	23.0	
	0	0	0.0	
	17	1	24.9	
	26	23	80.9	
	0	0	0.0	
	122	11	3.5	
	12	7	62.2	
	12	0	0.0	
	369	103	16.8	
	0	0	0.0	
	0	0	0.0	
	813	194	21.6	

* Source :

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
General Dynamics Ordnance and Tactical Systems Canada Inc.
Date: DD-MM-YYYYY] [Date: DD-MM-YYYYY]

Previous Workforce Analysis Data

Current Workforce Analysis Data
--

Date of previous workforce analysis		
JJ	MM	AAAA
10	06	2015

Date of current workforce analysis		
JJ	MM	AAAA
5	6	2017

Employment Equity Occupational Groups (EEOGs)		Table 2: Aboriginal People		
		Previous Workforce Analysis		
		All employees	Aboriginal	
			Representation	Availability
#	#	%		
01	Senior Management	7	0	2.9
02	Middle management and other directors	76	1	2.2
03	Professionals	81	0	1.1
04	Semi-professional and technical staff	181	0	0.8
05	Supervisors	1	0	2.8
06	Foremen	30	0	0.0
07	Administrative and main office staff	35	0	1.0
08	Specialized sales and service personnel	0	0	0.0
09	Skilled workers and artisans	169	1	1.7
10	Clerical staff	19	0	1.5
11	Intermediate sales and service personnel	34	0	2.2
12	Skilled Manual Workers	663	1	1.5
13	Other sales and service personnel	0	0	0.0
14	Other manual workers	0	0	0.0
Total		1,296	3	1.4
* Source :				
2011 National Household Survey				

		Table 6: Aboriginal People		
		Current Workforce Analysis		
		All employees	Aboriginal	
			Representation	Availability
#	#	%		
	0	0	0.0	
	53	1	2.2	
	66	0	1.1	
	136	0	0.7	
	0	0	0.0	
	17	0	0.0	
	26	0	0.7	
	0	0	0.0	
	122	0	1.8	
	12	0	0.7	
	12	0	0.9	
	369	0	0.9	
	0	0	0.0	
	0	0	0.0	
	0	0	0.0	
	813	1	1.1	
* Source :				
0				

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
General Dynamics Ordnance and Tactical Systems Canada Inc.
Date: DD-MM-YYYYY] [Date: DD-MM-YYYYY]

Previous Workforce Analysis Data

Current Workforce Analysis Data
--

Date of previous workforce analysis		
JJ	MM	AAAA
10	06	2015

Date of current workforce analysis		
JJ	MM	AAAA
5	6	2017

Employment Equity Occupational Groups (EEOGs)		Table 3: Members of Visible Minorities		
		Previous Workforce Analysis		
		All employees	Members of Visible Minorities	
			Representation	Availability
#	#	%		
01	Senior Management	7	0	10.1
02	Middle management and other directors	76	1	15.0
03	Professionals	81	2	28.3
04	Semi-professional and technical staff	181	1	9.6
05	Supervisors	1	0	0.7
06	Foremen	30	0	14.6
07	Administrative and main office staff	35	0	10.0
08	Specialized sales and service personnel	0	0	0.0
09	Skilled workers and artisans	169	2	4.4
10	Clerical staff	19	0	10.5
11	Intermediate sales and service personnel	34	0	9.7
12	Skilled Manual Workers	663	3	11.6
13	Other sales and service personnel	0	0	0.0
14	Other manual workers	0	0	0.0
Total		1,296	9	11.6
* Source : 2011 National Household Survey				

		Table 7: Members of Visible Minorities		
		Current Workforce Analysis		
		All employees	Members of Visible Minorities	
			Representation	Availability
#	#	%		
	0	0	0.0	
	53	0	15.0	
	66	2	28.0	
	136	2	9.0	
	0	0	0.0	
	17	0	14.6	
	26	0	11.4	
	0	0	0.0	
	122	1	4.3	
	12	0	12.3	
	12	0	22.2	
	369	3	16.4	
	0	0	0.0	
	0	0	0.0	
	813	8	14.0	
* Source : 0				

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
General Dynamics Ordnance and Tactical Systems Canada Inc.
Date: DD-MM-YYYYY] [Date: DD-MM-YYYYY]

Previous Workforce Analysis Data

Current Workforce Analysis Data
--

Date of previous workforce analysis		
JJ	MM	AAAA
10	06	2015

Date of current workforce analysis		
JJ	MM	AAAA
5	6	2017

Employment Equity Occupational Groups (EEOGs)		Table 4: Persons with Disabilities		
		Previous Workforce Analysis		
		All employees	Persons with disabilities	
			Representation	Availability
#	#	%		
01/02	Executives	83	1	4.3
03	Professionals	81	0	3.8
04	Semi-professional and technical staff	181	1	4.6
05	Supervisors	1	0	13.9
06	Foremen	30	0	7.8
07	Administrative and main office staff	35	1	3.4
08	Specialized sales and service personnel	0	0	0.0
09	Skilled workers and artisans	169	6	3.8
10	Clerical staff	19	0	7.0
11	Intermediate sales and service personnel	34	1	5.6
12	Skilled Manual Workers	663	24	4.8
13	Other sales and service personnel	0	0	0.0
14	Other manual workers	0	0	0.0
Total		1,296	34	4.6

* Source : 2012 Canadian Disability Survey

		Table 8: Persons with Disabilities		
		Current Workforce Analysis		
		All employees	Persons with disabilities	
			Representation	Availability
#	#	%		
	53	1	4.3	
	66	0	3.8	
	136	3	4.6	
	0	0	0.0	
	17	1	7.8	
	26	1	3.4	
	0	0	0.0	
	122	2	3.8	
	12	0	7.0	
	12	0	5.6	
	369	2	4.8	
	0	0	0.0	
	0	0	0.0	
	813	10	4.6	

* Source :

Federal Contractors Program Achievement Report

Part 2: Mobility Data Analysis

[Legal name of the organization]

Date: DD-MM-YYYYY | [Date: DD-MM-YYYYY]

Start date for the analysis of			End date of		
JJ	MM	AAAA	JJ	MM	AAAA
10	06	2015	05	06	2017

Data from Form 4 - Recruitment

Data from Form 5 - Advances

Data from Form 6 - Terminations

Employment Equity Occupational Groups (EEOGs)	Table 1: Females				Table 5: Females				Table 9: Females			
	Full time / National		Part-time / National		Full time / National		Part-time / National		Full time / National		Part-time / National	
	All recruited employees	Recruited women	All recruited employees	Recruited women	All promoted employees	Women promoted	All promoted employees	Women promoted	All employees thanked	Women thanked	All employees thanked	Women thanked
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Management	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle management and other directors	2	0	0	0	0	0	0	0	2	1	0	0
03 Professionals	12	6	0	0	0	0	0	0	1	0	0	0
04 Semi-professional and technical staff	12	0	0	0	0	0	0	0	4	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Foremen	5	0	0	0	0	0	0	0	2	0	0	0
07 Administrative and main office staff	1	0	0	0	0	0	0	0	0	0	0	0
08 Specialized sales and service personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled workers and artisans	13	0	0	0	0	0	0	0	9	0	0	0
10 Clerical staff	1	1	0	0	0	0	0	0	1	0	0	0
11 Intermediate sales and service personnel	0	0	0	0	0	0	0	0	2	0	0	0
12 Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other sales and service personnel	3	0	0	0	0	0	0	0	0	0	0	0
14 Other manual workers	56	12	0	0	0	0	0	0	36	9	0	0
Total	105	19	0	0	0	0	0	0	57	10	0	0

Federal Contractors Program Achievement Report

Part 2: Mobility Data Analysis

[Legal name of the organization]

Date: DD-MM-YYYYY | [Date: DD-MM-YYYYY]

Start date for the analysis of mobility data		
JJ	MM	AAAA
10	06	2015

End date of mobility data		
JJ	MM	AAAA
05	06	2017

Data from Form 4 - Recruitment

Data from Form 5 - Advances

Data from Form 6 - Terminations

Table 2: Aboriginal People

Table 6: Aboriginal People

Table 10: Aboriginal People

Employment Equity Occupational Groups (EEOGs)		Full time / National		Part-time / National	
		All recruited employees	Aboriginal people recruited	All recruited employees	Aboriginal people recruited
		#	#	#	#
01	Senior Management	0	0	0	0
02	Middle management and other directors	2	0	0	0
03	Professionals	12	0	0	0
04	Semi-professional and technical staff	12	0	0	0
05	Supervisors	0	0	0	0
06	Foremen	5	0	0	0
07	Administrative and main office staff	1	0	0	0
08	Specialized sales and service personnel	0	0	0	0
09	Skilled workers and artisans	13	0	0	0
10	Clerical staff	1	0	0	0
11	Intermediate sales and service personnel	0	0	0	0
12	Skilled Manual Workers	0	0	0	0
13	Other sales and service personnel	3	0	0	0
14	Other manual workers	56	0	0	0
Total		105	0	0	0

Employment Equity Occupational Groups (EEOGs)		Full time / National		Part-time / National	
		All promoted employees	Aboriginal people promoted	All promoted employees	Aboriginal people promoted
		#	#	#	#
01	Senior Management	0	0	0	0
02	Middle management and other directors	0	0	0	0
03	Professionals	0	0	0	0
04	Semi-professional and technical staff	0	0	0	0
05	Supervisors	0	0	0	0
06	Foremen	0	0	0	0
07	Administrative and main office staff	0	0	0	0
08	Specialized sales and service personnel	0	0	0	0
09	Skilled workers and artisans	0	0	0	0
10	Clerical staff	0	0	0	0
11	Intermediate sales and service personnel	0	0	0	0
12	Skilled Manual Workers	0	0	0	0
13	Other sales and service personnel	0	0	0	0
14	Other manual workers	0	0	0	0
Total		0	0	0	0

Employment Equity Occupational Groups (EEOGs)		Full time / National		Part-time / National	
		All employees thanked	Aboriginals thanked	All employees thanked	Aboriginals thanked
		#	#	#	#
01	Senior Management	0	0	0	0
02	Middle management and other directors	2	0	0	0
03	Professionals	1	0	0	0
04	Semi-professional and technical staff	4	0	0	0
05	Supervisors	0	0	0	0
06	Foremen	2	0	0	0
07	Administrative and main office staff	0	0	0	0
08	Specialized sales and service personnel	0	0	0	0
09	Skilled workers and artisans	9	0	0	0
10	Clerical staff	1	0	0	0
11	Intermediate sales and service personnel	2	0	0	0
12	Skilled Manual Workers	0	0	0	0
13	Other sales and service personnel	0	0	0	0
14	Other manual workers	36	0	0	0
Total		57	0	0	0

Federal Contractors Program Achievement Report

Part 2: Mobility Data Analysis

[Legal name of the organization]

Date: DD-MM-YYYYY | [Date: DD-MM-YYYYY]

Start date for the analysis of			End date of		
JJ	MM	AAAA	JJ	MM	AAAA
10	06	2015	05	06	2017

Data from Form 4 - Recruitment

Data from Form 5 - Advances

Data from Form 6 - Terminations

Employment Equity Occupational Groups (EEOGs)	Table 4: Members of Minorities				Table 8: Members of Minorities				Table 12: Members of Minorities			
	Full time / National		Part-time / National		Full time / National		Part-time / National		Full time / National		Part-time / National	
	All recruited employees	Visible minorities recruited	All recruited employees	Visible minorities recruited	All promoted employees	Visible minorities promoted	All promoted employees	Visible minorities promoted	All employees thanked	Members of visible minorities thanked	All employees thanked	Members of visible minorities thanked
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Management	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle management and other directors	2	0	0	0	0	0	0	0	2	0	0	0
03 Professionals	12	1	0	0	0	0	0	0	1	0	0	0
04 Semi-professional and technical staff	12	0	0	0	0	0	0	0	4	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Foremen	5	0	0	0	0	0	0	0	2	0	0	0
07 Administrative and main office staff	1	0	0	0	0	0	0	0	0	0	0	0
08 Specialized sales and service personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled workers and artisans	13	0	0	0	0	0	0	0	9	0	0	0
10 Clerical staff	1	0	0	0	0	0	0	0	1	0	0	0
11 Intermediate sales and service personnel	0	0	0	0	0	0	0	0	2	0	0	0
12 Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other sales and service personnel	3	0	0	0	0	0	0	0	0	0	0	0
14 Other manual workers	56	0	0	0	0	0	0	0	36	1	0	0
Total	105	1	0	0	0	0	0	0	57	1	0	0

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY | [Date: DD-MM-YYYYY]

Primary/previous objectives data

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:	Workforce Analysis	From the analysis of the effectiveness	Data Entry	C x E x 3	From data analysis and analysis of membership	Data Entry	C x H x 3	F + I	Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	Workforce Analysis	Workforce analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)						

Table 1: Females

Primary/previous short term objectives

Employment Equity Occupational Categories (EEOGs)	All employees										Women									
	Number	Growth (New positions)			Turnover (Replaced Employees)			Anticipated hiring within 3 years	Number	Labour turnover (Replaced employees)		Hiring required within 3 years	Objectives within 3 years		Present Availability	Present Value	Expect of Variance	Present representation	Replication planned within 3 years	
		Current		Planned	Current		Planned			To-From			2015	2018						
		DD-MM-YYYY	Yearly %	Yearly %	Within 3 years	Yearly %	Yearly %			Within 3 years	DD-MM-YYYY									Yearly %
01 Senior Management	7				0	0.0%	0.0%	0	0	0	0	2	0	27.4%	-2	-2	0.0%	0.0%		
02 Middle management and other admin	76	-11.3%	0.0%	0	3.1%	5.7%	13	13	19	5.7%	3	14	0	38.9%	-11	-14	25.0%	21.1%		
03 Professionals	81	-6.6%	1.0%	2	1.4%	0.0%	0	2	27	0.0%	0	-3	0	28.8%	-4	3	33.3%	32.5%		
04 Semi-professional and technical staff	181	-9.1%	1.0%	5	2.5%	0.0%	0	5	28	0.0%	0	21	0	26.5%	-20	-21	15.5%	15.1%		
05 Supervisors	1		0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	58.8%	0	0	100.0%	100.0%		
06 Foremen	30	-17.2%	0.0%	0	8.5%	0.0%	0	0	1	0.0%	0	6	0	24.9%	-6	-6	3.3%	3.3%		
07 Administrative and Clerical Personnel	35	-9.4%	0.0%	0	0.0%	0.0%	0	0	33	0.0%	0	-4	0	81.9%	-4	4	94.3%	94.3%		
08 Skilled Sales and Skilled Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Intermediate Clerical Personnel	169	-10.3%	0.0%	0	6.2%	0.0%	0	0	7	0.0%	0	-1	0	3.4%	1	1	4.1%	4.1%		
10 Intermediate Salespersons and Skilled	19	-14.2%	0.0%	0	6.5%	0.0%	0	0	12	0.0%	0	0	0	63.8%	0	0	63.2%	63.2%		
11 Manual Workers Other Sales and	34	-29.3%	0.0%	0	8.7%	0.0%	0	0	0	0.0%	0	23	0	66.7%	-23	-23	0.0%	0.0%		
12 Service Occupations Other Manual	663	-17.7%	0.2%	4	0.0%	0.0%	0	4	152	0.0%	0	-35	0	17.1%	39	38	22.9%	22.8%		
13 Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	1296	-14.4%		0	5.4%	4.7%	164	164	280	4.2%	11	35	48	0	22.6%	-13	-48	21.6%	18.9%	

† Calculated using the following formula: (number of full-time employees terminated from flow data analysis + number of part-time employees terminated from flow data analysis) + (total number of employees from previous workforce analysis + total number of employees from current workforce analysis) - 2 x 100.

Table 2: Females

Employment Equity Occupational Groups (EEOGs)	Women				Comments
	Short Targets		Long-term objectives		
	#	%	#	%	
01 Senior Management	0	0.0	2	0.0	
02 Middle management and other admin	1	0.0	10	0.0	
03 Professionals	0	0.0	0	0.0	
04 Semi-professional and technical staff	1	0.0	19	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Foremen	0	0.0	6	0.0	
07 Administrative and clerical staff	0	0.0	0	0.0	
08 Specialized sales and service personnel	0	0.0	0	0.0	
09 Skilled workers and artisans	0	0.0	0	0.0	
10 Clerical staff	0	0.0	0	0.0	
11 Intermediate sales staff and	1	0.0	22	0.0	
12 Skilled Manual Workers	0	0.0	0	0.0	
13 Other sales and service personnel	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYY | [Date: DD-MM-YYYY]

14	Other manual workers	0	0.0	0	0.0
Total		3		59	

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY | [Date: DD-MM-YYYYY]

Primary/previous objectives data

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	Workforce Analysis	From the analysis of the effectiveness	Data Entry	C x E x 3	From data analysis and analysis of membership	Data Entry	C x H x 3	F + I	Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	Workforce Analysis	Workforce analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 3: Aboriginal Peoples
Primary/previous short term objectives

Employment Equity Occupational Groups (EEOG)	All employees										Aboriginal										
	Number		Growth (New positions)			Turnover (Replaced Employees)			Anticipated hiring within 3 years	Number		Labour turnover (Replaced employees)		Hiring required within 3 years	Objectives within 3 years		Present Availability	Present Value	Expect of Variance	Present representation	Replication planned within 3 years
	DD-MM-YYYY	10-06-2015	Yearly	Planned	Current	Planned	Within 3 years	DD-MM-YYYY		10-06-2015	Yearly	Within 3 years	To-From		2015	2018					
	No	%	%	No	%	%	No	No	%	No	No	%	%	No	%						
	01 Senior Management	7	0	0.0%	0	0.0%	0	0	0	0	0.0%	0	0	0	0	2.9%	0	0	0	0.0%	0.0%
02 Middle management and other admin	76	-11.3%	0	0	3.1%	0	0	1	0.0%	0	1	0	0	2.2%	-1	-1	1.3%	1.3%	0.0%		
03 Professionals	81	-6.6%	0	0	1.4%	0	0	0	0.0%	0	1	0	0	1.1%	-1	-1	0.0%	0.0%	0.0%		
04 Semi-professional and technical staff	181	-9.1%	0	0	2.5%	0	0	0	0.0%	0	1	0	0	0.8%	-1	-1	0.0%	0.0%	0.0%		
05 Supervisors	1	0	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0	2.8%	0	0	0.0%	0.0%	0.0%		
06 Foremen	30	-17.2%	0	0	8.5%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%	0.0%		
07 Administrative and Clerical Personnel	35	-9.4%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	1.0%	0	0	0.0%	0.0%	0.0%		
08 Skilled Sales and Skilled Workers	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	#DIV/0!		
09 and Craftspersons Clerical Personnel	169	-10.3%	0	0	6.2%	0	0	1	0.0%	0	2	0	0	1.7%	-2	-2	0.6%	0.6%	0.0%		
10 Intermediate Salespersons and Skilled	19	-14.2%	0	0	6.5%	0	0	0	0.0%	0	0	0	0	1.5%	0	0	#DIV/0!	#DIV/0!	#DIV/0!		
11 Manual Workers Other Sales and	34	-29.3%	0	0	8.7%	0	0	0	0.0%	0	1	0	0	2.2%	-1	-1	0.6	0.6	0.0%		
12 Service Occupations Other Manual	663	-17.7%	0	0	0.0%	0	0	1	0.0%	0	9	0	0	1.5%	-9	-9	0.0%	0.0%	0.0%		
13 Workers	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0.0%	0.0%	0.2%		
14	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	#DIV/0!		
†	Calculated using the following formula: ((current number of employees terminated from current workforce analysis) / total number of employees) x 100.																				
Total	Calculated using the following formula: ((current number of employees terminated from current workforce analysis) / total number of employees) x 100.																				

Table 4: Aboriginal People

Employment Equity Occupational Groups (EEOG)	Aboriginal					Comments
	Short Targets		Long-term objectives			
	#	%	#	%		
01 Senior Management	0	0.0	0	0.0		
02 Middle management and other admin	0	0.0	1	0.0		
03 Professionals	0	0.0	1	0.0		
04 Semi-professional and technical staff	0	0.0	1	0.0		
05 Supervisors	0	0.0	0	0.0		
06 Foremen	0	0.0	0	0.0		
07 Administrative and Clerical Personnel	0	0.0	0	0.0		
08 Skilled Sales and Skilled Workers	0	0.0	0	0.0		
09 and Craftspersons Clerical Personnel	0	0.0	2	0.0		
10 Intermediate Salespersons and Skilled	0	0.0	0	0.0		
11 Skilled Manual Workers Other Sales	0	0.0	1	0.0		
12 and Service Personnel	0	0.0	9	0.0		
13	0	0.0	0	0.0		

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYY | [Date: DD-MM-YYYY]

14	Other manual workers	0	0.0	0	0.0
Total		0		15	

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY | [Date: DD-MM-YYYYY]

Primary/previous objectives data

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	Workforce Analysis	From the analysis of the effectiv	Data Entry	C x E x 3	From data analysis and analysis of membership	Data Entry	C x H x 3	F + I	Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	Workforce Analysis	Workfor ce analysis	(K - M + O) - ((C + F) x Q)	K + C	(K · M + O) + (C + F)	

Table 5: Persons with Disabilities

Primary/previous short term objectives

Employment Equity Occupational Groups (EEOGs)	All employees										Persons with disabilities									
	Number	Growth (New positions)			Turnover (Replaced Employees)			Anticipated hiring within 3 years	Number	Labour turnover (Replaced employees)		Hiring required within 3 years	Objectives within 3 years		Present Availability	Present Value	Expect of Variance	Present representation	Replication planned within 3 years	
		Current		Planned	Current		Planned			To-From			2015	2018						
		DD-MM-YYYY	Yearly %	Yearly %	Within 3 years	Yearly %	Yearly %			Within 3 years	DD-MM-YYYY									Yearly %
01-02 Executives	83	-55.7%	0	0	1.6%	0	0	1	0.0%	0	3	0	4.3%	-3	-3	1.2%	1.2%			
03 Professionals	81	-6.6%	0	0	1.4%	0	0	0	0.0%	0	3	0	3.8%	-3	-3	0.6%	0.6%			
04 Semi-professional and technical staff	181	-9.1%	0	0	2.5%	0	0	1	0.0%	0	7	0	4.6%	-7	-7	0.6%	0.6%			
05 Supervisors	1	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	13.9%	0	0	0.0%	0.0%			
06 Freeman	30	-17.2%	0	0	8.5%	0	0	0	0.0%	0	2	0	7.8%	-2	-2	0.0%	0.0%			
07 Administrative and Clerical Personnel	35	-9.4%	0	0	0.0%	0	0	1	0.0%	0	0	0	3.4%	0	0	2.9%	2.9%			
08 Skilled Sales and Skilled Workers	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09 and Craftspersons Clerical Personnel	169	-10.3%	0	0	6.2%	0	0	6	0.0%	0	0	0	3.8%	0	0	3.6%	3.6%			
10 Intermediate Salespersons and Skilled	19	-14.2%	0	0	6.5%	0	0	0	0.0%	0	1	0	7.0%	-1	-1	0.0%	0.0%			
11 Manual Workers Other Sales and	34	-29.3%	0	0	8.7%	0	0	1	0.0%	0	1	0	5.6%	-1	-1	2.9%	2.9%			
12 Service Occupations Other Manual	663	-17.7%	0	0	0.0%	0	0	24	0.0%	0	8	0	4.8%	-8	-8	3.6%	3.6%			
13 Workers	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
14	0	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
Total	1,296	-15.4%	0	0	5.4%	0	0	24	0.0%	0	26	0	4.6%	-26	-26	2.6%	2.6%			

† Calculated using the following formula: (number of full-time employees terminated from flow data analysis + number of part-time employees terminated from flow data analysis) ÷ (total number of employees from previous workforce analysis + total number of employees from current workforce analysis) × 100.

Table 6: Persons with Disabilities

Employment Equity Occupational Groups (EEOGs)	Persons with disabilities				Comments
	Short Targets		Long-term objectives		
	#	%	#	%	
01-02 Executives	0	0.0	3	0.0	
03 Professionals	0	0.0	3	0.0	
04 Semi-professional and technical staff	0	0.0	7	0.0	
05 Supervisors	0	0.0	0	0.0	
06 Freeman	0	0.0	2	0.0	
07 Administrative and Clerical Personnel	0	0.0	0	0.0	
08 Skilled Sales and Skilled Workers	0	0.0	0	0.0	
09 and Craftspersons Clerical Personnel	0	0.0	0	0.0	
10 Intermediate Salespersons and Skilled	0	0.0	1	0.0	
11 Manual Workers Other Sales and	0	0.0	1	0.0	
12 Service Occupations Other Manual	1	0.0	7	0.0	
13 Workers	0	0.0	0	0.0	
14	0	0.0	0	0.0	
Total	1		24		

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYY | Date: DD-MM-YYYY

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY | [Date: DD-MM-YYYYY]

Primary/previous objectives data

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	Workforce Analysis	From the analysis of the effectiveness	Data Entry	C x E x 3	From data analysis of membership	Data Entry	C x H x 3	F + I	Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	Workforce Analysis	Workforce analysis	(K - M + O) - ((C + F) x Q)	K + C	(K · M + O) + (C + F)	

Table 7: Members of Visible Minorities

Primary/previous short term objectives

Employment Equity Occupational Groups (EEOGs)	All employees										Member of visible minorities									
	Number	Growth (New positions)			Turnover (Replaced Employees)			Anticipated hiring within 3 years	Number	Labour turnover (Replaced employees)		Hiring required within 3 years	Objectives within 3 years		Present Availability	Present Value	Expect of Variance	Present representation	Replication planned within 3 years	
		DD-MM-YYYY	Current	Planned	Current	Planned	Current			Planned	DD-MM-YYYY		Yearly int	Within 3 years						To-From
	10-06-2015	Yearly int	Yearly int	Within 3 years	Yearly int	Yearly int	Within 3 years	10-06-2015	Yearly int	Within 3 years	No	%	No	%						
	No	%	%	No	%	%	No	No	%	No	No	No	%	No	No	%	%	%		
01 Senior Management	7			0	0.0%		0	0	0.0%		1	0	10.1%	-1	-1	0.0%	0.0%			
02 Middle management and other admin	76	-11.3%		0	3.1%		0	1	0.0%		10	0	15.0%	-10	-10	1.3%	1.3%			
03 Professionals	81	-6.6%		0	1.4%		0	2	0.0%		21	0	28.3%	-21	-21	2.5%	2.5%			
04 Semi-professional and technical staff	181	-9.1%		0	2.5%		0	1	0.0%		16	0	9.0%	-16	-16	0.6%	0.6%			
05 Supervisors	1			0	0.0%		0	0	0.0%		0	0	0.7%	0	0	0.0%	0.0%			
06 Foremen	30	-17.2%		0	8.5%		0	0	0.0%		4	0	14.6%	-4	-4	0.0%	0.0%			
07 Administrative and Clerical Personnel	35	-9.4%		0	0.0%		0	0	0.0%		4	0	10.0%	-4	-4	0.0%	0.0%			
08 Skilled Sales and Skilled Workers	0	0.0%		0	0.0%		0	0	0.0%		0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
09 Intermediate Salespersons, Clerical Personnel and Craftpersons	169	-10.3%		0	6.2%		0	2	0.0%		5	0	4.4%	-5	-5	1.2%	1.2%			
10 Intermediate Salespersons and Skilled	19	-14.2%		0	6.5%		0	0	0.0%		2	0	10.5%	-2	-2	0.0%	0.0%			
11 Manual Workers Other Sales and	34	-29.3%		0	8.7%		0	0	0.0%		3	0	9.7%	-3	-3	0.0%	0.0%			
12 Service Occupations Other Manual	663	-17.7%		0	0.0%		0	3	0.0%		74	0	11.6%	-74	-74	0.5%	0.5%			
13 Workers	0	0.0%		0	0.0%		0	0	0.0%		0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
14	0	0.0%		0	0.0%		0	0	0.0%		0	0	0.0%	0	0	#DIV/0!	#DIV/0!			
Total	1296	-14.4%		0	5.4%		0	9	0.0%		141	0	11.6%	-141	-141	0.7%	0.7%			

† Calculated using the following formula: (number of full-time employees terminated from flow data analysis + number of part-time employees terminated from flow data analysis) ÷ (total number of employees from previous workforce analysis + total number of employees from current workforce analysis) × 100.

Table 8: Members of Visible Minorities

Employment Equity Occupational Categories (EEOGs)	Members of Visible Minorities					Comments
	Short Targets		Long-term objectives			
	#	%	#	%		
01 Senior Management	0	0.0	1	0.0		
02 Middle management and other admin	0	0.0	10	0.0		
03 Professionals	1	0.0	20	0.0		
04 Semi-professional and technical staff	0	0.0	16	0.0		
05 Supervisors	0	0.0	0	0.0		
06 Foremen	0	0.0	4	0.0		
07 Administrative and clerical staff	0	0.0	4	0.0		
08 Specialized sales and service personnel	0	0.0	0	0.0		
09 Skilled workers and artisans	0	0.0	5	0.0		
10 Clerical staff	0	0.0	2	0.0		
11 Intermediate sales staff and	0	0.0	3	0.0		
12 Skilled Manual Workers	2	0.0	72	0.0		
13 Other sales and service personnel	0	0.0	0	0.0		

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYY | [Date: DD-MM-YYYY]

14	Other manual workers	0	0.0	0	0.0
Total		3		137	

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY | [Date: DD-MM-YYYYY]

Data for the following objectives/currents

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	Workforce Analysis	From the analysis of the effectiv	Data Entry	C x E x 3	From data analysis and analysis of membership	Data Entry	C x H x 3	F + I	Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	Workforce Analysis	Workfor ce analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 9: Females

The following short-term objectives/currents

Employment Equity Occupational Groups (EEOGs)	All employees										Women												
	Number			Growth (New positions)			Turnover (Replaced Employees)			Anticipated hiring within 3 years	Number		Labour turnover (Replaced employees)		Hiring required within 3 years	Objectives within 3 years		Present Availability	Present Value	Expect of Variance	Present representation	Replication planned within 3 years	
	DD-MM-YYYY	Current	Planned	Current	Planned	Current	Planned	DD-MM-YYYY	Yearly int		Within 3 years	Yearly int	Within 3 years	AAAA - AAAA		AAAA - AAAA							
	8-6-2017	Yearly int	Yearly int	Within 3 years	Yearly int	Yearly int	Within 3 years	8-6-2017	Yearly int	Within 3 years	Yearly int	Within 3 years	2017	2020									
01 Senior Management	0			0	0.0%			0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	#DIV/0!	#DIV/0!	
02 Middle management and other admin	53	-11.3%		0	0.0%			0	16	0.0%			38.9%	38.9%	-5	-5	30.2%	30.2%					
03 Professionals	66	-6.6%		0	1.4%			0	21	0.0%			26.4%	26.4%	-4	-4	31.8%	31.8%					
04 Semi-professional and technical staff	136	-9.1%		0	2.5%			0	12	0.0%			19	0	23.0%	23.0%	-19	-19	8.8%	8.8%			
05 Supervisors	0			0	0.0%			0	0	0.0%			0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
06 Foremen	17	-17.2%		0	8.5%			0	1	0.0%			3	0	24.9%	24.9%	-3	-3	5.9%	5.9%			
07 Administrative and clerical staff	26	-9.4%		0	0.0%			0	23	0.0%			-2	0	80.0%	2	2	88.5%	88.5%				
08 Skilled Sales and Skilled Workers and	0	0.0%		0	0.0%			0	0	0.0%			0	0	0.0%	0	0	DIV/0!	DIV/0!				
09 Craftspersons Clerical Personnel	122	-10.3%		0	6.2%			0	11	0.0%			-7	0	3.5%	7	7	9.0%	9.0%				
10	12	-14.2%		0	6.5%			0	7	0.0%			0	0	62.2%	0	0	#DI	#DI				
11 Intermediate sales staff and	12	-29.3%		0	8.7%			0	0	0.0%			0	0	0.0%	0	0	0.0%	0.0%				
12 Skilled Manual Workers	369	-17.7%		0	0.0%			0	103	0.0%			-41	0	16.8%	41	41	27.9%	27.9%				
13 Other Sales and Service Occupations	0	0.0%		0	0.0%			0	0	0.0%			0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
14 Other Clerical Workers	0	0.0%		0	0.0%			0	0	0.0%			0	0	0.0%	0	0	#DIV/0!	#DIV/0!				
Total	811	-14.4%		0	5.4%			0	194	0.0%			-18	0	21.6%	18	18	23.9%	23.9%				

Table 10: Females

Employment Equity Occupational Groups (EEOGs)	Women				Comments
	Short Targets		Long-term objectives		
		%	%		
01 Senior Management		0.0	0.0		
02 Middle management and other admin		38.9	38.9		
03 Professionals		0.0	0.0		
04 Semi-professional and technical staff		23.0	23.0		
05 Supervisors		0.0	0.0		
06 Foremen		24.9	24.9		
07 Administrative and Clerical Personnel		0.0	0.0		
08 Skilled Sales and Skilled Workers		0.0	0.0		
09 and Craftspersons Clerical Personnel		0.0	0.0		
10 Intermediate Sales Personnel and		0.0	0.0		
11 Skilled Manual Workers Other Sales		0.0	0.0		
12 and Service Personnel		0.0	0.0		
13		0.0	0.0		

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYY | [Date: DD-MM-YYYY]

14	Other manual workers	0.0	0.0
Total		0.0	0.0

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY | [Date: DD-MM-YYYYY]

Data for the following objectives/currents

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	Workforce Analysis	From the analysis of the effectiv	Data Entry	C x E x 3	From data analysis and analysis of membership	Data Entry	C x H x 3	F + I	Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	Workforce Analysis	Workfor ce analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 11: Aboriginal Peoples

The following short-term objectives/currents

Employment Equity Occupational Groups (EEOGs)	All employees										Aboriginal										
	Number		Growth (New positions)			Turnover (Replaced Employees)			Anticipated hiring within 3 years	Number		Labour turnover (Replaced employees)		Hiring required within 3 years	Objectives within 3 years		Present Availability	Present Value	Expect ed Variance	Present representation	Replication planned within 3 years
	DD-MM-YYYY		Current	Planned	Current	Planned	DD-MM-YYYY			Yearly nt	Within 3 years	2017	2020								
	8-6-2017		Yearly t	Yearly nt	Within 3 years	Yearly t	Yearly nt	Within 3 years	8-6-2017	Yearly nt	Within 3 years										
01 Senior Management	0				0	0.0%		0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
02 Middle management and other admin	53	-11.3%			0	0.0%		0	1	0	0.0%	0	0	0	2.2%	0	0	0	1.9%	1.9%	
03 Professionals	66	-6.6%			0	1.4%		0	0	0	0.0%	0	1	0	1.1%	1.1%	-1	-1	0.0%	0.0%	
04 Semi-professional and technical staff	136	-9.1%			0	2.5%		0	0	0	0.0%	0	1	0	0.7%	0.7%	-1	-1	0.0%	0.0%	
05 Supervisors	0				0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
06 Foremen	17	-17.2%			0	8.5%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	
07 Administrative and clerical staff p	26	-9.4%			0	0.0%		0	0	0	0.0%	0	0	0	0.7%	0	0	0	0.0%	0.0%	
08 Specialized sales and service staff p	0	0.0%			0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
09 Skilled workers and artisans	122	-10.3%			0	6.2%		0	0	0	0.0%	0	2	0	1.8%	1.8%	-2	-2	0.0%	0.0%	
10 Clerical staff	12	-14.2%			0	6.5%		0	0	0	0.0%	0	0	0	0.7%	0	0	0	0.0%	0.0%	
11 Intermediate sales staff and	12	-29.3%			0	8.7%		0	0	0	0.0%	0	0	0	0.9%	0	0	0	0.0%	0.0%	
12 Skilled Manual Workers	369	-17.7%			0	0.0%		0	0	0	0.0%	0	3	0	0.9%	0.9%	-3	-3	0.0%	0.0%	
13 Other sales and service personnel	0	0.0%			0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
14 Other manual workers	0	0.0%			0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!	
Total	813	-13.7%			0	5.8%		0	0	0	0.0%	0	8	0	1.1%	1.1%	-8	-8	0.1%	0.1%	

† Calculated using the following formula: (number of full-time employees terminated from flow data analysis - number of part-time employees terminated from flow data analysis) / (total number of employees from previous workforce analysis - total number of employees from current workforce analysis) x 100.

Table 12: Aboriginal Peoples

Employment Equity Occupational Groups (EEOGs)	Aboriginal				Comments
	Short Targets		Long-term objectives		
		%		%	
01 Senior Management		0.0		0.0	
02 Middle management and other admin		0.0		0.0	
03 Professionals		1.1		1.1	
04 Semi-professional and technical staff		0.7		0.7	
05 Supervisors		0.0		0.0	
06 Foremen		0.0		0.0	
07 Administrative and Clerical Personnel		0.0		0.0	
08 p Skilled Sales and Skilled Workers and Craftspersons Clerical Personnel		1.8		1.8	
09 Intermediate Sales Personnel and		0.0		0.0	
10 Skilled Manual Workers Other Sales and Service Personnel		0.0		0.0	
11		0.9		0.9	
12		0.9		0.9	
13		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYY | [Date: DD-MM-YYYY]

14	Other manual workers	0.0	0.0
Total		0.0	0.0

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY | [Date: DD-MM-YYYYY]

Data for the following objectives/currents

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	Workforce Analysis	From the analysis of the effectiv	Data Entry	C x E x 3	From data analysis and analysis of membership H	Data Entry	C x H x 3	F + I	Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	Workforce Analysis	Workfor ce analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 13: Persons with Disabilities

The following short-term objectives/currents

Employment Equity Occupational Groups (EEOGs)	All employees										Persons with disabilities											
	Number	Growth (New positions)			Turnover (Replaced Employees)			Anticipated hiring within 3 years	Number	Labour turnover (Replaced employees)		Hiring required within 3 years	Objectives within 3 years		Present Availability	Present Value	Expect of Variance	Present representation	Replication planned within 3 years			
		DD-MM-YYYY	Current	Planned	Current	Planned	Current			Planned	DD-MM-YYYY		Yearly int	Within 3 years						To-From	2017	2020
		8-6-2017	Yearly t	Yearly at	Within 3 years	Yearly t	Yearly at			Within 3 years	8-6-2017		Yearly int	Within 3 years						No	%	No
01/02 Executives	53	-55.7%		0	0.0%		0	0	0	0.0%	0	1	0	4.3%	4.3%	-1	-1	1.9%	1.9%			
03 Professionals	66	-6.6%		0	1.4%		0	0	0.0%	0	3	0	3.8%	3.8%	-3	-3	0.0%	0.0%				
04 Semi-professional and technical staff	136	-9.1%		0	2.5%		0	0	0.0%	0	3	0	4.6%	4.6%	-3	-3	2.2%	2.2%				
05 Supervisors	0			0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
06 Foremen	17	-17.2%		0	8.5%		0	0	0.0%	0	0	0	0	7.8%	7.8%	0	0	5.9%	5.9%			
07 Administrative and clerical staff	26	-9.4%		0	0.0%		0	0	0.0%	0	1	0	0	3.4%	3.4%	0	0	3.8%	3.8%			
08 Specialized sales and service staff	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
09 Specialized sales and service staff	0			0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
10 Skilled workers and artisans	122	-10.3%		0	6.2%		0	0	0.0%	0	2	0	3	3.8%	3.8%	-3	-3	1.6%	1.6%			
11 Clerical staff	12	-14.2%		0	6.5%		0	0	0.0%	0	1	0	1	7.0%	7.0%	-1	-1	0.0%	0.0%			
12 Intermediate Sales Personnel and	12	-29.3%		0	8.7%		0	0	0.0%	0	0	0	1	5.6%	5.6%	-1	-1	0.0%	0.0%			
13 Skilled Manual Workers	369	-17.7%		0	0.0%		0	0	0.0%	0	2	0	16	4.8%	4.8%	-16	-16	0.5%	0.5%			
14 Other sales and service personnel	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
15 Other manual workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!			
Total														4.6%	4.6%	-27	-27	1.2%	1.2%			

† Calculated using the following formula: (Current number of full-time employees terminated from flow data analysis - number of part-time employees terminated from flow data analysis) / (total number of employees from previous workforce analysis - total number of employees from current workforce analysis) x 100.

Table 14: Persons with Disabilities

Employment Equity Occupational Groups (EEOGs)	Persons with disabilities				Comments
	Short Targets		Long-term objectives		
		%		%	
01/02 Executives		4.3		4.3	
03 Professionals		3.8		3.8	
04 Semi-professional and technical staff		4.6		4.6	
05 Supervisors		0.0		0.0	
06 Foremen		0.0		0.0	
07 Administrative and Clerical Personnel		0.0		0.0	
08 Skilled Sales and Skilled Workers and Craftspersons Clerical Personnel		0.0		0.0	
09 Intermediate Sales Personnel and Skilled		3.8		3.8	
10 Manual Workers Other Sales and		7.0		7.0	
11 Service Occupations Other Manual		5.6		5.6	
12 Workers		4.8		4.8	
13		0.0		0.0	
14		0.0		0.0	
Total		0.0		0.0	

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY | [Date: DD-MM-YYYYY]

Data for the following objectives/currents

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:	Workforce Analysis	From the analysis of the effectiv	Data Entry	C x E x 3	From data analysis and membership	Data Entry	C x H x 3	F + I	Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	Workforce Analysis	Workfor ce analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) + (C + F)	

Table 15: Members of Visible Minorities

The following short-term objectives/currents

Employment Equity Occupational Groups (EEOG)	All employees										Members of Visible Minorities									
	Number	Growth (New positions)			Turnover (Replaced Employees)			Anticipated hiring within 3 years	Number	Labour turnover (Replaced employees)		Hiring required within 3 years	Objectives within 3 years		Present Availability	Present Value	Expect of Variance	Present representation	Replication planned within 3 years	
		Current	Planned	Within 3 years	Current	Planned	Within 3 years			Yearly int	Within 3 years		To-From	AAAA - AAAA						
		DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY	DD-MM-YYYY			5-6-2017	5-6-2017		2017	2020						
01 Senior Management	0			0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0	#DIV/0!	#DIV/0!	
02 Middle management and other admin	53	-11.3%		0	0.0%		0	0	0.0%	0	8	0	15.0%	15.0%	-8	-8	0.0%	0.0%		
03 Professionals	66	-6.6%		0	1.4%		0	2	0.0%	0	16	0	28.0%	28.0%	-16	-16	3.0%	3.0%		
04 Semi-professional and technical staff	136	-9.1%		0	2.5%		0	2	0.0%	0	10	0	9.0%	9.0%	-10	-10	1.5%	1.5%		
05 Supervisors	0			0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
06 Foremen	17	-17.2%		0	8.5%		0	0	0.0%	0	2	0	14.6%	14.6%	-2	-2	0.0%	0.0%		
07 Administrative and clerical staff p	26	-9.4%		0	0.0%		0	0	0.0%	0	3	0	11.4%	11.4%	-3	-3	0.0%	0.0%		
08 Specialized sales and service personnel	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled workers and artisans	122	-10.3%		0	6.2%		0	1	0.0%	0	4	0	4.3%	4.3%	-4	-4	0.8%	0.8%		
10 Clerical staff	12	-14.2%		0	6.5%		0	0	0.0%	0	1	0	12.3%	12.3%	-1	-1	0.0%	0.0%		
11 Intermediate Sales Personnel and	12	-29.3%		0	8.7%		0	0	0.0%	0	3	0	22.2%	22.2%	-3	-3	0.0%	0.0%		
12 Skilled Manual Workers	369	-17.7%		0	0.0%		0	3	0.0%	0	58	0	16.4%	16.4%	-58	-58	0.8%	0.8%		
13 Other sales and service personnel	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other manual workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	644			0			0	0		0	106	0	14.0%	14.0%	-106	-106	1.0%	1.0%		

† Calculated using the following formula: (number of full-time employees terminated from flow data analysis + number of part-time employees terminated from flow data analysis) / (total number of employees from previous workforce analysis * total number of employees from current workforce analysis) * 100.

Table 16: Members of Visible Minorities

Employment Equity Occupational Groups (EEOG)	Members of Visible Minorities				Comments
	Short Targets		Long-term objectives		
	%	%	%	%	
01 Senior Management	0.0	0.0	0.0	0.0	
02 Middle management and other admin	15.0	15.0	15.0	15.0	
03 Professionals	28.0	28.0	28.0	28.0	
04 Semi-professional and technical staff	9.0	9.0	9.0	9.0	
05 Supervisors	0.0	0.0	0.0	0.0	
06 Foremen	14.6	14.6	14.6	14.6	
07 Administrative and clerical staff p	11.4	11.4	11.4	11.4	
08 Specialized sales and service personnel	0.0	0.0	0.0	0.0	
09 Skilled workers and artisans	4.3	4.3	4.3	4.3	
10 Clerical staff	12.3	12.3	12.3	12.3	
11 Intermediate sales staff and	22.2	22.2	22.2	22.2	
12 Skilled Manual Workers	16.4	16.4	16.4	16.4	
13 Other sales and service personnel	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Objectives

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYY | [Date: DD-MM-YYYY]

14	Other manual workers	0.0	0.0
Total		0.0	0.0

Federal Contractors Program Achievement Report

Part 4: Results - Women

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L ÷ K x 100	K x G ÷ 100	L ÷ N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q ÷ P x 100	P x F ÷ 100	Q ÷ S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V ÷ U x 100	U x F ÷ 100	V ÷ X

Employment Equity Occupational Groups (EEOGs)	Year	Workforce Analysis										Mobility data analysis													
		All employees	Staff					Recruitment	Advances					Terminations											
			Representation		Availability		Difference		Current		Planned	Difference	Current		Planned	Difference	Current		Planned	Difference					
			#	%	#	%	#		#	%	#	%	#		#	%	#	%	#	%	#	%			
01 Senior Management	2015	7	0	0.0	27.4	2	-2	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
02 Middle management and other directors	2015	76	19	25.0	38.9	30	-11	64.3																	
	2017	53	16	30.2	38.9	21	-5	77.6	2	0	0.0	1	-1		0	0	0.0	0	0	0	2	1	50.0	1	1
03 Professionals	2015	81	27	33.3	28.8	23	4	115.7																	
	2017	66	21	31.8	26.4	17	4	120.5	12	6	50.0	3	3		0	0	0.0	0	0	0	1	0	0.0	0	0
04 Semi-staff professional and technical	2015	181	28	15.5	26.5	48	-20	58.4																	
	2017	136	12	8.8	23.0	31	-19	38.4	12	0	0.0	3	-3		0	0	0.0	0	0	0	4	0	0.0	1	-1
05 Supervisors	2015	1	1	100.0	58.8	1	0	170.1																	
	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
06 Foremen	2015	30	1	3.3	24.9	7	-6	13.4																	
	2017	17	1	5.9	24.9	4	-3	23.6	5	0	0.0	1	-1		0	0	0.0	0	0	0	2	0	0.0	0	0

Data sources:	Part 2: Mobility data analysis	Part 2: Mobility data analysis	E ÷ D x 100	Part 3: Objectives	E ÷ G x 100	Part 3: Objectives	F ÷ I x 100	Part 3: Objectives	E ÷ K x 100	Part 3: Objectives	F ÷ M x 100
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Employment Equity Occupational Groups (EEOGs)	Year	New Entrants		Objectives								Comments	
		Mobility data		Short-term objectives				Long-term objectives					
		All employees	Women		Women		Women		Women				
			Current	Objective	Percentage of objective	Objective	Percentage of objective	Objective	Percentage of objective	Objective	Percentage of objective		
#	%	#	%	#	%	#	%	#	%	#	%		
01 Senior Management	2017	0	0	0.0	0	0.0	0.0	0.0	2	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	
02 Middle management and other directors	2017	0	-1	0.0	1	100.0	0.0	0.0	10	100.0	0.0	0.0	
	2020	0	-1	0.0	1	38.9	0.0	0.0	0	0.0	38.9	0.0	
03 Professionals	2017	11	6	54.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	11	6	54.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
04 Semi-staff professional and technical	2017	8	0	0.0	1	0.0	0.0	0.0	19	0.0	0.0	0.0	
	2020	8	0	0.0	1	23.0	0.0	0.0	0	0.0	23.0	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 Foremen	2017	3	0	0.0	0	0.0	0.0	0.0	6	0.0	0.0	0.0	
	2020	3	0	0.0	0	0.0	0.0	0.0	0	0.0	24.9	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L ÷ K x 100	K x G ÷ 100	L ÷ N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q ÷ P x 100	P x F ÷ 100	Q ÷ S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V ÷ U x 100	U x F ÷ 100	V ÷ X	

Employment Equity Occupational Groups (EEOGs)	Year	Workforce Analysis										Mobility data analysis												
		All employees	Staff							Recruitment			Advances			Terminations								
			Representation		Availability		Difference		Recruitment	Current		Planned	Difference	Current		Planned	Difference	All employees	Current		Planned	Difference		
			#	%	#	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	
07 Administrative and main office staff	2015	35	33	94.3	81.9	29	4	115.1																
	2017	26	23	88.5	80.9	21	2	109.3	1	0	0.0	1	-1	0	0	0.0	0	0	0	0	0	0	0	0
08 Specialized sales and 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
09 Skilled workers and artisans	2015	169	7	4.1	3.4	6	1	121.8																
	2017	122	11	9.0	3.5	4	7	257.6	13	0	0.0	0	0	0	0	0	0.0	0	0	0	9	0	0.0	0
10 Clerical staff	2015	19	12	63.2	63.8	12	0	99.0																
	2017	12	7	58.3	62.2	7	0	93.8	1	1	100.0	1	0	0	0	0	0.0	0	0	0	1	0	0.0	-1
11 Intermediate staff sales and services	2015	34	0	0.0	66.7	23	-23	0.0																
	2017	12	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	2	0	0.0	0
12 Skilled Manual Workers	2015	663	152	22.9	17.1	113	39	134.1																
	2017	369	103	27.9	16.8	62	41	166.2	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 Groups (EEOGs)	Year	New Entrants		Objectives										Comments	
		Mobility data		Short-term objectives					Long-term objectives						
		All employees	Women		Women		Percentage of the objective			Women		Percentage of the objective			
			Current	Objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective			
#	%	#	%	#	%	#	%	#	%	#	%	#			
07 Administrative and main office staff	2017	1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	2020	1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
08 Specialized sales and 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		
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
09 Skilled workers and artisans	2017	4	0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0		
10 Clerical staff	2017	0	1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	2020	0	1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
11 Intermediate staff sales and services	2017	-2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	2020	-2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
12 Skilled 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		
	2020	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 Report

Part 4: Results - Women

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

Federal Contractors Program Achievement Report

Part 4: Results - Women

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i

Employment Equity Occupational Groups (EEOGs)	Year	Workforce Analysis										Mobility data analysis												
		All employees	Staff					Recruitment					Advances					Terminations						
			Representation		Availability		Difference	Recruitment EME	Women			All employees	Women			All employees	Women			All employees	Women			
			#	%	#	%	#		Current	Planned	Difference		Current	Planned	Difference		Current	Planned	Difference		Current	Planned	Difference	
#	#	#	%	#	%	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#	#		
13 Other sales and service personnel	2015	0	0	0.0	0.0	0	0	0.0																
	2017	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																
Total	2015	1,296	280	21.6	22.6	293	-13	95.6																
	2017	813	194	23.9	21.6	176	18	110.5																

Data sources:	Part 2: Mobility data analysis	Part 2: Mobility data analysis	E = D x 100	Part 3: Objectives	E = G x 100	Part 3: Objectives	F = I x 100	Part 3: Objectives	E = K x 100	Part 3: Objectives	F = M x 100
	i	i	i	i	i	i	i	i	i	i	i

Employment Equity Occupational Groups (EEOGs)	Year	New Entrants		Objectives								Comments
		Mobility data		Short-term objectives				Long-term objectives				
		All employees	Women		Women		Women		Women			
			Current	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	
#	#	#	%	#	%	#	%	#	#	%	#	
13 Other sales and service personnel	2017	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	3	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
14 Other manual workers	2017	20	3	15.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	20	3	15.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
Total	2017	48	9	18.8	3	60.0	0.0	0.0	50	15.3	0.0	0.0
	2020	48	9	18.8	0	0.0	0.0	0.0	0	0.0	0.0	0.0

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal People

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L ÷ K x 100	K x G ÷ 100	L ÷ N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q ÷ P x 100	P x F ÷ 100	Q ÷ S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V ÷ U x 100	U x F ÷ 100	V ÷ X	

Employment Equity Occupational Groups (EEOGs)	Year	Workforce Analysis										Mobility data analysis													
		All employees	Staff					Recruitment					Advances					Terminations							
			Representation		Availability		Difference	Rec'd EME	Current		Planned	Difference	Current		Planned	Difference	Current		Planned	Difference					
			#	%	#	%	#	#	#	%	#	#	#	%	#	%	#	%	#	%					
01 Senior Management	2015	7	0	0.0	2.9	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0
02 Middle management and other directors	2015	76	1	1.3	2.2	2	-1	59.8																	
	2017	53	1	1.9	2.2	1	0	85.8	2	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	2	0	0.0	0	0
03 Professionals	2015	81	0	0.0	1.1	1	-1	0.0																	
	2017	66	0	0.0	1.1	1	-1	0.0	12	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	1	0	0.0	0	0
04 Semi-staff professional and technical	2015	181	0	0.0	0.8	1	-1	0.0																	
	2017	136	0	0.0	0.7	1	-1	0.0	12	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	4	0	0.0	0	0
05 Supervisors	2015	1	0	0.0	2.8	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0
06 Foremen	2015	30	0	0.0	0.0	0	0	0.0																	
	2017	17	0	0.0	0.0	0	0	0.0	5	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	2	0	0.0	0	0

Data sources:	Part 2: Mobility data analysis	Part 2: Mobility data analysis	E ÷ D x 100	Part 3: Objectives	E ÷ G x 100	Part 3: Objectives	F ÷ I x 100	Part 3: Objectives	E ÷ K x 100	Part 3: Objectives	F ÷ M x 100
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Employment Equity Occupational Groups (EEOGs)	Year	New Entrants		Objectives										Comments
		Mobility data		Short-term objectives					Long-term objectives					
		All employees	Aboriginal	Aboriginal		Aboriginal		Aboriginal		Aboriginal		Aboriginal		
			Current	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	
#	%	#	%	#	%	#	%	#	%	#	%	#		
01 Senior Management	2017	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	
02 Middle management and other directors	2017	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	
03 Professionals	2017	11	0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	
04 Semi-staff professional and technical	2017	8	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2020	8	0	0.0	0.0	0.0	0.0	0.0	0.0	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	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	
06 Foremen	2017	3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2020	3	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 Report

Part 5: Results - Aboriginal People

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal People

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V ÷ U x 100	U x F ÷ 100	V - X	

Employment Equity Occupational Groups (EOGs)	Year	Workforce Analysis										Mobility data analysis													
		All employees	Staff					Recruitment					Advances					Terminations							
			Representation		Availability		Difference	Rec'd EME	Current		Planned	Difference	Current		Planned	Difference	Current		Planned	Difference					
			#	%	#	%	#		#	%	#	#	#	#	%	#	#	#	%	#	#				
07 Administrative and main office staff	2015	35	0	0.0	1.0	0	0	0.0																	
	2017	26	0	0.0	0.7	0	0	0.0	1	0	0.0	0	0	0	0	0	0	0.0	0	0	0.0	0	0	0	0
08 Specialized staff of the sales and services	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
09 Skilled workers and artisans	2015	169	1	0.6	1.7	3	-2	34.8																	
	2017	122	0	0.0	1.8	2	-2	0.0	13	0	0.0	0	0	0	0	0	0.0	0	0	0.0	9	0	0.0	0	0
10 Clerical staff	2015	19	0	0.0	1.5	0	0	0.0																	
	2017	12	0	0.0	0.7	0	0	0.0	1	0	0.0	0	0	0	0	0	0.0	0	0	0.0	1	0	0.0	0	0
11 Intermediate staff sales and services	2015	34	0	0.0	2.2	1	-1	0.0																	
	2017	12	0	0.0	0.9	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0.0	2	0	0.0	0	0
12 Manual workers specialized	2015	663	1	0.2	1.5	10	-9	10.1																	
	2017	369	0	0.0	0.9	3	-3	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: Mobility data analysis	Part 2: Mobility data analysis	E = D x 100	Part 3: Objectives	E = G x 100	Part 3: Objectives	F = I x 100	Part 3: Objectives	E = K x 100	Part 3: Objectives	F = M x 100
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Employment Equity Occupational Groups (EOGs)	Year	New Entrants		Objectives								Comments	
		Mobility data		Short-term objectives				Long-term objectives					
		All employees	Aboriginal		Aboriginal		Percentage of the objective		Aboriginal		Percentage of the objective		
			Current	Objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective			
#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative and main office staff	2017	1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2020	1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
08 Specialized sales and service personnel	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	
09 Skilled workers and artisans	2017	4	0	0.0	0.0	0.0	0.0	0.0	0.0	2	0.0	0.0	0.0
	2020	4	0	0.0	0.0	0.0	1.8	0.0	0	0.0	1.8	0.0	
10 Clerical staff	2017	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
11 Intermediate staff sales and services	2017	-2	0	0.0	0.0	0.0	0.0	0.0	0.0	1	0.0	0.0	0.0
	2020	-2	0	0.0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
12 Skilled Manual Workers	2017	0	0	0.0	0.0	0.0	0.0	0.0	0.0	9	0.0	0.0	0.0
	2020	0	0	0.0	0.0	0.9	0.0	0.0	0	0.9	0.0	0.0	0.0

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal People

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L ÷ K x 100	K x G ÷ 100	L - N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q ÷ P x 100	P x F ÷ 100	Q - S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V ÷ U x 100	U x F ÷ 100	V - X	
		i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i

Employment Equity Occupational Groups (EEOGs)	Year	Workforce Analysis										Mobility data analysis														
		Staff										Recruitment					Advances					Terminations				
		All employees	Representation		Availability		Difference	Recruitment	All employees	Aboriginal			All employees	Aboriginal			All employees	Aboriginal			All employees	Aboriginal				
			#	%	#	%				Current	Planned	Difference		Current	Planned	Difference		Current	Planned	Difference						
#	%	#	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#				
13 Other sales and service personnel	2015	0	0.0	0.0	0.0	0	0.0																			
	2017	0	0.0	0.0	0.0	0	0.0	3	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0		
14 Other workers manual	2015	0	0.0	0.0	0.0	0	0.0																			
	2017	0	0.0	0.0	0.0	0	0.0	56	0	0.0	0	0	0	0	0	0.0	0	0	0.0	0	0	0.0	0	0		
Total	2015	1,296	3	0.2	1.4	18	-15	16.5																		
	2017	813	1	0.1	1.1	9	-8	11.2	105	0	0.0	1	-1	0	0	0.0	0	0	0.0	0	0	0.0	0	0		

Data sources:	Part 2: Mobility data analysis	Part 2: Mobility data analysis	E = D x 100	Part 3: Objectives	E = G x 100	Part 3: Objectives	F = I x 100	Part 3: Objectives	E = K x 100	Part 3: Objectives	F = M x 100
	i	i	i	i	i	i	i	i	i	i	i

Employment Equity Occupational Groups (EEOGs)	Year	New Entrants		Objectives								Comments
		Mobility data		Short-term objectives				Long-term objectives				
		All employees	Aboriginal		Aboriginal		Aboriginal		Aboriginal			
			Current	Objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective		
#	%	#	%	#	%	#	%	#	%			
13 Other sales and service personnel	2017	3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2020	3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
14 Other manual workers	2017	20	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2020	20	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Total	2017	48	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2020	48	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L ÷ K x 100	K x G ÷ 100	L ÷ N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q ÷ P x 100	P x F ÷ 100	Q ÷ S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V ÷ U x 100	U x F ÷ 100	V ÷ X	

Employment Equity Occupational Groups (EEOGs)	Year	Workforce Analysis										Mobility data analysis														
		All employees	Staff							Recruitment			Advances			Terminations										
			Persons with disabilities				Recruitment	Persons with disabilities		Planned	Difference	Persons with disabilities			All employees	Persons with disabilities										
			Representation	Availability	Difference	Current		Planned	Difference			Current	Planned	Difference		Current	Planned	Difference								
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%									
01&02 Executives	2015	83	1.2	4.3	4	-3	28.0																			
	2017	53	1.9	4.3	2	-1	43.9	2	1	50.0	0	1	0	0	0.0	0	0	0	0	2	0	0.0	0	0	0	
03 Professionals	2015	81	0.0	3.8	3	-3	0.0																			
	2017	66	0.0	3.8	3	-3	0.0	12	0	0.0	0	0	0	0	0.0	0	0	0	0	1	0	0.0	0	0	0	
04 Semi-staff professional and technical	2015	181	1	4.6	8	-7	12.0																			
	2017	136	3	4.6	6	-3	48.0	12	1	8.3	1	0	0	0	0.0	0	0	0	0	4	0	0.0	0	0	0	
05 Supervisors	2015	1	0.0	13.9	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 Foremen	2015	30	0.0	7.8	2	-2	0.0																			
	2017	17	1	7.8	1	0	75.4	5	1	20.0	0	3	0	0	0.0	0	0	0	0	2	0	0.0	0	0	0	

Data sources:	Part 2: Mobility data analysis	Part 2: Mobility data analysis	E ÷ D x 100	Part 3: Objectives	E ÷ G x 100	Part 3: Objectives	F ÷ I x 100	Part 3: Objectives	E ÷ K x 100	Part 3: Objectives	F ÷ M x 100
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Employment Equity Occupational Groups (EEOGs)	Year	New Entrants										Objectives										Comments				
		Mobility data		Short-term objectives				Long-term objectives																		
		Persons with disabilities		Persons with disabilities				Persons with disabilities																		
		Current	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective																
#	%	#	%	#	%	#	%	#	%	#	%															
01&02 Executives	2017	0	0.0	0	0.0	0.0	0.0	3	33.3	0	0.0															
	2020	0	0.0	0	0.0	4.3	0.0			4.3	0.0															
03 Professionals	2017	11	0.0	0	0.0	0.0	0.0	3	0.0	0	0.0															
	2020	11	0.0	0	0.0	3.8	0.0			3.8	0.0															
04 Semi-staff professional and technical	2017	8	1	12.5	0	0.0	0.0	14	3	0	0.0															
	2020	8	1	12.5	0	0.0	4.6	271.7		4.6	271.7															
05 Supervisors	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															
06 Foremen	2017	3	1	33.3	0	0.0	0	0.0	2	50.0	0	0	0.0													
	2020	3	1	33.3	0	0.0	0	0.0			0	0.0														

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L ÷ K x 100	K x G ÷ 100	L ÷ N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q ÷ P x 100	P x F ÷ 100	Q ÷ S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V ÷ U x 100	U x F ÷ 100	V ÷ X	

Employment Equity Occupational Groups (EEOGs)	Year	Workforce Analysis								Mobility data analysis														
		All employees	Staff						Recruitment	Recruitment				Advances				Terminations						
			Representation		Availability		Difference	Recruitment		Persons with disabilities		Persons with disabilities		Persons with disabilities		Persons with disabilities								
			#	%	#	%				#	%	#	%	#	%	#	%	#	%					
07 Administrative and main office staff	2015	35	1	2.9	3.4	1	0	84.0																
	2017	26	1	3.8	3.4	1	0	113.1	1	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
08 Specialized sales and 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
09 Skilled workers and artisans	2015	169	6	3.6	3.8	6	0	93.4																
	2017	122	2	1.6	3.8	5	-3	43.1	13	0	0.0	0	0	0	0	0	0	0	0	0	9	0	0.0	0
10 Clerical staff	2015	19	0	0.0	7.0	1	-1	0.0																
	2017	12	0	0.0	7.0	1	-1	0.0	1	0	0.0	0	0	0	0	0	0	0	0	0	1	0	0.0	0
11 Intermediate staff sales and services	2015	34	1	2.9	5.6	2	-1	52.5																
	2017	12	0	0.0	5.6	1	-1	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	2	0	0.0	0
12 Skilled Manual Workers	2015	663	24	3.6	4.8	52	-8	75.4																
	2017	369	2	0.5	4.8	18	-16	11.3	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0.0	0

Data sources:	Part 2: Mobility data analysis	Part 2: Mobility data analysis	E ÷ D x 100	Part 3: Objectives	E ÷ G x 100	Part 3: Objectives	F ÷ I x 100	Part 3: Objectives	E ÷ K x 100	Part 3: Objectives	F ÷ M x 100
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Employment Equity Occupational Groups (EEOGs)	Year	New Entrants		Objectives								Comments	
		Mobility data		Short-term objectives				Long-term objectives					
		All employees	Persons with disabilities	Persons with disabilities		Persons with disabilities		Persons with disabilities		Persons with disabilities			
				Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective		
#	%	#	%	#	%	#	%	#	%				
07 Administrative and main office staff	2017	1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2020	1	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
08 Specialized sales and service personnel	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	
09 Skilled workers and artisans	2017	4	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2020	4	0	0.0	3.8	0.0	3.8	0.0	3.8	0.0	3.8	0.0	
10 Clerical staff	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	7.0	0.0	7.0	0.0	7.0	0.0	7.0	0.0	
11 Intermediate staff sales and services	2017	-2	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2020	-2	0	0.0	5.6	0.0	5.6	0.0	5.6	0.0	5.6	0.0	
12 Skilled Manual 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	4.8	0.0	4.8	0.0	4.8	0.0	4.8	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L ÷ K x 100	K x G ÷ 100	L ÷ N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q ÷ P x 100	P x F ÷ 100	Q ÷ S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V ÷ U x 100	U x F ÷ 100	V ÷ X	

Employment Equity Occupational Groups (EEOGs)	Year	Workforce Analysis										Mobility data analysis														
		Staff										Recruitment					Advances					Terminations				
		All employees	Persons with disabilities					Recruitment	All employees	Persons with disabilities				All employees	Persons with disabilities				All employees	Persons with disabilities						
			Representation	Availability	Difference	Recruitment	Current			Planned	Difference	Current	Planned		Difference	Current	Planned	Difference								
#	#	%	%	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	#	#				
13 Other sales and service personnel	2015	0	0	0.0	0.0	0	0	0.0																		
	2017	0	0	0.0	0.0	0	0	0.0	3	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	56	1	1.8	0	1	0	0	0.0	0	0	0	0	36	1	2.8	0		
Total	2015	1,296	34	2.6	4.6	60	-26	57.0																		
	2017	813	10	1.2	4.6	37	-27	26.7	105	4	3.8	5	-1	0	0	0.0	0	0	0	57	1	1.8	1			

Data sources:	Part 2: Mobility data analysis	Part 2: Mobility data analysis	E = D x 100	Part 3: Objectives	E = G x 100	Part 3: Objectives	F ÷ I x 100	Part 3: Objectives	E = K x 100	Part 3: Objectives	F = M x 100
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Employment Equity Occupational Groups (EEOGs)	Year	New Entrants		Objectives										Comments
		Mobility data		Short-term objectives					Long-term objectives					
		All employees	Persons with disabilities	Persons with disabilities					Persons with disabilities					
				Current	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective		
#	%	#	%	%	#	%	#	%	#	%	#	%		
13 Other sales and service personnel	2017	3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2020	3	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	20	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	2020	20	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Total	2017	48	3	6.3	1	300.0	0.0	0.0	0.0	0.0	24	12.5	0.0	0.0
	2020	48	3	6.3									0.0	0.0

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L ÷ K x 100	K x G ÷ 100	L ÷ N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q ÷ P x 100	P x F ÷ 100	Q ÷ S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V ÷ U x 100	U x F ÷ 100	V ÷ X

Employment Equity Occupational Groups (EEOGs)	Year	Workforce Analysis										Mobility data analysis													
		All employees	Staff							Recruitment				Advances				Terminations							
			Members of Visible Minorities				Recruitment	Members of Visible Minorities			Members of Visible Minorities			Members of Visible Minorities			Members of Visible Minorities								
			Representation	Availability	Difference	Recruitment		Current	Planned	Difference	Current	Planned	Difference	Current	Planned	Difference	Current	Planned	Difference						
#	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
01 Senior Management	2015	7	0	0.0	10.1	1	-1	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0	0
02 Middle management and other directors	2015	76	1	1.3	15.0	11	-10	8.8																	
	2017	53	0	0.0	15.0	8	-8	0.0	2	0	0.0	0	0	0.0	0	0	0.0	0	0	0.0	2	0	0.0	0	0
03 Professionals	2015	81	2	2.5	28.3	23	-21	8.7																	
	2017	66	2	3.0	28.0	18	-16	10.8	12	1	8.3	3	-2	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0
04 Semi-staff professional and technical	2015	181	1	0.6	9.6	17	-16	5.8																	
	2017	136	2	1.5	9.0	12	-10	16.3	12	0	0.0	1	-1	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0
05 Supervisors	2015	1	0	0.0	0.7	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	0	0
06 Foremen	2015	30	0	0.0	14.6	4	-4	0.0																	
	2017	17	0	0.0	14.6	2	-2	0.0	5	0	0.0	1	-1	0	0	0.0	0	0	0.0	0	0	0.0	0	0	0

Data sources:	Part 2: Mobility data analysis	Part 2: Mobility data analysis	E ÷ D x 100	Part 3: Objectives	E ÷ G x 100	Part 3: Objectives	F ÷ I x 100	Part 3: Objectives	E ÷ K x 100	Part 3: Objectives	F ÷ M x 100
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Employment Equity Occupational Groups (EEOGs)	Year	New Entrants		Objectives								Comments	
		Mobility data		Short-term objectives				Long-term objectives					
		All employees	Members of minorities visible	Members of Visible Minorities				Members of Visible Minorities					
			Current	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective		
#	%	#	%	%	#	%	#	%	#				
01 Senior Management	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	
02 Middle management and other directors	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	
03 Professionals	2017	11	1	9.1	100.0	0.0	0.0	0.0	20	5.0	0.0	0.0	
	2020	11	1	9.1	28.0	32.5	0.0	0.0	28.0	32.5	0.0	0.0	
04 Semi-staff professional and technical	2017	8	0	0.0	0.0	0.0	0.0	0.0	76	0.0	0.0	0.0	
	2020	8	0	0.0	0.0	0.0	0.0	0.0	9.0	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	0.0	
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
06 Foremen	2017	3	0	0.0	0.0	0.0	0.0	0.0	4	0.0	0.0	0.0	
	2020	3	0	0.0	14.6	0.0	0.0	0.0	14.6	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L ÷ K x 100	K x G ÷ 100	L ÷ N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q ÷ P x 100	P x F ÷ 100	Q ÷ S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V ÷ U x 100	U x F ÷ 100	V ÷ X	

Employment Equity Occupational Groups (EEOGs)	Year	Workforce Analysis										Mobility data analysis													
		All employees	Staff							Recruitment				Advances				Terminations							
			Members of Visible Minorities			Difference	Rec'd EME	Members of Visible Minorities			Planned	Difference	Members of Visible Minorities			Planned	Difference	Members of Visible Minorities							
			Representation	Availability	Current			Planned	Difference	Current			Planned	Difference	Current			Planned	Difference						
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative and main office staff	2015	35	0	0.0	10.0	4	-4	0.0																	
	2017	26	0	0.0	11.4	3	-3	0.0	1	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
08 Specialized sales and 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
09 Skilled workers and artisans	2015	169	2	1.2	4.4	7	-5	26.9																	
	2017	122	1	0.8	4.3	5	-4	19.1	13	0	0.0	1	-1	0	0	0	0	0	0	0	0	0	9	0	0.0
10 Clerical staff	2015	19	0	0.0	10.5	2	-2	0.0																	
	2017	12	0	0.0	12.3	1	-1	0.0	1	0	0.0	0	0	0	0	0	0	0	0	0	0	0	1	0	0.0
11 Intermediate staff sales and services	2015	34	0	0.0	9.7	3	-3	0.0																	
	2017	12	0	0.0	22.2	3	-3	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	2	0	0.0
12 Skilled Manual Workers	2015	663	3	0.5	11.6	77	-74	3.9																	
	2017	369	3	0.8	16.4	61	-58	5.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0

Data sources:	Part 2: Mobility data analysis	Part 2: Mobility data analysis	E ÷ D x 100	Part 3: Objectives	E ÷ G x 100	Part 3: Objectives	F ÷ I x 100	Part 3: Objectives	E ÷ K x 100	Part 3: Objectives	F ÷ M x 100
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Employment Equity Occupational Groups (EEOGs)	Year	New Entrants		Objectives								Comments
		Mobility data		Short-term objectives				Long-term objectives				
		All employees	Members of minorities visible	Members of Visible Minorities				Members of Visible Minorities				
			Current	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	
#	%	#	%	%	#	%	#	%	#			
07 Administrative and main office staff	2017	1	0	0.0	0.0	0.0	0.0	0.0	4	0.0	0.0	0.0
	2020	1	0	0.0	0.0	11.4	0.0	0.0	11.4	0.0	0.0	0.0
08 Specialized sales and service personnel	2017	0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	0	0	0.0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0
09 Skilled workers and artisans	2017	4	0	0.0	0.0	0.0	0.0	0.0	5	0.0	0.0	0.0
	2020	4	0	0.0	0.0	4.3	0.0	0.0	4.3	0.0	0.0	0.0
10 Clerical staff	2017	0	0	0.0	0.0	0.0	0.0	0.0	2	0.0	0.0	0.0
	2020	0	0	0.0	0.0	12.3	0.0	0.0	12.3	0.0	0.0	0.0
11 Intermediate staff sales and services	2017	-2	0	0.0	0.0	0.0	0.0	0.0	3	0.0	0.0	0.0
	2020	-2	0	0.0	0.0	22.2	0.0	0.0	22.2	0.0	0.0	0.0
12 Skilled Manual Workers	2017	0	0	0.0	0.0	0.0	0.0	0.0	2	0.0	0.0	0.0
	2020	0	0	0.0	0.0	16.4	0.0	0.0	16.4	0.0	0.0	0.0

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

General Dynamics Ordnance and Tactical Systems Canada Inc.

Date: DD-MM-YYYYY [Date: DD-MM-YYYYY]

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
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: Mobility data analysis	Part 2: Mobility data analysis	L = K x 100	K x G = 100	L = N	Part 2: Mobility data analysis	Part 2: Mobility data analysis	Q = P x 100	P x F = 100	Q = S	Part 2: Mobility data analysis	Part 2: Mobility data analysis	V = U x 100	U x F = 100	V = X	

Employment Equity Occupational Groups (EEOGs)	Year	Workforce Analysis										Mobility data analysis												
		Staff										Recruitment				Advances				Terminations				
		All employees	Members of Visible Minorities					Recruitment	All employees	Members of Visible Minorities			Planned	Difference	All employees	Members of Visible Minorities			All employees	Members of Visible Minorities				
			Representation	Availability	Difference	Recruitment	Current			Planned	Difference	Current				Planned	Difference	Current		Planned	Difference			
#	%	%	#	%	#	#	%	#	%	#	#	#	#	%	#	%	#	%	#	%	#	%		
13 Other sales and service personnel	2015	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	3	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	0.0	0	0.0														
	2017	0	0.0	0.0	0	0.0	0	0.0	0	0.0	56	0	0.0	0	0	0	0	0	0	0	0	36	1	2.8
Total	2015	1,296	9	0.7	11.6	150	-141	6.0																
	2017	813	8	1.0	14.0	114	-106	7.0			105	1	1.0	15	-14	0	0	0.0	0	0	0	57	1	1.8

Data sources:	Part 2: Mobility data analysis	Part 2: Mobility data analysis	F = D x 100	Part 3: Objectives	E = G x 100	Part 3: Objectives	F = I x 100	Part 3: Objectives	E = K x 100	Part 3: Objectives	F = M x 100
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Employment Equity Occupational Groups (EEOGs)	Year	New Entrants		Objectives								Comments		
		Mobility data		Short-term objectives				Long-term objectives						
		All employees	Members of minorities visible	Members of Visible Minorities				Members of Visible Minorities						
				Current	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective	Percentage of the objective	Objective		Percentage of the objective	
#	%	#	%	#	%	#	%	#	%					
13 Other sales and service personnel	2017	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2020	3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
14 Other manual workers	2017	20	-1	-5.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	2020	20	-1	-5.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	2017	48	0	0.0	0	0.0	0	0.0	0	0.0	137	0	0.0	0.0
	2020	48	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0.0	0.0

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
General Dynamics Ordnance and Tactical Systems Canada Inc.
Date: DD-MM-YYYY [Date: DD-MM-YYYY]

Efforts

Please check the appropriate boxes beside the efforts your organization has made to implement the Federal Contractors Program.

Necessary measures :

- Provide new employees with the opportunity to self-identify and adjust the survey results accordingly.
- Provide a self-identification questionnaire to employees who wished to change previously submitted information and to those who requested it, and adjust the results.
- Survey results adjusted to reflect hirings, promotions, and terminations.
- Updated workforce analysis to reflect new hires, promotions and terminations; changes made by employees to their self-identification questionnaires; and any revisions to availability estimates.
- Adjustment of availability estimates to account for 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 availability estimates to incorporate new Census data as it becomes available for employment equity purposes.
- Ensure that all newly identified deviations are addressed accordingly.
- Maintains appropriate records in all required fields.
-

Other measures :

- Review employment systems, policies and practices to ensure that they do not result in barriers to the employment of designated group members, monitor their implementation and adjust them as required.
- Have an accommodation policy or procedures that have been communicated to all staff and have provided accommodation.
- Provide ongoing senior management support for employment equity and its implementation. Establish accountability mechanisms to ensure that short term objectives are
- Communicate the objectives to the managers concerned and monitor and record the results.
- Dedicate adequate resources (financial and human) to ensure that short-term objectives would be met.
- Consultations with employees and union representatives on the communication and implementation of employment equity.

- Keeps all employees, including new employees and managers, informed of the employment equity objective, the steps taken to implement it and the progress made in its implementation; and
- Implement a strategy to ensure a barrier-free workplace.
- Undertake initiatives to increase representation where gaps have been identified in the
- All of this could reasonably be expected to result in increased representation, taking into account resources and constraints.
- Other (please specify) :

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 initial/previous and current/subsequent conformity assessment.

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other structural changes in the department.

- Acquisitions, mergers or transfers of employees.

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

[Redacted]

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

[Redacted]

- Other.

[Redacted]

Additional details

Please provide any additional information (optional):

[Redacted]

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

Employer Name: General Dynamics Ordonnance and Tactical Systems Canada Inc.

Primary Location: Le Gardeur, Québec

Number of Employees: 812

- Montréal: 598
- Québec: 186
- Trois-Rivières: 28

Organization Overview:

NAICS 3323 Architectural and Structural Metals Manufacturing

The organization develops and manufactures military ammunition. The company also provides various services, including: demilitarization of all-calibre ammunition; all-calibre testing and proofing services; development of customized brass cartridge cases; handling and loading of insensitive munition; and pouring and casting. It provides services to armed forces, and police and law enforcement agencies.

Key Dates – First Year Assessment

Initiated: 2014-06-23
 Received: 2015-06-11
 Closed: 2015-11-27
 Workforce Analysis: 2015-06-10

Key Dates – Subsequent Assessment

Initiated: 2017-07-08
 Received: 2018-04-20
 Workforce Analysis: 2017-06-05

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

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

Yes No

Comments:

- The data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- Minor discrepancies were noted in the workforce analysis due to the selection of the wrong date by the employer. Corrections were made based on new workforce analysis generated. The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.
- It appears that for the first assessment, employees of another group were included by mistake. The group is a certified FCP employer under number 10000421 (Général Dynamics Produits de Défense et Systèmes Tactiques – Canada Valleyfield). It was decided during the certification process that both group will have their own file. In regard to this situation, it will be difficult to assess the reasonable progress given that the workforce decreased from 1296 to 812 employees.

ASSESSMENT OF REASONABLE PROGRESS

- *The first assessment goals were set in numbers.*
- In 2015, the organization had 28 gaps. However, short-term goals were set to address six gaps only, and this was accepted during the previous compliance assessment.

Women

1.	Senior Managers	Short term goal was set
2.	Middle & Other Managers	Goal not met (0%)
4.	Semi-Professionals & Technicians	Goal not met (0%)
6.	Supervisors: Crafts & Trades	Short term goal was set
11.	Intermediate Sales & Service Personnel	Goal not met (0%)

Assessment/Observations

- EEOG 02: There were two new entrants and none were women. This is to be expected given the market availability of 38.9%.
- EEOG 04: There were 12 new entrants and none were woman. Given the market availability of 26.5%, at least three women would have been expected.
- EEOG 11: There were no new entrants in this EEOG.

Aboriginal Peoples

2.	Middle & Other Managers	Short term goal was set
3.	Professionals	Short term goal was set
4.	Semi-Professionals & Technicians	Short term goal was set
9.	Skilled Crafts & Trades Workers	Short term goal was set
11.	Intermediate Sales & Service Personnel	Short term goal was set
12.	Semi-Skilled Manual Workers	Short term goal was set

Assessment/Observations

- None

Persons with Disabilities

1./2.	Managers	Short term goal was set
3.	Professionals	Short term goal was set
4.	Semi-Professionals & Technicians	Short term goal was set
6.	Supervisors: Crafts & Trades	Short term goal was set
10.	Clerical Personnel	Short term goal was set
11.	Intermediate Sales & Service Personnel	Short term goal was set
12.	Semi-Skilled Manual Workers	Goal not met (0%)

Assessment/Observations

- EEOG 12: There were no new entrants in this EEOG.

Members of Visible Minorities

1.	Senior Managers	Short term goal was set
2.	Middle & Other Managers	Short term goal was set
3.	Professionals	<i>Goal met at 100%</i>
4.	Semi-Professionals & Technicians	Short term goal was set
6.	Supervisors: Crafts & Trades	Short term goal was set
7.	Administrative & Senior Clerical Personnel	Short term goal was set
9.	Skilled Crafts & Trades Workers	Short term goal was set
10.	Clerical Personnel	Short term goal was set
11.	Intermediate Sales & Service Personnel	Short term goal was set
12.	Semi-Skilled Manual Workers	Goal not met (0%)

Assessment/Observations

- EEOG 12: There were no new entrants in this EEOG.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- The organization met only one of the six goals that were set during the first assessment. However, in four instances, EEOGs in question did not see sufficient new entrants to expect reasonable progress to occur. In one instance, there were sufficient hires to expect progress.
 - Only two years have passed between compliance assessments. Should a full three year period been covered, it is possible that additional progress could have been made by the organization.

- An assessment of reasonable progress and a traditional assessment of reasonable effort are to be considered reservedly based on the previous two points. It is therefore recommended that focus be kept on the current workforce analysis to ensure appropriate goals are set for the next three years.

ASSESSMENT OF GOALS

Short-term goals

- All short term goals were set as a percentage at least equal to the availability.

Long-term goals

- A long-term goal has been set as a percentage at least equal to the availability for every gap uncovered by the most recent workforce analysis.

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
02	Middle & Other Managers	-5	38.9	38.9	29.1	38.9
04	Semi-Professionals & Technicians	-19	23.0	23.0	9.0	22.8
06	Supervisors: Crafts & Trades	-3	24.9	24.9	5.6	24.9
11	Intermediate Sales & Service Personnel	-7	50.0	50.0	0.0	61.8

Observations:

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%

03	Professionals	-1	1.1	1.1	0.0	1.1
04	Semi-Professionals & Technicians	-1	0.7	0.7	0.0	0.7
09	Skilled Crafts & Trades Workers	-2	1.8	1.8	0.0	1.8
12	Semi-Skilled Manual Workers	-3	0.9	0.9	0.0	0.9

Observations:

Person with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
01/02	Managers	-1	4.3	4.3	1.8	4.3
03	Professionals	-2	3.8	3.8	0.0	3.8
04	Semi-Professionals & Technicians	-3	4.6	4.6	2.2	4.6
09	Skilled Crafts & Trades Workers	-4	3.8	3.8	0.8	3.8
10	Clerical Personnel	-1	7.0	7.0	0.0	7.0
11	Intermediate Sales & Service Personnel	-1	5.6	5.6	0.0	5.6
12	Semi-Skilled Manual Workers	-16	4.8	4.8	0.5	4.8

Observations:

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years)	(3 years or more)	%
02	Middle & Other Managers	-8	15.0	15.0	0.0	15.0
03	Professionals	-16	28.0	28.0	3.1	28.0

04	Semi-Professionals & Technicians	-11	9.1	9.1	0.7	9.1
06	Supervisors: Crafts & Trades	-3	14.6	14.6	0.0	14.6
07	Administrative & Senior Clerical Personnel	-3	11.4	11.4	0.0	11.4
09	Skilled Crafts & Trades Workers	-4	4.3	4.3	0.8	4.3
10	Clerical Personnel	-1	12.3	12.3	0.0	12.3
11	Intermediate Sales & Service Personnel	-3	22.2	22.2	0.0	22.2
12	Semi-Skilled Manual Workers	-58	16.5	16.5	0.8	16.5

Observations:

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Given that General Dynamics Ordonnance and Tactical Systems Canada Inc. has a number of gaps for persons with disabilities and visible minorities overall, the company may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of these two designated groups. Guidance on how to conduct an employment systems review is available on the Labour Program website ([Step 2-2](#) of the training modules under the [WEIMS help page](#)).
- If not done already, it may be beneficial for General Dynamics Ordonnance and Tactical Systems Canada Inc. to develop relationships with colleges and universities to identify qualified students that are part of a designated group as potential employees through the use of internships or permanent employment where vacancies arise.

Name of Analyst: Maurice Yakibonge

Date: 2018-07-05

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

Cette information est également disponible en français sur demande.

Dear Mr. Robert:

I am writing to inform you that the subsequent compliance assessment initiated on July 8, 2017, has been completed. As a result of the assessment, General Dynamics Ordnance and Tactical Systems Canada Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- Given that General Dynamics Ordnance and Tactical Systems Canada Inc. has a number of gaps for persons with disabilities and visible minorities overall, the organization may want to consider conducting an employment systems review to identify any potential barriers to the recruitment and retention of employees from these groups. Guidance on how to conduct an employment systems review is available the Workplace Equity Information Management System help page (Step 2-2 of the training modules).
- If not done already, it may be beneficial for General Dynamics Ordonnance and Tactical Systems Canada Inc. to develop relationships with colleges and universities to identify qualified students that are part of a designated group as potential employees through the use of internships or permanent employment where vacancies arise.

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 July 8, 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, General Dynamics Ordnance and Tactical Systems Canada Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

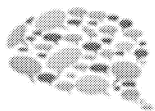
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdcc.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish General Dynamics Ordnance and Tactical Systems Canada Inc. continued success in achieving a diverse and inclusive workplace.

Sincerely,

Workplace Equity Team

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



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