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Employment and
Social Development Canada

Emploi et
Développement social Canada

Labour Program
Federal Contractors Program

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization <i>Joe Johnson Equipment Inc.</i>	Parent company is located outside Canada <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number <i>PG0001</i>
Organization's North American Industry Classification System (NAICS) Code N° <i>811310</i>	Total number of employees in Canada (Full-Time/Part-Time/Temporary) <i>185</i> <small>To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02l-eng.htm</small>

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

HEAD OFFICE			
Address (building number, street, suite, etc.) <i>2521 Bowman Street</i>	City <i>Innisfil</i>	Province <i>ON</i>	Postal Code <i>L9S 3V6</i>
	Telephone Number <i>(705) 733-7700</i>	Fax Number <i>(888) 362-3806</i>	

EMPLOYMENT EQUITY CONTACT	
Name (print) <i>Jessica Lewis</i>	Title <i>Human Resources Manager</i>
Telephone Number <i>(705) 436-8520</i>	E-mail Address <i>jlewis@jjei.com</i>

CERTIFICATION
<p>The above-named organization:</p> <ul style="list-style-type: none"> • having a combined workforce of 100 or more permanent full-time, permanent part-time and temporary employees having worked 12 weeks or more in Canada, AND • intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes). <p>Hereby certifies its commitment to implement or maintain employment equity on an on-going basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements. For more information on how to implement employment equity please refer to: http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml</p> <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	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) <i>TED HUI, COO</i>	Title <i>CHIEF OPERATING OFFICER</i>
Telephone Number <i>[REDACTED] 7700</i>	E-mail Address <i>thui@jjei.com</i>
Signature <i>[REDACTED]</i>	Date <i>FEB. 21/14.</i>

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



Joe Johnson Equipment Inc. (certificate # 061367)

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA

Reporting Period 2015-11-24 to 2018-05-11

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	140	2	0	142	Calgary	14	0	0	14
Québec	12	0	0	12	Edmonton	70	0	0	70
Nova Scotia	10	0	0	10	Halifax	10	0	0	10
Manitoba	14	0	0	14	Montréal	12	0	0	12
Alberta	84	0	0	84	Toronto	12	0	0	12
Total Employees in Canada				262	Winnipeg	14	0	0	14
					Ottawa - Gatineau	11	0	0	11
					Barrie	117	2	0	119
					Total Employees in Canada				262



Joe Johnson Equipment Inc. (certificate # 061367)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National

Reporting Period 2015-11-24 to 2018-05-11

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	11	9	2									
	Total	11	9	2									
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	10	5	5				1		1			
	Total	10	5	5				1		1			
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	16	11	5							1	1	
	Total	16	11	5							1	1	
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	6										
	Total	6	6										

Joe Johnson Equipment Inc. (certificate # 061367)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / National
 Reporting Period 2015-11-24 to 2018-05-11

005493

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	16	10	6												
	Total	16	10	6												
Supervisors: Crafts and Trades Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	16	15	1												
	Total	16	15	1												
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	10	1	9												
	Total	10	1	9												
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1	20	19	1												
	Total	20	19	1												

Joe Johnson Equipment Inc. (certificate # 061367)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / National
 Reporting Period 2015-11-24 to 2018-05-11

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities					
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		89	87	2	3	3	1	1			7	7			
	Total		89	87	2	3	3	1	1			7	7			
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		42	22	20	1	1	1	1			3	3			
	Total		42	22	20	1	1	1	1			3	3			
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		17	8	9							1	1			
	Total		17	8	9							1	1			
Other Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1		1		1											
	Total		1		1											



Joe Johnson Equipment Inc. (certificate # 061367)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / National
 Reporting Period 2015-11-24 to 2018-05-11

Occupational Group Salary Range Col. 1	QTR	All Employees				Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities				
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13			
Other Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4															
	3															
	2															
	1															
	Total		6	6	6	4	3	1	3	1	2	14	1	1		
Total Number of Employees		260	199	61	4	3	1	3	1	2	14	1	13			



Joe Johnson Equipment Inc. (certificate # 061367)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Part-Time / National

Reporting Period 2015-11-24 to 2018-05-11

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									
Skilled Crafts and Trades Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		2	1	1									



Joe Johnson Equipment Inc. (certificate # 061367)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / National
Reporting Period 2015-11-24 to 2018-05-11

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	260	199	61	4	3	1	3	1	2	14	13	1
Total Number of Employees	260	199	61	4	3	1	3	1	2	14	13	1



Joe Johnson Equipment Inc. (certificate # 061367)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Part-Time / National
Reporting Period 2015-11-24 to 2018-05-11

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



Joe Johnson Equipment Inc. (certificate # 061367)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2015-11-24 to 2018-05-11

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	4	2	2									
Professionals	7	5	2							1	1	
Semi-Professionals and Technicians	1	1										
Supervisors	4	4										
Supervisors: Crafts and Trades	5	5										
Administrative and Senior Clerical Personnel	5		5							1		1
Skilled Sales and Service Personnel	11	10	1									
Skilled Crafts and Trades Workers	40	38	2	1	1					4	4	
Clerical Personnel	23	14	9	1		1				2	2	
Intermediate Sales and Service Personnel	7	2	5							1	1	
Other Manual Workers	6	6								1	1	
Total Number of Employees Hired	114	88	26	2	1	1				10	9	1



Joe Johnson Equipment Inc. (certificate # 061367)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
 Part-Time / National

Reporting Period 2015-11-24 to 2018-05-11

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



Joe Johnson Equipment Inc. (certificate # 061367)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2015-11-24 to 2018-05-11

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	3	1	2									
Middle and Other Managers	3		3				1		1			
Professionals	3	2	1									
Supervisors	7	3	4									
Supervisors: Crafts and Trades	7	6	1									
Administrative and Senior Clerical Personnel	3		3									
Skilled Sales and Service Personnel	1	1										
Skilled Crafts and Trades Workers	2	1	1							1	1	
Clerical Personnel	1		1									
Total Number of Employees Promoted	30	14	16				1		1	1	1	
Total Number of Promotions	30	14	16				1		1	1	1	



Joe Johnson Equipment Inc. (certificate # 061367)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2015-11-24 to 2018-05-11

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	3	3								1	1	
Middle and Other Managers	1	1										
Professionals	1		1							1		1
Supervisors	4	3	1									
Supervisors: Crafts and Trades	3	3										
Administrative and Senior Clerical Personnel	3		3									
Skilled Sales and Service Personnel	5	5										
Skilled Crafts and Trades Workers	18	18		1	1					1	1	
Clerical Personnel	8	4	4							1	1	
Intermediate Sales and Service Personnel	3	1	2									
Other Manual Workers	1	1										
Total Number of Employees Terminated	50	39	11	1	1					4	3	1



Workplace Equity Information Management System - Joe Johnson Equipment Inc.

Workforce Analysis - Detailed Report

Date: 2018-05-11

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	11	2	18.2 %	27.4 %	3	-1	National
02 : Middle and Other Managers	National	10	5	50.0 %	38.9 %	4	1	National
03 : Professionals		17	6	35.3 %	48.1 %	8	-2	
1111 : Financial auditors and accountants	National	2	0	0.0 %	55.1 %	1	-1	National
1121 : Human resources professionals	National	4	4	100.0 %	71.1 %	3	1	National
1122 : Professional occupations in business management consulting	National	1	0	0.0 %	42.0 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	1	100.0 %	66.4 %	1	0	National
2132 : Mechanical engineers	National	3	0	0.0 %	9.0 %	0	0	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	28.3 %	0	0	National
4021 : College and other vocational instructors	National	2	0	0.0 %	53.8 %	1	-1	National
4163 : Business development officers and marketing researchers and consultants	National	3	1	33.3 %	50.7 %	2	-1	National
04 : Semi-Professionals and Technicians		6	0	0.0 %	9.9 %	1	-1	
2232 : Mechanical engineering technologists and technicians	Alberta	1	0	0.0 %	11.6 %	0	0	Alberta
2242 : Electronic service technicians (household and business equipment)	Ontario	2	0	0.0 %	7.4 %	0	0	Ontario
2243 : Industrial instrument technicians and mechanics	Alberta	2	0	0.0 %	3.1 %	0	0	Alberta
2282 : User support technicians	Alberta	1	0	0.0 %	26.7 %	0	0	Alberta
05 : Supervisors		16	6	37.5 %	58.5 %	9	-3	
Employment Equity Occupational Group	Barrie	10	4	40.0 %	60.6 %	6	-2	Barrie
Employment Equity Occupational Group	Calgary	1	0	0.0 %	55.0 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	56.2 %	1	0	Edmonton
Employment Equity Occupational Group	Halifax	1	1	100.0 %	55.9 %	1	0	Halifax
Employment Equity Occupational Group	Toronto	1	0	0.0 %	53.0 %	1	-1	Toronto
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	54.2 %	1	-1	Winnipeg
06 : Supervisors: Crafts and Trades		16	1	6.3 %	4.8 %	1	0	

Workforce Analysis - Detailed Report

Date: 2018-05-11

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women		Availability #	Gap #	Recruitment Area
			#	%	%	%			
7301 : Contractors and supervisors, mechanic trades	Alberta	4	0	0.0 %	5.9 %	0	0	Alberta	
7301 : Contractors and supervisors, mechanic trades	Manitoba	1	0	0.0 %	3.2 %	0	0	Manitoba	
7301 : Contractors and supervisors, mechanic trades	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia	
7301 : Contractors and supervisors, mechanic trades	Ontario	9	1	11.1 %	5.5 %	0	1	Ontario	
07 : Administrative and Senior Clerical Personnel		10	9	90.0 %	84.8 %	8	1		
Employment Equity Occupational Group	Barrie	9	9	100.0 %	84.8 %	8	1	Barrie	
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	84.6 %	1	-1	Edmonton	
08 : Skilled Sales and Service Personnel		20	1	5.0 %	26.9 %	5	-4		
6221 : Technical sales specialists - wholesale trade	Alberta	4	0	0.0 %	20.5 %	1	-1	Alberta	
6221 : Technical sales specialists - wholesale trade	Manitoba	2	0	0.0 %	27.8 %	1	-1	Manitoba	
6221 : Technical sales specialists - wholesale trade	Nova Scotia	1	1	100.0 %	24.9 %	0	1	Nova Scotia	
6221 : Technical sales specialists - wholesale trade	Ontario	10	0	0.0 %	28.7 %	3	-3	Ontario	
6221 : Technical sales specialists - wholesale trade	Québec	3	0	0.0 %	29.1 %	1	-1	Québec	
09 : Skilled Crafts and Trades Workers		90	2	2.2 %	2.0 %	2	0		
7231 : Machinists and machining and tooling inspectors	Nova Scotia	1	0	0.0 %	5.1 %	0	0	Nova Scotia	
7237 : Welders and related machine operators	Alberta	11	0	0.0 %	3.7 %	0	0	Alberta	
7237 : Welders and related machine operators	Ontario	2	0	0.0 %	5.1 %	0	0	Ontario	
7311 : Construction millwrights and industrial mechanics	Alberta	15	0	0.0 %	2.0 %	0	0	Alberta	
7312 : Heavy-duty equipment mechanics	Alberta	17	0	0.0 %	0.8 %	0	0	Alberta	
7312 : Heavy-duty equipment mechanics	Manitoba	3	1	33.3 %	0.6 %	0	1	Manitoba	
7312 : Heavy-duty equipment mechanics	Nova Scotia	3	0	0.0 %	0.0 %	0	0	Nova Scotia	
7312 : Heavy-duty equipment mechanics	Ontario	34	1	2.9 %	2.2 %	1	0	Ontario	
7312 : Heavy-duty equipment mechanics	Québec	4	0	0.0 %	1.5 %	0	0	Québec	
10 : Clerical Personnel		42	20	47.6 %	68.9 %	29	-9		



Workplace Equity Information Management System - Joe Johnson Equipment Inc.

Workforce Analysis - Detailed Report

Date: 2018-05-11

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Barrie	25	14	56.0 %	69.6 %	17	-3	Barrie
Employment Equity Occupational Group	Calgary	1	1	100.0 %	70.2 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	8	4	50.0 %	70.3 %	6	-2	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	67.7 %	1	-1	Halifax
Employment Equity Occupational Group	Montréal	2	0	0.0 %	62.5 %	1	-1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	65.8 %	1	-1	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	2	1	50.0 %	65.2 %	1	0	Toronto
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	67.9 %	1	-1	Winnipeg
11 : Intermediate Sales and Service Personnel		17	9	52.9 %	66.1 %	11	-2	
Employment Equity Occupational Group	Barrie	5	3	60.0 %	68.8 %	3	0	Barrie
Employment Equity Occupational Group	Calgary	2	1	50.0 %	66.1 %	1	0	Calgary
Employment Equity Occupational Group	Edmonton	3	1	33.3 %	67.0 %	2	-1	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	65.5 %	1	-1	Halifax
Employment Equity Occupational Group	Montréal	2	1	50.0 %	61.8 %	1	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	61.8 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	1	100.0 %	63.9 %	1	0	Toronto
Employment Equity Occupational Group	Winnipeg	2	1	50.0 %	65.5 %	1	0	Winnipeg
13 : Other Sales and Service Personnel		1	1	100.0 %	60.9 %	1	0	
Employment Equity Occupational Group	Barrie	1	1	100.0 %	60.9 %	1	0	Barrie
14 : Other Manual Workers		6	0	0.0 %	18.0 %	1	-1	
Employment Equity Occupational Group	Barrie	3	0	0.0 %	17.9 %	1	-1	Barrie
Employment Equity Occupational Group	Calgary	1	0	0.0 %	16.4 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	16.1 %	0	0	Edmonton
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	22.1 %	0	0	Winnipeg

Workforce Analysis - Detailed Report

Date: 2018-05-11

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Women		Availability #	Gap #	Recruitment Area
			Representation %	%			
Total		262	62	23.7 %	83	-21	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2018-05-11

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
01 : Senior Managers	National	11	0	0.0 %	2.9 %	0	National	
02 : Middle and Other Managers	National	10	0	0.0 %	2.2 %	0	National	
03 : Professionals		17	0	0.0 %	1.8 %	0		
1111 : Financial auditors and accountants	National	2	0	0.0 %	1.3 %	0	National	
1121 : Human resources professionals	National	4	0	0.0 %	2.7 %	0	National	
1122 : Professional occupations in business management consulting	National	1	0	0.0 %	1.6 %	0	National	
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	2.1 %	0	National	
2132 : Mechanical engineers	National	3	0	0.0 %	0.7 %	0	National	
2171 : Information systems analysts and consultants	National	1	0	0.0 %	1.1 %	0	National	
4021 : College and other vocational instructors	National	2	0	0.0 %	2.4 %	0	National	
4163 : Business development officers and marketing researchers and consultants	National	3	0	0.0 %	2.0 %	0	National	
04 : Semi-Professionals and Technicians		6	0	0.0 %	3.0 %	0		
2232 : Mechanical engineering technologists and technicians	Alberta	1	0	0.0 %	3.5 %	0	Alberta	
2242 : Electronic service technicians (household and business equipment)	Ontario	2	0	0.0 %	1.6 %	0	Ontario	
2243 : Industrial instrument technicians and mechanics	Alberta	2	0	0.0 %	3.8 %	0	Alberta	
2282 : User support technicians	Alberta	1	0	0.0 %	3.8 %	0	Alberta	
05 : Supervisors		16	0	0.0 %	2.7 %	0		
Employment Equity Occupational Group	Barrie	10	0	0.0 %	1.7 %	0	Barrie	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.1 %	0	Calgary	
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	4.6 %	0	Edmonton	
Employment Equity Occupational Group	Halifax	1	0	0.0 %	2.2 %	0	Halifax	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	1.0 %	0	Toronto	
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	11.8 %	0	Winnipeg	
06 : Supervisors: Crafts and Trades		16	0	0.0 %	1.9 %	0		



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
7301 : Contractors and supervisors, mechanic trades	Alberta	4	0	0.0 %	2.7 %	0	0	Alberta
7301 : Contractors and supervisors, mechanic trades	Manitoba	1	0	0.0 %	3.8 %	0	0	Manitoba
7301 : Contractors and supervisors, mechanic trades	Nova Scotia	2	0	0.0 %	0.0 %	0	0	Nova Scotia
7301 : Contractors and supervisors, mechanic trades	Ontario	9	0	0.0 %	1.8 %	0	0	Ontario
07 : Administrative and Senior Clerical Personnel		10	0	0.0 %	2.1 %	0	0	
Employment Equity Occupational Group	Barrie	9	0	0.0 %	2.0 %	0	0	Barrie
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	3.6 %	0	0	Edmonton
08 : Skilled Sales and Service Personnel		20	0	0.0 %	1.8 %	0	0	
6221 : Technical sales specialists - wholesale trade	Alberta	4	0	0.0 %	2.0 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	Manitoba	2	0	0.0 %	6.3 %	0	0	Manitoba
6221 : Technical sales specialists - wholesale trade	Nova Scotia	1	0	0.0 %	2.3 %	0	0	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	10	0	0.0 %	1.0 %	0	0	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	3	0	0.0 %	1.0 %	0	0	Québec
09 : Skilled Crafts and Trades Workers		90	3	3.3 %	4.6 %	4	-1	
7231 : Machinists and machining and tooling inspectors	Nova Scotia	1	0	0.0 %	6.3 %	0	0	Nova Scotia
7237 : Welders and related machine operators	Alberta	11	0	0.0 %	6.3 %	1	-1	Alberta
7237 : Welders and related machine operators	Ontario	2	0	0.0 %	2.6 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Alberta	15	0	0.0 %	4.9 %	1	-1	Alberta
7312 : Heavy-duty equipment mechanics	Alberta	17	0	0.0 %	5.2 %	1	-1	Alberta
7312 : Heavy-duty equipment mechanics	Manitoba	3	0	0.0 %	8.2 %	0	0	Manitoba
7312 : Heavy-duty equipment mechanics	Nova Scotia	3	0	0.0 %	4.9 %	0	0	Nova Scotia
7312 : Heavy-duty equipment mechanics	Ontario	34	3	8.8 %	3.5 %	1	2	Ontario
7312 : Heavy-duty equipment mechanics	Québec	4	0	0.0 %	2.4 %	0	0	Québec
10 : Clerical Personnel		42	1	2.4 %	2.6 %	1	0	

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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
Employment Equity Occupational Group	Barrie	25	1	4.0 %	1.8 %	0	1	Barrie
Employment Equity Occupational Group	Calgary	1	0	0.0 %	3.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	8	0	0.0 %	5.1 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	2.7 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.7 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	9.8 %	0	0	Winnipeg
11 : Intermediate Sales and Service Personnel		17	0	0.0 %	3.4 %	1	-1	
Employment Equity Occupational Group	Barrie	5	0	0.0 %	2.2 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	2	0	0.0 %	2.5 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	3	0	0.0 %	4.8 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	3.2 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	2	0	0.0 %	0.9 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.0 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.6 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	2	0	0.0 %	9.8 %	0	0	Winnipeg
13 : Other Sales and Service Personnel		1	0	0.0 %	2.8 %	0	0	
Employment Equity Occupational Group	Barrie	1	0	0.0 %	2.8 %	0	0	Barrie
14 : Other Manual Workers		6	0	0.0 %	8.0 %	0	0	
Employment Equity Occupational Group	Barrie	3	0	0.0 %	6.3 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	1	0	0.0 %	4.0 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	8.2 %	0	0	Edmonton
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	16.8 %	0	0	Winnipeg



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Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #	Recruitment Area
			#	%	%	#		
Total		262	4	1.5 %	3.3 %	6	-2	

Total may not equal sum of components due to rounding.

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

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability		Gap #	Recruitment Area
			Representation #	%	#	%		
01 : Senior Managers	National	11	0	0.0 %	10.1 %	1	-1	National
02 : Middle and Other Managers	National	10	0	0.0 %	15.0 %	2	-2	National
03 : Professionals		17	1	5.9 %	21.2 %	4	-3	
1111 : Financial auditors and accountants	National	2	0	0.0 %	27.5 %	1	-1	National
1121 : Human resources professionals	National	4	0	0.0 %	14.1 %	1	-1	National
1122 : Professional occupations in business management consulting	National	1	0	0.0 %	21.6 %	0	0	National
1123 : Professional occupations in advertising, marketing and public relations	National	1	0	0.0 %	16.9 %	0	0	National
2132 : Mechanical engineers	National	3	1	33.3 %	28.6 %	1	0	National
2171 : Information systems analysts and consultants	National	1	0	0.0 %	31.4 %	0	0	National
4021 : College and other vocational instructors	National	2	0	0.0 %	13.4 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	3	0	0.0 %	21.9 %	1	-1	National
04 : Semi-Professionals and Technicians		6	0	0.0 %	21.6 %	1	-1	
2232 : Mechanical engineering technologists and technicians	Alberta	1	0	0.0 %	21.3 %	0	0	Alberta
2242 : Electronic service technicians (household and business equipment)	Ontario	2	0	0.0 %	29.3 %	1	-1	Ontario
2243 : Industrial instrument technicians and mechanics	Alberta	2	0	0.0 %	10.7 %	0	0	Alberta
2282 : User support technicians	Alberta	1	0	0.0 %	28.2 %	0	0	Alberta
05 : Supervisors		16	0	0.0 %	14.1 %	2	-2	
Employment Equity Occupational Group	Barrie	10	0	0.0 %	8.9 %	1	-1	Barrie
Employment Equity Occupational Group	Calgary	1	0	0.0 %	27.4 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	21.6 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	4.6 %	0	0	Halifax
Employment Equity Occupational Group	Toronto	1	0	0.0 %	45.8 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	15.9 %	0	0	Winnipeg
06 : Supervisors: Crafts and Trades		16	0	0.0 %	9.4 %	2	-2	

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
7301 : Contractors and supervisors, mechanic trades	Alberta	4	0	0.0 %	0	0	Alberta
7301 : Contractors and supervisors, mechanic trades	Manitoba	1	0	0.0 %	0	0	Manitoba
7301 : Contractors and supervisors, mechanic trades	Nova Scotia	2	0	0.0 %	0	0	Nova Scotia
7301 : Contractors and supervisors, mechanic trades	Ontario	9	0	0.0 %	1	-1	Ontario
07 : Administrative and Senior Clerical Personnel		10	1	10.0 %	1	0	
Employment Equity Occupational Group	Barrie	9	1	11.1 %	0	1	Barrie
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	0	0	Edmonton
08 : Skilled Sales and Service Personnel		20	0	0.0 %	3	-3	
6221 : Technical sales specialists - wholesale trade	Alberta	4	0	0.0 %	0	0	Alberta
6221 : Technical sales specialists - wholesale trade	Manitoba	2	0	0.0 %	0	0	Manitoba
6221 : Technical sales specialists - wholesale trade	Nova Scotia	1	0	0.0 %	0	0	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	10	0	0.0 %	2	-2	Ontario
6221 : Technical sales specialists - wholesale trade	Québec	3	0	0.0 %	0	0	Québec
09 : Skilled Crafts and Trades Workers		90	7	7.8 %	7	0	
7231 : Machinists and machining and tooling inspectors	Nova Scotia	1	0	0.0 %	0	0	Nova Scotia
7237 : Welders and related machine operators	Alberta	11	3	27.3 %	1	2	Alberta
7237 : Welders and related machine operators	Ontario	2	0	0.0 %	0	0	Ontario
7311 : Construction millwrights and industrial mechanics	Alberta	15	1	6.7 %	1	0	Alberta
7312 : Heavy-duty equipment mechanics	Alberta	17	2	11.8 %	1	1	Alberta
7312 : Heavy-duty equipment mechanics	Manitoba	3	1	33.3 %	0	1	Manitoba
7312 : Heavy-duty equipment mechanics	Nova Scotia	3	0	0.0 %	0	0	Nova Scotia
7312 : Heavy-duty equipment mechanics	Ontario	34	0	0.0 %	3	-3	Ontario
7312 : Heavy-duty equipment mechanics	Québec	4	0	0.0 %	0	0	Québec
10 : Clerical Personnel		42	3	7.1 %	5	-2	



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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities Representation		Members of Visible Minorities Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Barrie	25	1	4.0 %	5.1 %	1	0	Barrie
Employment Equity Occupational Group	Calgary	1	0	0.0 %	24.3 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	8	1	12.5 %	17.5 %	1	0	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	7.3 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	2	0	0.0 %	17.4 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	14.7 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	2	1	50.0 %	48.1 %	1	0	Toronto
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	17.0 %	0	0	Winnipeg
11 : Intermediate Sales and Service Personnel		17	1	5.9 %	19.7 %	3	-2	
Employment Equity Occupational Group	Barrie	5	0	0.0 %	6.4 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	2	0	0.0 %	29.7 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	3	0	0.0 %	24.8 %	1	-1	Edmonton
Employment Equity Occupational Group	Halifax	1	0	0.0 %	8.5 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	2	0	0.0 %	22.2 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	22.0 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	1	0	0.0 %	48.9 %	0	0	Toronto
Employment Equity Occupational Group	Winnipeg	2	1	50.0 %	23.2 %	0	1	Winnipeg
13 : Other Sales and Service Personnel		1	0	0.0 %	7.9 %	0	0	
Employment Equity Occupational Group	Barrie	1	0	0.0 %	7.9 %	0	0	Barrie
14 : Other Manual Workers		6	1	16.7 %	14.2 %	1	0	
Employment Equity Occupational Group	Barrie	3	0	0.0 %	5.0 %	0	0	Barrie
Employment Equity Occupational Group	Calgary	1	0	0.0 %	26.7 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	1	0	0.0 %	19.8 %	0	0	Edmonton
Employment Equity Occupational Group	Winnipeg	1	1	100.0 %	23.4 %	0	1	Winnipeg

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Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Gap #	Recruitment Area
			Representation #	Availability %		
Total		262	14	5.3 %	32	-18

Total may not equal sum of components due to rounding.

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



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Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities Representation		Persons with Disabilities Availability		Gap #	Recruitment Area
			#	%	%	#		
01/02 : Managers	National	21	1	4.8 %	4.3 %	1	0	National
03 : Professionals	National	17	0	0.0 %	3.8 %	1	-1	National
04 : Semi-Professionals and Technicians	National	6	0	0.0 %	4.6 %	0	0	National
05 : Supervisors	National	16	0	0.0 %	13.9 %	2	-2	National
06 : Supervisors: Crafts and Trades	National	16	0	0.0 %	7.8 %	1	-1	National
07 : Administrative and Senior Clerical Personnel	National	10	0	0.0 %	3.4 %	0	0	National
08 : Skilled Sales and Service Personnel	National	20	0	0.0 %	3.5 %	1	-1	National
09 : Skilled Crafts and Trades Workers	National	90	1	1.1 %	3.8 %	3	-2	National
10 : Clerical Personnel	National	42	1	2.4 %	7.0 %	3	-2	National
11 : Intermediate Sales and Service Personnel	National	17	0	0.0 %	5.6 %	1	-1	National
13 : Other Sales and Service Personnel	National	1	0	0.0 %	6.3 %	0	0	National
14 : Other Manual Workers	National	6	0	0.0 %	5.3 %	0	0	National
Total		262	3	1.1 %	5.4 %	13	-10	

Total may not equal sum of components due to rounding.

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



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WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



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WFA Defaults - Persons with Disabilities

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



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Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	11	2	18.2 %	27.4 %	3	-1
02 : Middle and Other Managers	10	5	50.0 %	38.9 %	4	1
03 : Professionals	17	6	35.3 %	48.1 %	8	-2
04 : Semi-Professionals and Technicians	6	0	0.0 %	9.9 %	1	-1
05 : Supervisors	16	6	37.5 %	58.5 %	9	-3
06 : Supervisors: Crafts and Trades	16	1	6.3 %	4.8 %	1	0
07 : Administrative and Senior Clerical Personnel	10	9	90.0 %	84.8 %	8	1
08 : Skilled Sales and Service Personnel	20	1	5.0 %	26.9 %	5	-4
09 : Skilled Crafts and Trades Workers	90	2	2.2 %	2.0 %	2	0
10 : Clerical Personnel	42	20	47.6 %	68.9 %	29	-9
11 : Intermediate Sales and Service Personnel	17	9	52.9 %	66.1 %	11	-2
13 : Other Sales and Service Personnel	1	1	100.0 %	60.9 %	1	0
14 : Other Manual Workers	6	0	0.0 %	18.0 %	1	-1
Total	262	62	23.7 %	31.8 %	83	-21

Total may not equal sum of components due to rounding.

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Aboriginal Peoples

Employment Equity Occupational Group	All Employees		Aboriginal Peoples			
	#	Representation %	#	Representation %	Availability #	Gap #
01 : Senior Managers	11	0.0%	0	2.9%	0	0
02 : Middle and Other Managers	10	0.0%	0	2.2%	0	0
03 : Professionals	17	0.0%	0	1.8%	0	0
04 : Semi-Professionals and Technicians	6	0.0%	0	3.0%	0	0
05 : Supervisors	16	0.0%	0	2.7%	0	0
06 : Supervisors: Crafts and Trades	16	0.0%	0	1.9%	0	0
07 : Administrative and Senior Clerical Personnel	10	0.0%	0	2.1%	0	0
08 : Skilled Sales and Service Personnel	20	0.0%	0	1.8%	0	0
09 : Skilled Crafts and Trades Workers	90	3.3%	3	4.6%	4	-1
10 : Clerical Personnel	42	2.4%	1	2.6%	1	0
11 : Intermediate Sales and Service Personnel	17	0.0%	0	3.4%	1	-1
13 : Other Sales and Service Personnel	1	0.0%	0	2.8%	0	0
14 : Other Manual Workers	6	0.0%	0	8.0%	0	0
Total	262	1.5%	4	3.3%	6	-2

Total may not equal sum of components due to rounding.



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Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	11	0	0.0 %	10.1 %	1	-1
02 : Middle and Other Managers	10	0	0.0 %	15.0 %	2	-2
03 : Professionals	17	1	5.9 %	21.2 %	4	-3
04 : Semi-Professionals and Technicians	6	0	0.0 %	21.6 %	1	-1
05 : Supervisors	16	0	0.0 %	14.1 %	2	-2
06 : Supervisors: Crafts and Trades	16	0	0.0 %	9.4 %	2	-2
07 : Administrative and Senior Clerical Personnel	10	1	10.0 %	6.3 %	1	0
08 : Skilled Sales and Service Personnel	20	0	0.0 %	14.8 %	3	-3
09 : Skilled Crafts and Trades Workers	90	7	7.8 %	7.9 %	7	0
10 : Clerical Personnel	42	3	7.1 %	11.3 %	5	-2
11 : Intermediate Sales and Service Personnel	17	1	5.9 %	19.7 %	3	-2
13 : Other Sales and Service Personnel	1	0	0.0 %	7.9 %	0	0
14 : Other Manual Workers	6	1	16.7 %	14.2 %	1	0
Total	262	14	5.3 %	11.8 %	32	-18

Total may not equal sum of components due to rounding.

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Persons with Disabilities

Employment Equity Occupational Group	All Employees		Representation		Persons with Disabilities		Availability		Gap	
	#	%	#	%	#	%	#	%	#	%
01/02 : Managers	21	4.8 %	1	4.3 %	1	0	0		0	
03 : Professionals	17	0.0 %	0	3.8 %	1	-1				
04 : Semi-Professionals and Technicians	6	0.0 %	0	4.6 %	0	0			0	
05 : Supervisors	16	0.0 %	0	13.9 %	2	-2				
06 : Supervisors: Crafts and Trades	16	0.0 %	0	7.8 %	1	-1				
07 : Administrative and Senior Clerical Personnel	10	0.0 %	0	3.4 %	0	0			0	
08 : Skilled Sales and Service Personnel	20	0.0 %	0	3.5 %	1	-1				
09 : Skilled Crafts and Trades Workers	90	1.1 %	1	3.8 %	3	-2				
10 : Clerical Personnel	42	2.4 %	1	7.0 %	3	-2				
11 : Intermediate Sales and Service Personnel	17	0.0 %	0	5.6 %	1	-1				
13 : Other Sales and Service Personnel	1	0.0 %	0	6.3 %	0	0			0	
14 : Other Manual Workers	6	0.0 %	0	5.3 %	0	0			0	
Total	262		3	1.1 %	13	-10				

Total may not equal sum of components due to rounding.



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WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2018-05-11

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report
Part 1: Workforce Analysis
Joe Johnson Equipment Inc.
[Date: 2018-05-11]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	24

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	05	11

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		First/Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
01	Senior Managers	10	0	27.40
02	Middle & Other Managers	7	3	38.90
03	Professionals	6	5	60.30
04	Semi-Professionals & Technicians	1	0	24.20
05	Supervisors	9	2	56.90
06	Supervisors: Crafts & Trades	15	1	5.50
07	Administrative & Senior Clerical Personnel	12	12	84.50
08	Skilled Sales & Service Personnel	18	0	27.80
09	Skilled Crafts & Trades Workers	72	0	1.50
10	Clerical Personnel	35	18	69.10
11	Intermediate Sales & Service Personnel	12	10	66.00
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	0	23.80
Total		198	51	32.2

		Table 5: Women		
		Subsequent/Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
	11	2	27.4	
	10	5	38.9	
	17	6	48.1	
	6	0	9.9	
	16	6	58.5	
	16	1	4.8	
	10	9	84.8	
	20	1	26.9	
	90	2	2.0	
	42	20	68.9	
	17	9	66.1	
	0	0	0.0	
	1	1	60.9	
	6	0	18.0	
	262	62	31.8	

*** Source:**
2011 National Household Survey

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	24

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	05	11

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	10	0	2.90
02	Middle & Other Managers	7	0	2.20
03	Professionals	6	0	2.10
04	Semi-Professionals & Technicians	1	0	1.60
05	Supervisors	9	0	1.80
06	Supervisors: Crafts & Trades	15	1	1.80
07	Administrative & Senior Clerical Personnel	12	0	2.00
08	Skilled Sales & Service Personnel	18	0	1.70
09	Skilled Crafts & Trades Workers	72	3	4.30
10	Clerical Personnel	35	0	2.30
11	Intermediate Sales & Service Personnel	12	0	3.10
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	0	0.80
Total		198	4	2.0

*** Source:**
2011 National Household Survey

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

All Employees		Aboriginal Peoples	
		Representation	Availability*
#	#	%	
11	0	2.9	
10	0	2.2	
17	0	1.8	
6	0	3.0	
16	0	2.7	
16	0	1.9	
10	0	2.1	
20	0	1.8	
90	3	4.6	
42	1	2.6	
17	0	3.4	
0	0	0.0	
1	0	2.8	
6	0	8.0	
262	4	3.3	

*** Source:**
2011 National Household Survey

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	11	24

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	05	11

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	17	0	4.30
03	Professionals	6	0	3.80
04	Semi-Professionals & Technicians	1	0	4.60
05	Supervisors	9	0	13.90
06	Supervisors: Crafts & Trades	15	0	7.80
07	Administrative & Senior Clerical Personnel	12	1	3.40
08	Skilled Sales & Service Personnel	18	0	3.50
09	Skilled Crafts & Trades Workers	72	2	3.80
10	Clerical Personnel	35	1	7.00
11	Intermediate Sales & Service Personnel	12	1	5.60
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	1	0	5.30
Total		198	5	5.2

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
		21	1	4.3
		17	0	3.8
		6	0	4.6
		16	0	13.9
		16	0	7.8
		10	0	3.4
		20	0	3.5
		90	1	3.8
		42	1	7.0
		17	0	5.6
		0	0	0.0
		1	0	6.3
		6	0	5.3
Total		262	3	5.4

*** Source:**
2012 Canadian Survey on Disability

*** Source:**
2012 Canadian Survey on Disability

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Joe Johnson Equipment Inc.
 [Date: 2018-05-11]

Start Date of Flow Data			
YYYY	MM	DD	
2015	06	17	

End Date of Flow Data			
YYYY	MM	DD	
2018	05	11	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired #	Women Hired #	All Employees Hired #	Women Hired #	All Employees Promoted #	Women Promoted #	All Employees Promoted #	Women Promoted #	All Employees Terminated #	Women Terminated #	All Employees Terminated #	Women Terminated #
01 Senior Managers	1	0	0	0	3	2	0	0	3	0	0	0
02 Middle & Other Managers	4	2	0	0	3	3	0	0	1	0	0	0
03 Professionals	7	2	0	0	3	1	0	0	1	1	0	0
04 Semi-Professionals & Technicians	1	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	4	0	0	0	7	4	0	0	4	1	0	0
06 Supervisors: Crafts & Trades	5	0	0	0	7	1	0	0	3	0	0	0
07 Administrative & Senior Clerical Personnel	5	5	0	0	3	3	0	0	3	3	0	0
08 Skilled Sales & Service Personnel	11	1	0	0	1	0	0	0	5	0	0	0
09 Skilled Crafts & Trades Workers	40	2	1	0	2	1	0	0	18	0	0	0
10 Clerical Personnel	23	9	0	0	1	1	0	0	8	4	0	0
11 Intermediate Sales & Service Personnel	7	5	0	0	0	0	0	0	3	2	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	6	0	0	0	0	0	0	0	1	0	0	0
Total	114	26	1	0	30	16	0	0	50	11	0	0

Federal Contractors Program Achievement Report
Part 2: Flow Data Analysis
Joe Johnson Equipment Inc.
 [Date: 2018-05-11]

Start Date of Flow Data			
YYYY	MM	DD	
2015	06	17	

End Date of Flow Data			
YYYY	MM	DD	
2018	05	11	

Data from Form 4 - Employees Hired

Table 2: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired #	Aboriginal Peoples Hired #	All Employees Hired #	Aboriginal Peoples Hired #
01 Senior Managers	1	0	0	0
02 Middle & Other Managers	4	0	0	0
03 Professionals	7	0	0	0
04 Semi-Professionals & Technicians	1	0	0	0
05 Supervisors	4	0	0	0
06 Supervisors: Crafts & Trades	5	0	0	0
07 Administrative & Senior Clerical Personnel	5	0	0	0
08 Skilled Sales & Service Personnel	11	0	0	0
09 Skilled Crafts & Trades Workers	40	1	1	0
10 Clerical Personnel	23	1	0	0
11 Intermediate Sales & Service Personnel	7	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	6	0	0	0
Total	114	2	1	0

Data from Form 5 - Employees Promoted

Table 6: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted #	Aboriginal Peoples Promoted #	All Employees Promoted #	Aboriginal Peoples Promoted #
01 Senior Managers	3	0	0	0
02 Middle & Other Managers	3	0	0	0
03 Professionals	3	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	7	0	0	0
06 Supervisors: Crafts & Trades	7	0	0	0
07 Administrative & Senior Clerical Personnel	3	0	0	0
08 Skilled Sales & Service Personnel	1	0	0	0
09 Skilled Crafts & Trades Workers	2	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	30	0	0	0

Data from Form 6 - Employees Terminated

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated #	Aboriginal Peoples Terminated #	All Employees Terminated #	Aboriginal Peoples Terminated #
01 Senior Managers	3	0	0	0
02 Middle & Other Managers	1	0	0	0
03 Professionals	1	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	4	0	0	0
06 Supervisors: Crafts & Trades	3	0	0	0
07 Administrative & Senior Clerical Personnel	3	0	0	0
08 Skilled Sales & Service Personnel	5	0	0	0
09 Skilled Crafts & Trades Workers	18	1	0	0
10 Clerical Personnel	8	0	0	0
11 Intermediate Sales & Service Personnel	3	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	1	0	0	0
Total	50	1	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

Start Date of Flow Data		
YYYY	MM	DD
2015	06	17

End Date of Flow Data		
YYYY	MM	DD
2018	05	11

Data from Form 4 - Employees Hired

↓ ↓ ↓ ↓

Table 3: Persons with Disabilities

Data from Form 5 - Employees Promoted

↓ ↓ ↓ ↓

Table 7: Persons with Disabilities

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	1	0	0	0	3	0	0	0	3	0	0	0
02 Middle & Other Managers	4	0	0	0	3	1	0	0	1	0	0	0
03 Professionals	7	0	0	0	3	0	0	0	1	0	0	0
04 Semi-Professionals & Technicians	1	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	4	0	0	0	7	0	0	0	4	0	0	0
06 Supervisors: Crafts & Trades	5	0	0	0	7	0	0	0	3	0	0	0
07 Administrative & Senior Clerical Personnel	5	0	0	0	3	0	0	0	3	0	0	0
08 Skilled Sales & Service Personnel	11	0	0	0	1	0	0	0	5	0	0	0
09 Skilled Crafts & Trades Workers	40	0	1	0	2	0	0	0	18	0	0	0
10 Clerical Personnel	23	0	0	0	1	0	0	0	8	0	0	0
11 Intermediate Sales & Service Personnel	7	0	0	0	0	0	0	0	3	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	6	0	0	0	0	0	0	0	1	0	0	0
Total	114	0	1	0	30	1	0	0	50	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

Start Date of Flow Data			
YYYY	MM	DD	
2015	06	17	

End Date of Flow Data			
YYYY	MM	DD	
2018	05	11	

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities Hired				Table 8: Members of Visible Minorities Promoted				Table 12: Members of Visible Minorities Terminated			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired #	Members of Visible Minorities Hired #	All Employees Hired #	Members of Visible Minorities Hired #	All Employees Promoted #	Members of Visible Minorities Promoted #	All Employees Promoted #	Members of Visible Minorities Promoted #	All Employees Terminated #	Members of Visible Minorities Terminated #	All Employees Terminated #	Members of Visible Minorities Terminated #
01 Senior Managers	1	0	0	0	3	0	0	0	3	1	0	0
02 Middle & Other Managers	4	0	0	0	3	0	0	0	1	0	0	0
03 Professionals	7	1	0	0	3	0	0	0	1	1	0	0
04 Semi-Professionals & Technicians	1	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	4	0	0	0	7	0	0	0	4	0	0	0
06 Supervisors: Crafts & Trades	5	0	0	0	7	0	0	0	3	0	0	0
07 Administrative & Senior Clerical Personnel	5	1	0	0	3	0	0	0	3	0	0	0
08 Skilled Sales & Service Personnel	11	0	0	0	1	0	0	0	5	0	0	0
09 Skilled Crafts & Trades Workers	40	4	1	0	2	1	0	0	18	1	0	0
10 Clerical Personnel	23	2	0	0	1	0	0	0	8	1	0	0
11 Intermediate Sales & Service Personnel	7	1	0	0	0	0	0	0	3	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	6	1	0	0	0	0	0	0	1	0	0	0
Total	114	10	1	0	30	1	0	0	50	4	0	0

Federal Contractors Program Achievement Report
Part 3: Goals
Joe Johnson Equipment Inc.
[Date: 2018-05-11]

Data for First/Previous Goals

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

Table 1: Women

Employment Equity Occupational Group (EEOG)	All Employees										First/Previous Short-term Goals										Women			
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years			
	2015-11-24	Actual	Projected	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	2015-11-24	Actual	Projected	Over 3 Years	From - To	2015	2018								
01 Senior Managers	10	3.2%	0	28.6%	0	0	0	0	0	0	0.0%	0	3	0	0	27.4%	-3	-3	0.0%	0.0%				
02 Middle & Other Managers	7	12.6%	0	11.8%	0	0	0	0	3	0	0.0%	0	0	0	0	38.9%	0	0	42.9%	42.9%				
03 Professionals	6	41.5%	0	8.7%	0	0	0	0	5	0	0.0%	0	-1	0	0	60.3%	1	1	83.3%	83.3%				
04 Semi-Professionals & Tech Supervisors	9	81.7%	0	0.0%	0	0	0	0	2	0	0.0%	0	3	0	0	24.2%	0	0	0.0%	0.0%				
05 Supervisors: Crafts & Trades	15	2.2%	0	19.4%	0	0	0	0	1	0	0.0%	0	-2	0	0	5.5%	-3	-3	22.2%	22.2%				
06 Administrative & Sr Clerical	18	-5.9%	0	27.3%	0	0	0	0	12	0	0.0%	0	-2	0	0	84.5%	2	2	6.7%	6.7%				
07 Skilled Sales & Service	12	3.6%	0	26.3%	0	0	0	0	0	0	0.0%	0	5	0	0	27.8%	-5	-5	100.0%	100.0%				
08 Skilled Crafts & Trades	72	7.7%	0	22.2%	0	0	0	0	0	0	0.0%	0	1	0	0	1.5%	-1	-1	0.0%	0.0%				
09 Clerical Personnel	35	6.3%	0	20.8%	0	0	0	0	18	0	0.0%	0	6	0	0	69.1%	-6	-6	51.4%	51.4%				
10 Intermediate Sales & Service	12	12.3%	0	20.7%	0	0	0	0	10	0	0.0%	0	-2	0	0	66.0%	2	2	83.3%	83.3%				
11 Semi-Skilled Manual	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!				
12 Other Sales & Service	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!				
13 Other Manual Workers	1	81.7%	0	28.6%	0	0	0	0	0	0	0.0%	0	0	0	0	23.8%	0	0	0.0%	0.0%				
Total	198	9.8%	0	21.7%	0	0	0	0	51	0	0.0%	0	13	0	0	32.2%	-13	-13	25.8%	25.8%				

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Short-term Goals		Long-term		Comments
	#	%	#	%	
01 Senior Managers	0	0%	3	0%	
02 Middle & Other Managers	0	0%	0	0%	
03 Professionals	0	0%	0	0%	
04 Semi-Professionals & Tech Supervisors	0	0%	0	0%	
05 Supervisors	1	0%	3	0%	
06 Supervisors: Crafts & Trades	0	0%	0	0%	
07 Administrative & Sr Clerical	0	0%	0	0%	
08 Skilled Sales & Service	2	0%	4	0%	
09 Skilled Crafts & Trades	1	0%	0	0%	
10 Clerical Personnel	4	0%	5	0%	
11 Intermediate Sales & Service	0	0%	0	0%	
12 Semi-Skilled Manual	0	0%	0	0%	
13 Other Sales & Service	0	0%	0	0%	
14 Other Manual Workers	0	0%	0	0%	
Total	8	0%	15	0%	

Federal Contractors Program Achievement Report

Part 3: Goals

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

Data for First/Previous Goals

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

Table 3: Aboriginal Peoples

First/Previous Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees								Aboriginal Peoples											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years		YYYY - YYYY						
	2015-11-24	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-11-24	Annually	Over 3 Years		2015	2018							
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	%	#	#	%	%	
01 Senior Managers	10	3.2%		0	28.6%		0	0	0.0%	0	0	0	0	0	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	7	12.6%		0	11.8%		0	0	0.0%	0	0	0	0	0	2.2%	0	0	0.0%	0.0%	
03 Professionals	6	41.5%		0	8.7%		0	0	0.0%	0	0	0	0	0	2.1%	0	0	0.0%	0.0%	
04 Semi-Professionals & Tech	1	81.7%		0	0.0%		0	0	0.0%	0	0	0	0	0	1.6%	0	0	0.0%	0.0%	
05 Supervisors	9	21.1%		0	32.0%		0	0	0.0%	0	0	0	0	0	1.8%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	15	2.2%		0	19.4%		0	0	0.0%	0	1	0	-1	0	1.8%	1	1	6.7%	6.7%	
07 Administrative & Sr Clerical	12	-5.9%		0	27.3%		0	0	0.0%	0	0	0	0	0	2.0%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	18	3.6%		0	26.3%		0	0	0.0%	0	0	0	0	0	1.7%	0	0	0.0%	0.0%	
09 Skilled Crafts & Trades	72	7.7%		0	22.2%		0	0	0.0%	0	3	0	0	0	4.3%	0	0	4.2%	4.2%	
10 Clerical Personnel	35	6.3%		0	20.8%		0	0	0.0%	0	0	0	1	0	2.3%	-1	-1	0.0%	0.0%	
11 Intermediate Sales & Service	12	12.3%		0	20.7%		0	0	0.0%	0	0	0	0	0	3.1%	0	0	0.0%	0.0%	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	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	1	81.7%		0	28.6%		0	0	0.0%	0	0	0	0	0	0.8%	0	0	0.0%	0.0%	
Total	198	9.8%		0	21.7%		0	0	0.0%	0	4	0	0	0	2.0%	0	0	2.0%	2.0%	

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term		
	#	%	#	%	
01 Senior Managers	0	0%	0	0%	
02 Middle & Other Managers	0	0%	0	0%	
03 Professionals	0	0%	0	0%	
04 Semi-Professionals & Tech	0	0%	0	0%	
05 Supervisors	0	0%	0	0%	
06 Supervisors: Crafts & Trades	0	0%	0	0%	
07 Administrative & Sr Clerical	0	0%	0	0%	
08 Skilled Sales & Service	0	0%	0	0%	
09 Skilled Crafts & Trades	0	0%	0	0%	
10 Clerical Personnel	1	0%	0	0%	
11 Intermediate Sales & Service	0	0%	0	0%	
12 Semi-Skilled Manual	0	0%	0	0%	
13 Other Sales & Service	0	0%	0	0%	
14 Other Manual Workers	0	0%	0	0%	
Total	1		0		

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[Date: 2018-05-11]

Data for First/Previous Goals

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
		From Workforce Analysis	From Workforce Analysis ⁴	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - (C + P x Q)	K + C	(K - M + O) ÷ (C + F)

Table 5: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	All Employees										Persons with Disabilities												
	Number		Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number		Turnover (Replacement of Terminated Employees)			Hires		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	2015-11-24	Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years	2015-11-24		Actual	Projected	Over 3 Years	2015	To 2018	%	%	%	%					
01/02 Managers	17	7.9%		0	20.2%		0	0	0	0.0%		0	1	0	0	4.3%	-1	-1	0.0%	0.0%			
03 Professionals	6	41.5%		0	8.7%		0	0	0	0.0%		0	0	0	0	3.8%	0	0	0.0%	0.0%			
04 Semi-Professionals & Tech	1	81.7%		0	0.0%		0	0	0	0.0%		0	0	0	0	4.6%	0	0	0.0%	0.0%			
05 Supervisors	9	21.1%		0	32.0%		0	0	0	0.0%		0	1	0	0	13.9%	-1	-1	0.0%	0.0%			
06 Supervisors: Crafts & Trades	15	2.2%		0	19.4%		0	0	0	0.0%		0	1	0	0	7.8%	-1	-1	0.0%	0.0%			
07 Administrative & Sr Clerical	12	-5.9%		0	27.3%		0	0	0	0.0%		0	-1	0	0	3.4%	1	1	0.0%	8.3%			
08 Skilled Sales & Service	18	3.6%		0	26.3%		0	0	0	0.0%		0	1	0	0	3.5%	-1	-1	0.0%	0.0%			
09 Skilled Crafts & Trades	72	7.7%		0	22.2%		0	0	0	0.0%		0	1	0	0	3.8%	-1	-1	0.0%	2.8%			
10 Clerical Personnel	35	6.3%		0	20.8%		0	0	0	0.0%		0	1	0	0	7.0%	-1	-1	0.0%	2.9%			
11 Intermediate Sales & Service	12	12.3%		0	20.7%		0	0	0	0.0%		0	0	0	0	5.6%	0	0	0.0%	8.3%			
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0	0.0%	0	0	0.0%	0.0%			
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%		0	0	0	0	0.0%	0	0	0.0%	0.0%			
14 Other Manual Workers	1	81.7%		0	28.6%		0	0	0	0.0%		0	0	0	0	5.3%	0	0	0.0%	0.0%			
Total	198	9.8%		0	21.7%		0	0	0	0.0%		0	5	0	0	5.2%	-5	-5	2.5%	2.5%			

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

Table 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term	
	#	%	
01/02 Managers	0	0.0	1
03 Professionals	0	0.0	0
04 Semi-Professionals & Tech	0	0.0	0
05 Supervisors	1	0.0	0
06 Supervisors: Crafts & Trades	1	0.0	0
07 Administrative & Sr Clerical	0	0.0	0
08 Skilled Sales & Service	1	0.0	0
09 Skilled Crafts & Trades	1	0.0	0
10 Clerical Personnel	1	0.0	0
11 Intermediate Sales & Service	0	0.0	0
12 Semi-Skilled Manual	0	0.0	0
13 Other Sales & Service	0	0.0	0
14 Other Manual Workers	0	0.0	0
Total	5	0.0	1

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[Date: 2018-05-11]

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Data for First/Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees										First/Previous Short-term Goals										Members of Visible Minorities					
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Over 3 Years		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years					
	2015-11-24	Actual	Projected	Actual	Projected	Actual	Projected	2015-11-24	Actual	Projected	Actual	Projected	From - To	From - To												
01 Senior Managers	10	3.2%	0	28.6%	0	0	0	1	0.0%	0	0	0	0	0	0	10.1%	0	0	10.0%	10.0%						
02 Middle & Other Managers	7	12.6%	0	11.8%	0	0	1	0.0%	0	0	0	0	0	0	0	15.0%	-1	-1	0.0%	0.0%						
03 Professionals	6	41.5%	0	8.7%	0	0	0	0.0%	0	0	0	0	0	0	0	18.3%	0	0	16.7%	16.7%						
04 Semi-Professionals & Tech	1	81.7%	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	35.9%	0	0	0.0%	0.0%						
05 Supervisors	9	21.1%	0	32.0%	0	0	0	0.0%	0	0	0	0	0	0	0	16.6%	-1	-1	0.0%	0.0%						
06 Supervisors: Crafts & Trades	15	2.2%	0	19.4%	0	0	0	0.0%	0	0	0	0	0	0	0	10.7%	-2	-2	0.0%	0.0%						
07 Administrative & Sr Clerical	18	-5.9%	0	27.3%	0	0	0	0.0%	0	0	0	0	0	0	0	5.5%	-1	-1	0.0%	0.0%						
08 Skilled Sales & Service	12	3.6%	0	26.3%	0	0	0	0.0%	0	0	0	0	0	0	0	14.9%	-1	-1	0.0%	0.0%						
09 Skilled Crafts & Trades	72	7.7%	0	22.2%	0	0	0	0.0%	0	0	0	0	0	0	0	6.4%	-1	-1	5.6%	5.6%						
10 Clerical Personnel	35	6.3%	0	20.8%	0	0	0	0.0%	0	0	0	0	0	0	0	10.2%	-3	-3	2.9%	2.9%						
11 Intermediate Sales & Service	12	12.3%	0	20.7%	0	0	0	0.0%	0	0	0	0	0	0	0	17.8%	-2	-2	0.0%	0.0%						
12 Semi-Skilled Manual	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!						
13 Other Sales & Service	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 Other Manual Workers	1	81.7%	0	28.6%	0	0	0	0.0%	0	0	0	0	0	0	0	22.1%	0	0	0.0%	0.0%						
Total	198	9.8%	0	21.7%	0	0	0	7	0.0%	0	0	0	14	0	0	10.4%	-14	-14	3.5%	3.5%						

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

Table 8: Members of Visible Minorities

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

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Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EOG)	All Employees									Women										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected		Actual	Projected			YYYY-MM-DD	Annually	Over 3 Years	Hires Required Over 3 Years	From - To						
	2018-05-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-05-11	Annually	Over 3 Years	#	2018	2021							
	#	%	%	#	%	%	#	#	%	#	#	#	%	%						
01 Senior Managers	11	3.2%	0.0%	0	28.6%	2.0%	1	1	2	2.0%	0	1	0	27.4%	27.4%	-1	-1	18.2%	18.2%	
02 Middle & Other Managers	10	12.6%	2.0%	1	11.8%	2.0%	1	2	5	2.0%	0	-1	0	38.9%	38.9%	1	1	50.0%	45.5%	
03 Professionals	17	41.5%	2.0%	1	8.7%	2.0%	1	2	6	2.0%	0	3	1	48.1%	48.1%	-2	-2	35.3%	38.9%	
04 Semi-Professionals & Tech	6	81.7%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	1	0	9.9%	9.9%	-1	-1	0.0%	0.0%	
05 Supervisors	16	21.1%	0.0%	0	32.0%	2.0%	1	1	6	2.0%	0	3	1	50.0%	58.5%	-3	-2	37.5%	43.8%	
06 Supervisors: Crafts & Trades	16	2.2%	0.0%	0	19.4%	2.0%	1	1	1	2.0%	0	0	0	4.8%	4.8%	0	0	6.3%	6.3%	
07 Administrative & Sr Clerical	10	-5.9%	0.0%	0	27.3%	2.0%	1	1	9	2.0%	1	0	0	84.8%	84.8%	1	0	90.0%	80.0%	
08 Skilled Sales & Service	20	3.6%	0.0%	0	26.3%	2.0%	1	1	1	2.0%	0	4	0	26.9%	26.9%	-4	-4	5.0%	5.0%	
09 Skilled Crafts & Trades	90	7.7%	1.5%	4	22.2%	2.0%	5	9	2	2.0%	0	0	0	2.0%	2.0%	0	0	2.2%	2.1%	
10 Clerical Personnel	42	6.3%	0.5%	1	20.8%	2.0%	3	4	20	2.0%	1	11	2	50.0%	68.9%	-9	-9	47.6%	48.8%	
11 Intermediate Sales & Service	17	12.3%	2.0%	1	20.7%	2.0%	1	2	9	2.0%	1	4	0	66.1%	66.1%	-2	-4	52.9%	44.4%	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	1	0.0%	0.0%	0	0.0%	2.0%	0	0	1	2.0%	0	0	0	60.9%	60.9%	0	0	100.0%	100.0%	
14 Other Manual Workers	6	81.7%	0.0%	0	28.6%	2.0%	0	0	0	2.0%	0	1	0	18.0%	18.0%	-1	-1	0.0%	0.0%	
Total	262	9.8%	0	0	21.7%	0	0	0	62	0.0%	0	21	0	31.8%	31.8%	-21	-21	23.7%	23.7%	

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

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

Table 10: Women

Employment Equity Occupational Group (EOG)	Women		Comments
	Short-term Goals	Long-term	
	%	%	
01 Senior Managers	27.4%	27.4%	
02 Middle & Other Managers	0.0%	0.0%	
03 Professionals	48.1%	48.1%	
04 Semi-Professionals & Tech	9.9%	9.9%	
05 Supervisors	50.0%	50.0%	
06 Supervisors: Crafts & Trades	0.0%	0.0%	
07 Administrative & Sr Clerical	0.0%	0.0%	
08 Skilled Sales & Service	26.9%	26.9%	
09 Skilled Crafts & Trades	0.0%	0.0%	
10 Clerical Personnel	50.0%	50.0%	
11 Intermediate Sales & Service	0.0%	0.0%	
12 Semi-Skilled Manual	0.0%	0.0%	
13 Other Sales & Service	0.0%	0.0%	
14 Other Manual Workers	18.0%	18.0%	
Total	0.0%	0.0%	

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

Table 11: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	All Employees										Subsequent/Current Short-term Goals										Aboriginal Peoples							
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Over 3 Years		3 Year Goals		Present Availability		Present Gap		Projected Gap		Present Representation		Projected Representation in 3 Years	
	2018-05-11	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	2018-05-11	Actual	Projected	Actual	Projected	2018	To 2021	%	%	#	#	%	%	#	#	%	%	#	#
01 Senior Managers	11	3.2%	0.0%	0	28.6%	2.0%	1	1	1	0	0	2.0%	0	0	0	0	2.9%	0	0	2.9%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
02 Middle & Other Managers	10	12.6%	2.0%	1	11.8%	2.0%	1	1	2	0	0	2.0%	0	0	0	0	2.2%	0	0	2.2%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
03 Professionals	17	41.5%	2.0%	1	8.7%	2.0%	1	2	2	0	0	2.0%	0	0	0	0	1.8%	0	0	1.8%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
04 Semi-Professionals & Tech	6	81.7%	0.0%	0	0.0%	2.0%	0	0	0	0	0	2.0%	0	0	0	0	2.7%	0	0	2.7%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
05 Supervisors	16	21.1%	0.0%	0	32.0%	2.0%	1	1	1	0	0	2.0%	0	0	0	0	1.9%	0	0	1.9%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	16	2.2%	0.0%	0	19.4%	2.0%	1	1	1	0	0	2.0%	0	0	0	0	2.1%	0	0	2.1%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
07 Administrative & Sr Clerical	10	-5.9%	0.0%	0	27.3%	2.0%	1	1	1	0	0	2.0%	0	0	0	0	1.8%	0	0	1.8%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
08 Skilled Sales & Service	20	3.6%	0.0%	0	26.3%	2.0%	1	1	1	0	0	2.0%	0	0	0	0	1.8%	0	0	1.8%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
09 Skilled Crafts & Trades	90	7.7%	1.5%	4	22.2%	2.0%	5	9	9	3	3	2.0%	0	1	0	4.6%	4.6%	-1	-1	4.6%	-1	-1	3.3%	3.3%	0	0	3.2%	3.2%
10 Clerical Personnel	42	6.3%	0.5%	1	20.8%	2.0%	3	4	4	1	1	2.0%	0	0	0	3.4%	3.4%	-1	-1	3.4%	0	0	2.4%	2.4%	0	0	2.3%	2.3%
11 Intermediate Sales & Service	17	12.3%	2.0%	1	20.7%	2.0%	1	2	2	0	0	2.0%	0	0	0	0	3.4%	0	0	3.4%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	1	0.0%	0.0%	0	0.0%	2.0%	0	0	0	0	0	2.0%	0	0	0	0	2.8%	0	0	2.8%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
13 Other Sales & Service	1	0.0%	0.0%	0	0.0%	2.0%	0	0	0	0	0	2.0%	0	0	0	0	8.0%	0	0	8.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
14 Other Manual Workers	6	81.7%	0.0%	0	28.6%	2.0%	0	0	0	0	0	2.0%	0	0	0	0	8.0%	0	0	8.0%	0	0	0.0%	0.0%	0	0	0.0%	0.0%
Total	262	9.8%	0.0%	0	21.7%	2.0%	0	0	0	4	4	0.0%	0	5	0	0	3.3%	-5	-5	3.3%	-5	-5	1.5%	1.5%	0	0	1.5%	1.5%

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples		Comments
	Short-term Goals	Long-term	
	%	%	
01 Senior Managers			
02 Middle & Other Managers			
03 Professionals			
04 Semi-Professionals & Tech			
05 Supervisors			
06 Supervisors: Crafts & Trades			
07 Administrative & Sr Clerical			
08 Skilled Sales & Service			
09 Skilled Crafts & Trades	4.6%	4.6%	
10 Clerical Personnel			
11 Intermediate Sales & Service	3.4%	3.4%	
12 Semi-Skilled Manual			
13 Other Sales & Service			
14 Other Manual Workers			
Total	0.0%		

Federal Contractors Program Achievement Report
Part 3: Goals
Joe Johnson Equipment Inc.
[Date: 2018-05-11]

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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Data sources:			From Workforce Analysis	From Workforce Analysis ⁴	Data Entry	C x E x 3	From Flow Data Analysis & Workforce Analysis ²	Data Entry	C x H x 3	F + I	From Workforce Analysis	Equivalent to H	K x L x 3	(F x Q) - R + M	J x P	Data Entry	From Workforce Analysis	From Workforce Analysis	(K - M + O) - ((C + F) x Q)	K + C	(K - M + O) ÷ (C + F)

Table 13: Persons with Disabilities Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees										Persons with Disabilities												
	Number		Growth (New Positions)		Turnover (Replacement of Terminated Employees)		Turnover (Replacement of Terminated Employees)		Anticipated Hires Over 3 Years		Number		Turnover (Replacement of Terminated Employees)		Hires Over 3 Years		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	2018-05-11	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	2018-05-11	Actual	Projected	Actual	Projected	From - To	2018	2021						
01/02 Managers	21	7.9%	2.0%	1	20.2%	4.0%	3	4	1	4.0%	0	0	0	0	0	0	0	0	4.3%	0	0	4.8%	4.5%
03 Professionals	17	41.5%	2.0%	1	8.7%	2.0%	1	2	0	2.0%	0	0	0	0	0	0	0	0	3.8%	-1	-1	0.0%	0.0%
04 Semi-Professionals & Tech	6	81.7%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	0	0	0	0	0	4.6%	0	0	0.0%	0.0%
05 Supervisors	16	21.1%	0.0%	0	32.0%	2.0%	1	1	0	2.0%	0	0	0	2	0	0	0	0	13.9%	-2	-2	0.0%	0.0%
06 Supervisors: Crafts & Trades	16	2.2%	0.0%	0	19.4%	2.0%	1	1	0	2.0%	0	0	0	1	0	0	0	0	7.8%	-1	-1	0.0%	0.0%
07 Administrative & Sr Clerical	10	-5.9%	0.0%	0	27.3%	2.0%	1	1	0	2.0%	0	0	0	0	0	0	0	0	3.4%	0	0	0.0%	0.0%
08 Skilled Crafts & Service	20	3.6%	0.0%	0	26.3%	2.0%	1	1	0	2.0%	0	0	0	1	0	0	0	0	3.5%	-1	-1	0.0%	0.0%
09 Skilled Crafts & Trades	90	7.7%	1.5%	4	22.2%	2.0%	5	9	1	2.0%	0	0	0	3	0	0	0	0	3.8%	-2	-3	1.1%	1.1%
10 Clerical Personnel	42	6.3%	0.5%	1	20.8%	2.0%	3	4	1	2.0%	0	0	0	2	0	0	0	0	7.0%	-2	-2	2.4%	2.3%
11 Intermediate Sales & Service	17	12.3%	2.0%	1	20.7%	2.0%	1	2	0	2.0%	0	0	0	1	0	0	0	0	5.6%	-1	-1	0.0%	0.0%
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0	#DIV/0!	0.0%
13 Other Sales & Service	1	0.0%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	0	0	0	0	0	6.3%	0	0	0.0%	0.0%
14 Other Manual Workers	6	81.7%	0.0%	0	28.6%	2.0%	0	0	0	2.0%	0	0	0	0	0	0	0	0	5.3%	0	0	0.0%	0.0%
Total	262	9.8%		0	21.7%		0	0	0	0.0%	0	0	0	11	0	0	0	0	5.4%	-11	-11	1.1%	1.1%

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Comments
	Short-term Goals	Long-term	
	%	%	
01/02 Managers	3.8%	3.8%	
03 Professionals	3.8%	3.8%	
04 Semi-Professionals & Tech	13.9%	13.9%	
05 Supervisors	7.8%	7.8%	
06 Supervisors: Crafts & Trades	3.5%	3.5%	
07 Administrative & Sr Clerical	3.8%	3.8%	
08 Skilled Sales & Service	7.0%	7.0%	
09 Skilled Crafts & Trades	5.6%	5.6%	
10 Clerical Personnel			
11 Intermediate Sales & Service			
12 Semi-Skilled Manual			
13 Other Sales & Service			
14 Other Manual Workers			
Total	0.0%	0.0%	

Federal Contractors Program Achievement Report

Part 3: Goals

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees									Members of Visible Minorities										
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years	
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Over 3 Years		Over 3 Years	From - To						YYYY - YYYY
	2018-05-11	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	2018-05-11	Annually	Over 3 Years	#	2018	2021	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	#	%	%	%	#	#	%	%
01 Senior Managers	11	3.2%	0.0%	0	28.6%	2.0%	1	1	0	2.0%	0	1	0	10.1%	10.1%	-1	-1	0.0%	0.0%	
02 Middle & Other Managers	10	12.6%	2.0%	1	11.8%	2.0%	1	2	0	2.0%	0	2	0	15.0%	15.0%	-2	-2	0.0%	0.0%	
03 Professionals	17	41.5%	2.0%	1	8.7%	2.0%	1	2	1	2.0%	0	3	0	21.2%	21.2%	-3	-3	5.9%	5.6%	
04 Semi-Professionals & Tech	6	81.7%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	1	0	21.6%	21.6%	-1	-1	0.0%	0.0%	
05 Supervisors	16	21.1%	0.0%	0	32.0%	2.0%	1	1	0	2.0%	0	2	0	14.1%	14.1%	-2	-2	0.0%	0.0%	
06 Supervisors: Crafts & Trades	16	2.2%	0.0%	0	19.4%	2.0%	1	1	0	2.0%	0	2	0	9.4%	9.4%	-2	-2	0.0%	0.0%	
07 Administrative & Sr Clerical	10	-5.9%	0.0%	0	27.3%	2.0%	1	1	1	2.0%	0	0	0	6.3%	6.3%	0	0	10.0%	10.0%	
08 Skilled Sales & Service	20	3.6%	0.0%	0	26.3%	2.0%	1	1	0	2.0%	0	3	0	14.8%	14.8%	-3	-3	0.0%	0.0%	
09 Skilled Crafts & Trades	90	7.7%	1.5%	4	22.2%	2.0%	5	9	7	2.0%	0	0	0	7.9%	7.9%	0	0	7.8%	7.4%	
10 Clerical Personnel	42	6.3%	0.5%	1	20.8%	2.0%	3	4	3	2.0%	0	2	0	11.3%	11.3%	-2	-2	7.1%	7.0%	
11 Intermediate Sales & Service	17	12.3%	2.0%	1	20.7%	2.0%	1	2	1	2.0%	0	3	0	19.7%	19.7%	-2	-3	5.9%	5.6%	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	1	0.0%	0.0%	0	0.0%	2.0%	0	0	0	2.0%	0	0	0	7.9%	7.9%	0	0	0.0%	0.0%	
14 Other Manual Workers	6	81.7%	0.0%	0	28.6%	2.0%	0	0	1	2.0%	0	0	0	14.2%	14.2%	0	0	16.7%	16.7%	
Total	262	9.8%		0	21.7%		0	0	14	0.0%	0	17	0	11.8%	11.8%	-17	-17	5.3%	5.3%	

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term		
		%		%	
01 Senior Managers		10.1%		10.1%	
02 Middle & Other Managers		15.0%		15.0%	
03 Professionals		21.2%		21.2%	
04 Semi-Professionals & Tech		21.6%		21.6%	
05 Supervisors		14.1%		14.1%	
06 Supervisors: Crafts & Trades		9.4%		9.4%	
07 Administrative & Sr Clerical					
08 Skilled Sales & Service		14.8%		14.8%	
09 Skilled Crafts & Trades					
10 Clerical Personnel		11.3%		11.3%	
11 Intermediate Sales & Service		19.7%		19.7%	
12 Semi-Skilled Manual					
13 Other Sales & Service					
14 Other Manual Workers					
Total		0.0%			

Federal Contractors Program Achievement Report

Part 4: Results - Women

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		All					Women					All					Women							
		Employees	Representation %	Availability %	Gap #	EE Result %	Employees	Actual #	Expected #	Difference #	Employees	Actual #	Expected #	Difference #	Employees	Actual #	Expected #	Difference #	Employees	Actual #	Expected #	Difference #		
07	2015	12	12.0	84.5	10	2	118.3			3	3	100.0	3	0					3	3	100.0			
07	2018	10	9.0	84.8	8	1	106.1			1	1	100.0	4	1					3	3	100.0			
08	2015	18	0.0	27.8	5	-5	0.0			11	1	9.1	3	-2					0	0	0.0			
08	2018	20	1.0	26.9	5	-4	18.6			11	1	9.1	3	-2					0	0	0.0			
09	2015	72	0.0	1.5	1	-1	0.0			41	2	4.9	1	1					1	1	50.0			
09	2018	90	2.2	2.0	2	0	111.1			41	2	4.9	1	1					2	2	50.0			
10	2015	35	18.0	51.4	69.1	24	-6	74.4		23	9	39.1	16	-7					1	1	100.0			
10	2018	42	20.0	47.6	68.9	29	-9	69.1		23	9	39.1	16	-7					1	1	100.0			
11	2015	12	10.0	83.3	66.0	8	2	126.3		7	5	71.4	5	0					0	0	0.0			
11	2018	17	9.0	52.9	66.1	11	-2	80.1		7	5	71.4	5	0					0	0	0.0			
12	2015	0	0.0	0.0	0.0	0	0	0.0		0	0	0.0	0	0					0	0	0.0			
12	2018	0	0.0	0.0	0.0	0	0	0.0		0	0	0.0	0	0					0	0	0.0			

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All		Women		All		Women		All		Women		
		Employees	Actual #	Goal #	Percent of Goal Met %	Employees	Actual #	Goal #	Percent of Goal Met %	Employees	Actual #	Goal #	Percent of Goal Met %	
07	2018	8	8	100.0	0	0.0	0	0.0	0	0.0	0	0.0		
07	2021	8	8	100.0	0	0.0	0	0.0	0	0.0	0	0.0		
08	2018	12	1	8.3	2	50.0	4	25.0	0.0	0.0	0.0	0.0		
08	2021	12	1	8.3	2	50.0	4	25.0	0.0	0.0	0.0	0.0		
09	2018	43	3	7.0	1	300.0	0	0.0	0.0	0.0	0.0	0.0		
09	2021	43	3	7.0	1	300.0	0	0.0	0.0	0.0	0.0	0.0		
10	2018	24	10	41.7	4	250.0	5	200.0	0.0	0.0	0.0	0.0		
10	2021	24	10	41.7	4	250.0	5	200.0	0.0	0.0	0.0	0.0		
11	2018	7	5	71.4	0	0.0	0	0.0	0.0	0.0	0.0	0.0		
11	2021	7	5	71.4	0	0.0	0	0.0	0.0	0.0	0.0	0.0		
12	2018	0	0	0.0	0	0.0	0	0.0	0.0	0.0	0.0	0.0		
12	2021	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

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		All Employees	Women			All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap		EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected	Difference						
#	#	%	%	#	#	%	#	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
	2018	1	1	100.0	60.9	1	0	164.2	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2015	1	0	0.0	23.8	0	0	0.0																
	2018	6	0	0.0	18.0	1	-1	0.0	6	0	0.0	1	-1	0	0	0.0	0	0	0	1	0	0.0	0	0
Total	2015	198	51	25.8	32.2	64	-13	80.0																
	2018	262	62	23.7	31.8	83	-21	74.4	115	26	22.6	37	-11	30	16	53.3	8	8	50	11	22.0	13	-2	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Women			Women				Women				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	6	0	0.0			0.2	0.0			0.2	0.0		
Total	2018	145	42	29.0	8	525.0	0.0	0.0	15	280.0	0.0	0.0		
	2021	145	42	29.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis											
		Workforce						Hires						Promotions						Terminations					
		All Employees		Aboriginal Peoples		Aboriginal Peoples		All Employees		Aboriginal Peoples		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples	
#	%	#	%	Availability	Gap	EE Result	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	#	%	Expected	Difference	#	%	
01	Senior Managers	2015	10	0.0	2.9	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0	0
		2018	11	0.0	2.9	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0	0
02	Middle & Other Managers	2015	7	0.0	2.2	0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0	0
		2018	10	0.0	2.2	0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0	0
03	Professionals	2015	6	0.0	2.1	0	0	0.0	7	0	0.0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0	0
		2018	17	0.0	1.8	0	0	0.0	7	0	0.0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0	0
04	Semi-Professionals & Technicians	2015	1	0.0	1.6	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
		2018	6	0.0	3.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0	0
05	Supervisors	2015	9	0.0	1.8	0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	0	7	0	0.0	0	0	0
		2018	16	0.0	2.7	0	0	0.0	4	0	0.0	0	0	0	0	0.0	0	0	0	7	0	0.0	0	0	0
06	Supervisors: Crafts & Trades	2015	15	6.7	1.8	0	1	370.4	5	0	0.0	0	0	0	0	0.0	0	0	0	7	0	0.0	0	0	0
		2018	16	0.0	1.9	0	0	0.0	5	0	0.0	0	0	0	0	0.0	0	0	0	7	0	0.0	0	0	0

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	E + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants						Goals						Comments											
		Flow Data			Short-term Goals			Long-term Goals																	
		All Employees	Aboriginal Peoples	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal		Percent of Goal Met										
#	#	%	#	%	%	#	%	#	%	#	%	#	%												
01	Senior Managers	2018	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		2021	4	0	0.0	0	0.0	0	0.0	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 & Other Managers	2018	7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		2021	7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
03	Professionals	2018	10	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		2021	10	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
04	Semi-Professionals & Technicians	2018	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		2021	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
05	Supervisors	2018	11	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		2021	11	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
06	Supervisors: Crafts & Trades	2018	12	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		2021	12	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

005544

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		All Employees					Aboriginal Peoples					All Employees					Aboriginal Peoples							
		#	Representation %	Availability %	Gap #	EE Result %	#	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #	Employees #	Actual #	Expected #	Difference #		
07 Administrative & Senior Clerical	2015	12	0.0	2.0	0	0.0	5	0	0.0	0	3	0	0.0	0	0	0.0	0	3	0	0.0	3	0	0.0	0
08 Skilled Sales & Service Personnel	2015	18	0.0	1.7	0	0.0	11	0	0.0	0	1	0	0.0	0	0	0.0	0	5	0	0.0	5	0	0.0	0
09 Skilled Crafts & Trades Workers	2015	72	3.3	4.3	3	96.9	41	1	2.4	2	2	0	0.0	0	0	0.0	0	18	1	5.6	1	0	0.0	0
10 Clerical Personnel	2015	35	0.0	2.3	1	-1	23	1	4.3	1	0	0.0	0	0	0.0	0	8	0	0.0	8	0	0.0	0	
11 Intermediate Sales & Service Personnel	2015	12	0.0	3.1	0	0.0	7	0	0.0	0	0	0	0.0	0	0	0.0	0	3	0	0.0	3	0	0.0	0
12 Semi-Skilled Manual Workers	2015	0	0.0	0.0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	0	0	0	0.0	0	0	0.0	0

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals										Comments
		All Employees					Aboriginal Peoples					Short-term Goals					Long-term Goals					
		#	Actual #	Goal #	Percent of Goal Met %	Gap #	#	Actual #	Goal #	Percent of Goal Met %	Gap #	Goal #	Percent of Goal Met %	Gap #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Gap #	Percent of Goal Met %			
07 Administrative & Senior Clerical	2018	8	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
08 Skilled Sales & Service Personnel	2018	12	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
09 Skilled Crafts & Trades Workers	2018	43	1	2.3	0	0.0	0	0	0.0	0	0.0	0	50.556	0	0.0	0	0.0	0	0.0	0	0.0	
10 Clerical Personnel	2018	24	1	4.2	1	100.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
11 Intermediate Sales & Service Personnel	2018	7	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Aboriginal Peoples						All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples			All Employees	Aboriginal Peoples							
			Representation	Availability	Gap	EE Result	Actual	Expected		Difference	Actual	Expected		Difference	Actual	Expected		Difference							
#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
13 Other Sales & Service Personnel	2015	0	0	0.0	0.0	0	0	0	0.0																
	2018	1	0	0.0	2.8	0	0	0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2015	1	0	0.0	0.8	0	0	0	0.0																
	2018	6	0	0.0	8.0	0	0	0	0.0	6	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2015	198	4	2.0	2.0	4	0	101.0																	
	2018	262	4	1.5	3.3	9	-5	46.3	115	2	1.7	4	-2	30	0	0.0	1	-1	50	1	2.0	1	0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Aboriginal Peoples			Aboriginal Peoples				Aboriginal Peoples				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0			0.0	0.0			0.0	0.0		
14 Other Manual Workers	2018	6	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	6	0	0.0			0.0	0.0			0.0	0.0		
Total	2018	145	2	1.4	1	200.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	145	2	1.4			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

005546

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations			
		All Employees		Persons with Disabilities				All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities			
		#	%	Representation	Availability	Gap	EE Result	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference	#	%	Actual	Expected	Difference		
01 & Managers	2015	17	0.0	4.3	1	-1	0.0																						
	2018	21	4.8	4.3	1	0	110.7	5	0	0.0	0	0	0	1	16.7	0	1	4	0	0.0	0	0	0	0	0	0	0		
03 Professionals	2015	6	0.0	3.8	0	0	0.0																						
	2018	17	0.0	3.8	1	-1	0.0	7	0	0.0	0	0	0	3	0.0	0	0	1	0	0.0	0	0	0	0	0	0	0		
04 Semi-Professionals & Technicians	2015	1	0.0	4.6	0	0	0.0																						
	2018	6	0.0	4.6	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0		
05 Supervisors	2015	9	0.0	13.9	1	-1	0.0																						
	2018	16	0.0	13.9	2	-2	0.0	4	0	0.0	1	-1	7	0	0.0	0	0	0	4	0	0.0	0	0	0	0	0	0		
06 Supervisors: Crafts & Trades	2015	15	0.0	7.8	1	-1	0.0																						
	2018	16	0.0	7.8	1	-1	0.0	5	0	0.0	0	0	0	7	0	0.0	0	0	3	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	E + G x 100	Part 3: Goals	Part 3: Goals	E + K x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		All Employees		Persons with Disabilities		
		#	%	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	
01 & Managers	2018	11	9.1	1	0	0.0	0	0.0	1	100.0	0.00	0.0		
	2021	11	9.1	1										
03 Professionals	2018	10	0.0	0	0	0.0	0	0.0	0	0.00	0.04	0.0		
	2021	10	0.0	0										
04 Semi-Professionals & Technicians	2018	1	0.0	0	0	0.0	0	0.0	0	0.00	0.00	0.0		
	2021	1	0.0	0										
05 Supervisors	2018	11	0.0	0	1	0.0	0	0.0	0	0.00	0.14	0.0		
	2021	11	0.0	0										
06 Supervisors: Crafts & Trades	2018	12	0.0	0	1	0.0	0	0.0	0	0.00	0.00	0.0		
	2021	12	0.0	0										

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Persons with Disabilities					All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities								
			Representation	Availability	Gap	EE Result	Actual		Expected	Difference	Actual		Expected	Difference	Actual		Expected	Difference							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2015	12	1	8.3	3.4	0	1	245.1																	
	2018	10	0	0.0	3.4	0	0	0.0	5	0	0.0	0	0	0	3	0	0.0	0	0	3	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2015	18	0	0.0	3.5	1	-1	0.0																	
	2018	20	0	0.0	3.5	1	-1	0.0	11	0	0.0	0	0	0	1	0	0.0	0	0	5	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2015	72	2	2.8	3.8	3	-1	73.1																	
	2018	90	1	1.1	3.8	3	-2	29.2	41	0	0.0	2	-2	2	0	0.0	0	0	18	0	0.0	1	-1		
10 Clerical Personnel	2015	35	1	2.9	7.0	2	-1	40.8																	
	2018	42	1	2.4	7.0	3	-2	34.0	23	0	0.0	2	-2	1	0	0.0	0	0	8	0	0.0	0	0	0	
11 Intermediate Sales & Service Personnel	2015	12	1	8.3	5.6	1	0	148.8																	
	2018	17	0	0.0	5.6	1	-1	0.0	7	0	0.0	0	0	0	0	0.0	0	0	3	0	0.0	0	0	0	
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	%	%	#	%	%	%	#	%	%	%			
07 Administrative & Senior Clerical	2018	8	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	8	0	0.0		0.0	0.0			0.0	0.0	0.0		
08 Skilled Sales & Service Personnel	2018	12	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	12	0	0.0		0.0	0.0			0.0	0.0	0.0		
09 Skilled Crafts & Trades Workers	2018	43	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	43	0	0.0		0.0	0.0			0.0	0.0	0.0		
10 Clerical Personnel	2018	24	0	0.0	1	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	24	0	0.0		0.1	0.0			0.1	0.0	0.0		
11 Intermediate Sales & Service Personnel	2018	7	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	7	0	0.0		0.1	0.0			0.1	0.0	0.0		
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0		0.0	0.0			0.0	0.0	0.0		

**Federal Contractors Program Achievement Report
Part 7: Results - Members of Visible Minorities**

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

005549

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis											Flow Data Analysis												
		All Employees					Visible Minorities					All Employees					Visible Minorities								
		#	Representation %	Availability %	Gap #	EE Result %	#	Availability %	Gap #	EE Result %	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #	#	Actual %	Expected #	Difference #			
01 Senior Managers	2015	10	11	10.0	10.1	1	0	99.0		1	0	0.0	0	0	0	0.0	0	0	0	3	3	1	33.3	0	1
	2018	11	0	0.0	10.1	1	-1	0.0		0	0	0.0	0	-1	0	0.0	0	0	0	3	0	0	0.0	0	0
02 Middle & Other Managers	2015	7	0	0.0	15.0	1	-1	0.0		4	0	0.0	1	-1	0	0.0	0	0	0	3	0	0	0.0	0	0
	2018	10	0	0.0	15.0	2	-2	0.0		0	0	0.0	1	0	0	0.0	0	0	0	3	0	0	0.0	0	0
03 Professionals	2015	6	1	16.7	18.3	1	0	91.1		7	1	14.3	1	0	0	0.0	1	-1	0	1	1	1	100.0	0	1
	2018	17	1	5.9	21.2	4	-3	27.7		0	0	0.0	0	0	0	0.0	0	0	0	3	0	0	0.0	0	0
04 Semi-Professionals & Technicians	2015	1	0	0.0	21.6	1	-1	0.0		1	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
	2018	6	0	0.0	21.6	1	-1	0.0		0	0	0.0	0	0	0	0.0	0	0	0	0	0	0	0.0	0	0
05 Supervisors	2015	9	0	0.0	16.6	1	-1	0.0		4	0	0.0	1	-1	0	0.0	0	0	0	7	7	4	0	0	0
	2018	16	0	0.0	14.1	2	-2	0.0		0	0	0.0	1	-1	0	0.0	0	0	0	7	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2015	15	0	0.0	10.7	2	-2	0.0		5	0	0.0	0	0	0	0.0	0	0	0	7	0	3	0	0	0
	2018	16	0	0.0	9.4	2	-2	0.0		0	0	0.0	0	0	0	0.0	0	0	0	7	0	0	0.0	0	0

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	Actual %	Goal #	Percent of Goal Met %	#	Percent of Goal Met %	Goal #	Percent of Goal Met %	#	Percent of Goal Met %	Goal #	Percent of Goal Met %	
01 Senior Managers	2018	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
02 Middle & Other Managers	2018	7	0	0.0	1	0.0	1	0.0	1	0.0	0	0.0		
	2021	7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
03 Professionals	2018	10	1	10.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	10	1	10.0	0	0.0	0	0.0	0	0.0	0	0.0		
04 Semi-Professionals & Technicians	2018	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
	2021	1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
05 Supervisors	2018	11	0	0.0	1	0.0	1	0.0	1	0.0	0	0.0		
	2021	11	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
06 Supervisors: Crafts & Trades	2018	12	0	0.0	1	0.0	1	0.0	1	0.0	0	0.0		
	2021	12	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis													
		Workforce										Hires				Promotions				Terminations					
		All Employees	Visible Minorities			EE Result	All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	%	#	%	#	#	%	#	#	#	%	#	#	%	#	%	#	#	%	#	#	%	#	#	
07 Administrative & Senior Clerical	2015	12	0	0.0	5.5	1	-1	0.0																	
	2018	10	1	10.0	6.3	1	0	158.7	5	1	20.0	0	1	3	0	0.0	0	0	0	3	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2015	18	0	0.0	14.9	3	-3	0.0																	
	2018	20	0	0.0	14.8	3	-3	0.0	11	0	0.0	2	-2	1	0	0.0	0	0	0	5	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2015	72	4	5.6	6.4	5	-1	86.8																	
	2018	90	7	7.8	7.9	7	0	98.5	41	4	9.8	3	1	2	1	50.0	0	1	18	1	5.6	1	0	0	
10 Clerical Personnel	2015	35	1	2.9	10.2	4	-3	28.0																	
	2018	42	3	7.1	11.3	5	-2	63.2	23	2	8.7	3	-1	1	0	0.0	0	0	8	1	12.5	0	0	1	
11 Intermediate Sales & Service Personnel	2015	12	0	0.0	17.8	2	-2	0.0																	
	2018	17	1	5.9	19.7	3	-2	29.9	7	1	14.3	1	0	0	0	0.0	0	0	3	0	0.0	0	0	0	
12 Semi-Skilled Manual Workers	2015	0	0	0.0	0.0	0	0	0.0																	
	2018	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2018	8	1	12.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	8	1	12.5		0.0	0.0			0.0	0.0			
08 Skilled Sales & Service Personnel	2018	12	0	0.0	2	0.0	0.0	0.0	2	0.0	0.0	0.0	0.0	
	2021	12	0	0.0		0.1	0.0			0.1	0.0			
09 Skilled Crafts & Trades Workers	2018	43	5	11.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	43	5	11.6		0.0	0.0			0.0	0.0			
10 Clerical Personnel	2018	24	2	8.3	1	200.0	0.0	0.0	1	200.0	0.0	0.0	0.0	
	2021	24	2	8.3		0.1	7374.6			0.1	7374.6			
11 Intermediate Sales & Service Personnel	2018	7	1	14.3	1	100.0	0.0	0.0	1	100.0	0.0	0.0	0.0	
	2021	7	1	14.3		0.2	7251.6			0.2	7251.6			
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	0	0	0.0		0.0	0.0			0.0	0.0			

**Federal Contractors Program Achievement Report
Part 7: Results - Members of Visible Minorities**

Joe Johnson Equipment Inc.

[Date: 2018-05-11]

005551

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 Workforce x 100	Part 1: Workforce Analysis	D x G + 100	E - H	E + H x 100	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	L + K x 100	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100	P x F + 100	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V + U x 100	U x F + 100	V - X

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce					Hires					Promotions					Terminations							
		All Employees	Representation	Visible Minorities Availability	Gap	EE Result	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference	All Employees	Actual	Visible Minorities Expected	Difference						
13 Other Sales & Service Personnel	2018	0	0.0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	2018	1	0.0	7.9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	2018	262	14	5.3	11.8	31	-17	45.3	115	10	8.7	14	-4	30	1	3.3	1	0	50	4	8.0	2	2	2

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		Flow Data		Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities				
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
13 Other Sales & Service Personnel	2018	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
14 Other Manual Workers	2018	6	1	16.7	0	0.0	0	0.0	0	0.0	0	0.0	0	
Total	2018	145	11	7.6	7	157.1	0	0.0	7	157.1	0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Joe Johnson Equipment Inc.
[Date: 2018-05-11]

Efforts

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

Required measures:

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

Other measures:

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

- Kept all staff, including new employees and managers, informed of the purpose of employment equity, the steps taken to implement it and the progress made in its implementation.
- Put in place a strategy to ensure a barrier-free workplace.
- Undertook initiatives to increase representation where gaps in representation were found.
- Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
- Other (please describe):

Operational Context

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

- Impact of economic and industrial conditions on the organization.

In the last year, the oil and gas industry has significantly improved making it a more competitive labour market. This has resulted in our organization recruiting from a smaller pool of resources in Alberta. In Canada, the unemployment rate is lower than it has been in 40 years, which has also contributed to a tougher pool of candidates for the organization to draw from.

- Any reorganization or other corporate structural changes.

During the period between the first and subsequent compliance assessments (2015 - 2018), the organization made internal corporate structural changes. These changes included formalizing a team of Directors and promoting two women within our organization to Senior Managers. Additionally, the organization developed and expanded multiple departments allowing the organization an opportunity to promote additional women into Supervisor roles.

- Acquisitions, mergers or transfers of employees.

The company was acquired by a US publically traded organization in 2016. One of our Senior Managers, who identified as a visible minority, was seconded by our parent company and is no longer an employee of our organization. Although this affects our visible minority representation, this was a promotion for that employee. In addition, a lot of time and attention was required by the entire organization to ensure a successful acquisition process. This resulted in a shift in priorities, including

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

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

- Other.

Additional Details

Please provide any additional information (optional):

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Joe Johnson Equipment Inc.

Primary Location: Mississauga, Ontario

Number of Employees: 262

- Ontario - 142
- Alberta - 84
- Manitoba - 14
- Quebec - 12
- Nova Scotia - 10

Organization Overview:

NAICS: 8113 - Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance

Joe Johnson Equipment Inc. provides infrastructure-maintenance equipment suppliers. JJE serves municipalities, contractors, haulers and industrial companies in Canada and the US. JJE has a long-standing reputation for distributing industry-leading products through its national branch network with a keen focus on customer support.

Key Dates – First Year Assessment

Initiated: 2015-02-04
 Received: 2015-11-27
 Closed: 2015-12-01
 WFA: 2015-11-24

Key Dates – Subsequent Assessment

Initiated: 2018-05-05
 Received: 2018-08-07
 WFA: 2018-05-11

DATA VERIFICATION

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

Yes No

Comments:

- The period reported on the Achievement report is 2015-11-24 to 2018-05-11.
- The data from the current workforce analysis included in the Achievement table is consistent with that found in Forms 1 to 6 from WEIMS.

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

ASSESSMENT OF REASONABLE PROGRESS

- In the previous assessment many gaps were found in different EEOG's in each designated groups.
- The period for which the data was submitted and analyzed was from 2015-11-24 to 2018-05-11.
- The Company has set short-term and long-term goals in percentage.
- All goals were set as per the labour market availability.

Women

01	Senior Managers	Goal not set
05	Supervisors	Goal met (400% achieved)
08	Skilled Sales & Service Personnel	Goal not met (50% achieved)
09	Skilled Crafts & Trades Workers	Goal met (300% achieved)
10	Clerical Personnel	Goal met (250% achieved)

Assessment/Observations:

- Out of five goals that were set in numerical format (i.e. not in the percentage% format) by the company, three were met and one was not set at all. Therefore it was not possible to assess the progress as no goal was set.
- EEOG 01 – Out of four new entrants, two were women. The market availability is 27.4%. The company did not set any goal in the previous submission which was accepted at that time.
- EEOG 05 - Out of 11 new entrants, four were women. The market availability is 56.9%. The company had set a goal of hiring / promoting one person and they hired / promoted four and thus were able to meet the goal (400%).

- EEOG 08 - Out of 12 new entrants, one was a woman. The market availability is 27.8%. The company had set a goal of hiring / promoting two person and they hired / promoted one and thus did not meet the goal.
- EEOG09 - Out of 43 new entrants, three were women. The market availability is 1.5%. The company had set a goal of hiring / promoting one person and they hired / promoted three, thus the company meet the goal (300%).
- EEOG 10 - Out of 24 new entrants, 10 were women. The market availability is 69.1%. The company had set a goal of hiring / promoting four persons and they hired / promoted 10, thus the company met the goal (250%).

Aboriginal Peoples

10	Clerical Personnel	Goal met (100% achieved)
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Assessment/Observations

- EEOG 10 - Out of 24 new entrants, one was an Aboriginal person. The market availability is 2.3%. The company had set a goal of hiring / promoting one person and they hired / promoted one person, thus met the goal (100%).

Persons with Disabilities

01/02	Managers	Goal not set
05	Supervisors	Goal not met (0% achieved)
06	Supervisors: Crafts & Trades	Goal not met (0% achieved)
08	Skilled Sales & Service Personnel	Goal not met (0% achieved)
09	Skilled Crafts & Trades Workers	Goal not met (0% achieved)
10	Clerical Personnel	Goal not met (0% achieved)

Assessment/Observations

- EEOG 01 & 02 - There were 11 new entrants and one was a person with disabilities, while the market availability is 4.3%. This is expected given the availability and is acceptable.
- EEOG 05 - There were 11 new entrants, but none were persons with disabilities, while the market availability is 13.9%. The company had set a goal of hiring / promoting one person and did not meet the goal.
- EEOG 06 - There were 12 new entrants, but none were persons with disabilities, while the market availability is 7.8%. The company had set a goal of hiring / promoting one person and did not meet the goal.
- EEOG 08 - There were 12 new entrants, but none were persons with disabilities, while the market availability is 3.5%. The company had set a goal of hiring / promoting one person and did not meet the goal.

- EEOG 09 - There were 43 new entrants, but none were persons with disabilities, while the market availability is 3.8%. The company had set a goal of hiring / promoting one person and did not meet the goal.
- EEOG 10 - There were 24 new entrants, but none were persons with disabilities, while the market availability is 7.0%. The company had set a goal of hiring / promoting one person and hired / promoted two, thus met the goal (200%).

Members of Visible Minorities

02	Middle & Other Managers	Goal not met (0% achieved)
05	Supervisors	Goal not met (0% achieved)
06	Supervisors: Crafts & Trades	Goal not met (0% achieved)
07	Administrative & Senior Clerical	Goal not set
08	Skilled Sales & Service Personnel	Goal not met (0% achieved)
09	Skilled Crafts & Trade Workers	Goal not set
10	Clerical Personnel	Goal met (200% achieved)
11	Intermediate Sales & Services	Goal met (100% achieved)

Assessment/Observations

- EEOG 02 - There were seven new entrants, but none were visible minorities, while the market availability is 15.0%. The company had set a goal of hiring / promoting one person and did not meet the goal.
- EEOG 05 - There were 11 new entrants, but none were visible minorities, while the market availability is 16.6%. The company had set a goal of hiring / promoting one person and did not meet the goal.
- EEOG 06 - There were 12 new entrants, but none were visible minorities, while the market availability is 10.7%. The company had set a goal of hiring / promoting one person and did not meet the goal.
- EEOG 07 - There were eight new entrants and one was a visible minority, while the market availability is 5.5%. Reasonable effort cannot be assessed since no goal was set in the previous assessment.
- EEOG 08 - There were 12 new entrants, but none were visible minorities, while the market availability is 14.9%. The company had set a goal of hiring / promoting two persons and did not meet the goal.
- EEOG 09 - There were 43 new entrants, and five were visible minorities, while the market availability is 6.4%. Reasonable effort cannot be assessed since no goal was set in the previous assessment.
- EEOG 10 - There were 24 new entrants, and two were visible minorities, while the market availability is 10.2%. The company had set a goal of hiring / promoting one person and did not meet the goal.
- EEOG 11 - There were seven new entrants, and one was a visible minority, while the market availability is 17.8%. The company had set a goal of hiring / promoting one person and met the goal (100%).

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.
- This assessment covers the data from 2015-11-24 to 2018-05-11. During their initial assessment, the organization had set 16 short-term goals and 10 goals were not met, six were met above 80%, while no goals were set for four gaps identified.
 - The Company stated that in the last year, the oil and gas industry has significantly improved, thus making it a more competitive labour market. The pool from which the company is recruiting has reduced significantly. Also, in Canada, the unemployment rate is lower than it has been in 40 years, which has also contributed to a tougher pool of candidates for the organization to draw from.
 - They also advised that during the period between the first and subsequent compliance assessments (2015 - 2018), the organization made internal corporate structural changes. These changes included formalizing a team of Directors and promoting two women within our organization to Senior Managers. Additionally, the organization developed and expanded multiple departments allowing the organization an opportunity to promote additional women into Supervisor roles.
 - The company also stated that it was acquired by a US publically traded organization in 2016. Thus a lot of time and attention was required by the entire organization to ensure a successful acquisition process. This resulted in a shift in priorities, including recruitment efforts. A successful acquisition has now taken place and it allows for further efforts and improvements to be made towards the organizations employment equity program.

ASSESSMENT OF SHORT-TERM GOALS

- All short and long-term goals are set in percentage format.
- All short-term goals are set as per the labour market availability.

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	27.4	27.4	18.2	27.4
03	Professionals	-2	48.1	48.1	35.3	48.1

04	Semi-Professionals & Tech	-1	9.9	9.9	0.0	9.9
05	Supervisors	-3	50.0	50.0	37.5	58.5
08	Skilled Sales & Service	-4	26.9	26.9	5.0	26.9
10	Clerical Personnel	-9	50.0	50.0	47.6	68.9
11	Intermediate Sales & Service	-2	NR	NR	52.9	66.1
14	Other Manual Workers	-1	18.0	18.0	0.0	18.0

Observations:

- Although availability is higher in EEOG's 05 and 10, goals were appropriately set at 50% so as not to encourage the occupational clustering of women in these occupations, and to ensure that they are inclusive of all genders.
- The company is not required to set any goals EEOG 11 since the representation is 52.9 % which is over the 50.0% mark.
- Besides these three instances, all long term and short term goals have been set exactly at availability.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
09	Skilled Crafts & Trades	-1	4.6	4.6	3.3	4.6
11	Intermediate Sales & Service	-1	3.4	3.4	0.0	3.4

Observations:

- All goals for Aboriginal Peoples have been set at availability in both the long-term and the short-term.

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
03	Professionals	-1	3.8	3.8	0.0	3.8
05	Supervisors	-2	13.9	13.9	0.0	13.9

06	Supervisors: Crafts & Trades	-1	7.8	7.8	0.0	7.8
08	Skilled Sales & Service	-1	3.5	3.5	0.0	3.5
09	Skilled Crafts & Trades	-2	3.8	3.8	1.1	3.8
10	Clerical Personnel	-2	7.0	7.0	2.4	7.0
11	Intermediate Sales & Service	-1	5.6	5.6	0.0	5.6

Observations:

- All goals for Persons with Disabilities have been set at availability in both the long-term and the short-term.

Members of Visible Minorities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3+ years)		
#	Description	#	# or %	# or %	%	%
01	Senior Managers	-1	10.1	10.1	0.0	10.1
02	Middle & Other Managers	-2	15.0	15.0	0.0	15.0
03	Professionals	-3	21.2	21.2	5.9	21.2
04	Semi-Professionals	-1	21.6	21.6	0.0	21.6
05	Supervisors	-2	14.1	14.1	0.0	14.1
06	Supervisors: Crafts and Trades	-2	9.4	9.4	0.0	9.4
08	Skilled Sales and Service Personnel	-3	14.8	14.8	0.0	14.8
10	Clerical Personnel	-2	11.3	11.3	7.1	11.3
11	Intermediate Sales and Service Personnel	-2	19.7	19.7	5.9	19.7

Observations:

- All goals for Visible Minorities have been set at availability in both the long-term and the short-term.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Given that Joe Johnson Equipment Inc. has quite a few gaps in each designated group, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups.

Name of Analyst: Neena Sharan

Date: August 03, 2018

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

Sent: October 12, 2018 2:53 PM

To: 'thui@jjei.com' <thui@jjei.com>; 'sbucking@jjei.com' <sbucking@jjei.com>; 'kgallimore@jjei.com' <kgallimore@jjei.com>

Subject: Government of Canada Agreement Number: 061367 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Ted Hui:

I am writing to inform you that the subsequent compliance assessment initiated on January 14, 2018 has been completed. As a result of the assessment, Joe Johnson Equipment Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- Given that Joe Johnson Equipment Inc. has quite a few gaps in each designated group, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that are part of these designated groups.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on January 14, 2021. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

When your organization is notified of the next assessment, the following information will be required by the due date:

- Workforce data (Forms 1 to 6) at the national level;
- An updated workforce analysis; and
- A completed Achievement Report that includes revised short-term and long-term numerical goals for any gaps in representation.

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, Joe Johnson Equipment 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.

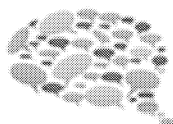
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

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

Sincerely,

Workplace Equity Team

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



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