

s.19(1)

s.24(1)



Employment and Social Development Canada
Labour Program
Federal Contractors Program

Emploi et Développement social Canada

OFFICIAL USE ONLY
Agreement N°:

Agreement to Implement Employment Equity

- New Agreement
- Revised Agreement

ORGANIZATION	
Legal Name of Organization KONICA MINOLTA BUSINESS SOLUTIONS (CANADA) LTD.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization)	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 417910	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 944 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

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.) 369 BRITANNIA ROAD EAST	City MISSISSAUGA	Province ON	Postal Code L4Z 2H5
	Telephone Number	Fax Number	

EMPLOYMENT EQUITY CONTACT	
Name (print) VIOLETTE LAREAU	Title DIRECTOR OF HUMAN RESOURCES
Telephone Number 905-890-6600 X 370	E-mail Address violette.lareau@bt.konicaminolta.ca

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

SIGNATORY	
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.	
Name (print) CHRIS DEWART	Title PRESIDENT & CEO
Telephone Number 905-890-6600	E-mail Address chris.dewart@bt.konicaminolta.ca
Signature [REDACTED]	Date May 8, 2014

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


**APPLICATION FOR EXTENSION TO SUBMIT COMPLIANCE ASSESSMENT
 INFORMATION**
Federal Contractors Program

As per Appendix D – The Federal Contractors Program for Employment Equity of Treasury Board’s *Contracting Policy*, contractors with a resident workforce of 100 or more employees who are awarded goods and services contracts of \$1 million or more are required to implement employment equity, submit information on their workforce and undergo a compliance assessment. If an unforeseen situation arises that prevents the contractor from meeting the submission of information deadline, the organization may submit an application for an extension. The application must be completed as outlined below and signed by a senior official of the corporation (e.g., chief executive officer, president or vice-president, authorized manager). Once completed, the form must be sent by email to: ee-eme@hrsdc-rhdcc.gc.ca.

I, the undersigned, on behalf of (legal name of organization) **Konica Minolta (Canada) Ltd.** (hereafter referred to as “the organization”) and (Agreement to Implement Employment Equity number) **060846**, agree to the following statements:

1. I have the authority to sign on behalf of the organization. My signature has the value of legally binding this organization to the statements made in this document, and to the possible consequences of being found in non-compliance with the Federal Contractors Program.
2. I am making the claim that the organization is unable to submit the documentation for the compliance assessment within the deadline as required by the Federal Contractors Program.
3. I am therefore requesting an extension until (date) **March 31st, 2018** for the following reason(s):

 (Please describe) **as a result of an acquisition, we have a new group to include in our assessment which we need to survey.**
4. As a senior official of the organization, I hereby declare that all of these statements are correct to the best of my knowledge, and I am requesting an extension.

Name: **Violette Lareau**

Position Title: **Director, Human Resources**

Email address: **violette.lareau@bt.konicaminolta.ca**

Telephone number: **289-374-2362**

Business address: **5875 Explorer drive, Mississauga, On. L4W 0E1**

Signature: _____

Date: **March 7, 2018**

Nyirasafari, Ange AN [NC]

From: Yakibonge, Maurice [NC] on behalf of EE-EME
Sent: March 12, 2018 3:00 PM
To: 'Violette.lareau@bt.konicaminolta.ca'
Cc: Normandin, Ward W [NC]
Subject: Extension to Submit Federal Contractors Program Compliance Assessment Information - 060846
Attachments: scan_vlareau_2018-03-07-17-17-02.pdf

Good afternoon,

You have requested an extension to submit your organization's information for the compliance assessment under the Federal Contractors Program beyond the initial deadline set by the Labour Program of Employment and Social Development Canada.

As requested, we hereby grant you an extension until **March 30th, 2018**.

Should you have any questions regarding your compliance assessment, do not hesitate to contact us at: ee-eme@hrsdc-rhdcc.gc.ca.

Maurice Yakibonge

Acting Manager, Program Operations, Workplace Equity, Labour Program
Employment and Social Development Canada / Government of Canada
maurice.yakibonge@labour-travail.gc.ca / Tel: 819-654-6099



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

From: Violette Lareau [<mailto:violette.lareau@bt.konicaminolta.ca>]
Sent: 2018-03-07 5:19 PM
To: Normandin, Ward W [NC]
Subject: FW: Your scan (Scan to My Email)

Her you go,
Violette

From: Violette Lareau [<mailto:violette.lareau@bt.konicaminolta.ca>]
Sent: Wednesday, March 7, 2018 5:17 PM
To: Violette Lareau <violette.lareau@bt.konicaminolta.ca>
Subject: Your scan (Scan to My Email)



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

Reporting Period 2015-12-16 to 2018-02-28

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	436	1	0	437	Calgary	58	1	0	59
Québec	99	0	0	99	Edmonton	56	1	0	57
Nova Scotia	40	0	0	40	Halifax	40	0	0	40
New Brunswick	30	0	0	30	Montréal	67	0	0	67
Manitoba	23	0	0	23	Regina	18	0	0	18
British Columbia	86	0	0	86	Toronto	389	1	0	390
Prince Edward Island	4	0	0	4	Vancouver	76	0	0	76
Saskatchewan	36	0	0	36	Winnipeg	23	0	0	23
Alberta	114	2	0	116	St. John's	4	0	0	4
Newfoundland and Labrador	4	0	0	4	Moncton	23	0	0	23
Total Employees in Canada				875	Saint John	7	0	0	7
					Québec	32	0	0	32
					Ottawa - Gatineau	47	0	0	47
					Saskatoon	18	0	0	18
					Victoria	5	0	0	5
					B.C. less CMAs	5	0	0	5
					P.E.I.	4	0	0	4



Konica Minolta Business Solutions (Canada) Ltd. (certificate # 060846)

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA
Reporting Period 2015-12-16 to 2018-02-28

Total Employees in Canada ▶

875



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-12-16 to 2018-02-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: \$100,000 and over Bottom Range: \$100,000 and over	4	1	1										
	3												
	2	2	2										
	1	9	6	3							1		1
	Total		12	9	3						1		1
Middle and Other Managers Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	15	15								3	3	
	3	57	44	13				1	1		11	9	2
	2	64	46	18	1		1	3	3		13	10	3
	1	2	2										
	Total		138	107	31	1		1	4	4		27	22
Professionals Top Range: \$100,000 and over Bottom Range: \$ 35,000 - \$39,999	4	7	6	1							4	4	
	3	16	12	4							2	2	
	2	33	23	10	1		1				14	9	5
	1	36	31	5				1		1	16	15	1
	Total		92	72	20	1		1	1		1	36	30
Semi-Professionals and Technicians Top Range: \$ 95,000 - \$99,999 Bottom Range: Under \$5,000	4	10	6	4							3	1	2
	3	166	166		4	4		2	2		28	28	
	2	128	124	4	3	3		5	5		11	11	
	1	1	1										
	Total		305	297	8	7	7		7	7		42	40



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-12-16 to 2018-02-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Supervisors Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 45,000 - \$49,999	4												
	3												
	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel Top Range: \$ 75,000 - \$79,999 Bottom Range: Under \$5,000	4	5	1	4									
	3	5	2	3							2	1	1
	2												
	1	1		1									
	Total	11	3	8							2	1	1
Skilled Sales and Service Personnel Top Range: \$100,000 and over Bottom Range: Under \$5,000	4	6	6								1	1	
	3	63	54	9	1		1	1		1	8	8	
	2	113	86	27	1	1		1	1		12	9	3
	1	1		1									
	Total	183	146	37	2	1	1	2	1	1	21	18	3
Clerical Personnel Top Range: \$ 65,000 - \$69,999 Bottom Range: \$ 30,000 - \$34,999	4	2	2								1	1	
	3	16	7	9	1	1		1		1	5	4	1
	2	45	22	23				1	1		12	10	2
	1	25	15	10	1		1				7	6	1
	Total	88	46	42	2	1	1	2	1	1	25	21	4



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2015-12-16 to 2018-02-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Intermediate Sales and Service Personnel Top Range: \$ 50,000 - \$54,999 Bottom Range: \$ 25,000 - \$29,999	4	5	1	4									
	3	18	3	15							2		2
	2	13	2	11	1		1				5	1	4
	1	2		2									
	Total		38	6	32	1		1			7	1	6
Semi-Skilled Manual Workers Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 30,000 - \$34,999	4	1	1								1	1	
	3	1		1									
	2												
	1	2	1	1									
	Total		4	2	2							1	1
Total Number of Employees		872	689	183	14	9	5	16	13	3	162	134	28



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Part-Time / National

Reporting Period 2015-12-16 to 2018-02-28

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: \$ 45,000 - \$49,999 Bottom Range: \$ 25,000 - \$29,999	4	1		1									
	3												
	2												
	1	1		1									
	Total		2		2								
Skilled Sales and Service Personnel Top Range: \$ 60,000 - \$64,999 Bottom Range: \$ 60,000 - \$64,999	4												
	3												
	2												
	1	1	1										
	Total		1	1									
Total Number of Employees		3	1	2									



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Full-Time / National

Reporting Period 2015-12-16 to 2018-02-28

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	5	3	2									
\$ 25,000 - \$29,999	1		1									
\$ 30,000 - \$34,999	18	10	8	1		1				3	2	1
\$ 35,000 - \$37,499	16	12	4	1	1					1	1	
\$ 37,500 - \$39,999	46	34	12							6	5	1
\$ 40,000 - \$44,999	120	77	43	2	1	1	3	3		19	12	7
\$ 45,000 - \$49,999	164	135	29	2	1	1	4	3	1	31	29	2
\$ 50,000 - \$59,999	199	174	25	6	6		5	4	1	41	36	5
\$ 60,000 - \$69,999	95	72	23	2		2	1		1	22	18	4
\$ 70,000 - \$84,999	112	91	21				2	2		22	17	5
\$ 85,000 - \$99,999	46	37	9				1	1		7	5	2
\$100,000 and over	50	44	6							10	9	1
Total Number of Employees	872	689	183	14	9	5	16	13	3	162	134	28



FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY

Part-Time / National

Reporting Period 2015-12-16 to 2018-02-28

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
\$ 25,000 - \$29,999	1		1									
\$ 40,000 - \$49,999	1		1									
\$ 50,000 and over	1	1										
Total Number of Employees	3	1	2									



Konica Minolta Business Solutions (Canada) Ltd. (certificate # 060846)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2015-12-16 to 2018-02-28

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	5	4	1							1		1
Middle and Other Managers	36	33	3	1	1		3	3		11	10	1
Professionals	97	91	6							27	24	3
Semi-Professionals and Technicians	15	13	2							6	5	1
Administrative and Senior Clerical Personnel	7	2	5							1		1
Skilled Sales and Service Personnel	142	111	31				1	1		19	13	6
Clerical Personnel	48	28	20	1		1	1	1		18	9	9
Intermediate Sales and Service Personnel	14	4	10							3	1	2
Semi-Skilled Manual Workers	1	1										
Total Number of Employees Hired	365	287	78	2	1	1	5	5		86	62	24



Konica Minolta Business Solutions (Canada) Ltd. (certificate # 060846)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED

Full-Time / National

Reporting Period 2015-12-16 to 2018-02-28

Occupational Group	Employees promoted (Employees promoted during the year are to be reported only in the occupational groups in which or to which they have been last promoted.)											
	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	36	28	8				1	1		7	6	1
Professionals	8	5	3							2	2	
Semi-Professionals and Technicians	25	25		1	1					1	1	
Skilled Sales and Service Personnel	27	24	3							3	3	
Clerical Personnel	3	3					1	1				
Intermediate Sales and Service Personnel	1		1									
Total Number of Employees Promoted	100	85	15	1	1		2	2		13	12	1
Total Number of Promotions	108	91	17	1	1		2	2		13	12	1

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2015-12-16 to 2018-02-28

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										
Middle and Other Managers	45	33	12	3	1	2	2	2		10	7	3
Professionals	53	47	6	1		1				6	5	1
Semi-Professionals and Technicians	87	86	1	2	2		2	2		11	11	
Administrative and Senior Clerical Personnel	4		4							1		1
Skilled Sales and Service Personnel	158	108	50	2		2	2	1	1	24	15	9
Clerical Personnel	46	20	26							10	3	7
Intermediate Sales and Service Personnel	13	5	8				2		2	2	1	1
Semi-Skilled Manual Workers	1	1										
Total Number of Employees Terminated	410	303	107	8	3	5	8	5	3	64	42	22



Konica Minolta Business Solutions (Canada) Ltd. (certificate # 060846)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Part-Time / National

Reporting Period 2015-12-16 to 2018-02-28

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 Sales and Service Personnel	1	1										
Total Number of Employees Terminated	1	1										

Workforce Analysis - Detailed Report

Date: 2018-03-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	12	3	25.0 %	27.4 %	3	0	National
02 : Middle and Other Managers	National	140	33	23.6 %	38.9 %	54	-21	National
03 : Professionals		92	20	21.7 %	35.1 %	32	-12	
1111 : Financial auditors and accountants	National	1	0	0.0 %	55.1 %	1	-1	National
1112 : Financial and investment analysts	National	5	1	20.0 %	50.1 %	3	-2	National
1122 : Professional occupations in business management consulting	National	15	11	73.3 %	42.0 %	6	5	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	4	50.0 %	66.4 %	5	-1	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	12.6 %	0	0	National
2171 : Information systems analysts and consultants	National	62	4	6.5 %	28.3 %	18	-14	National
04 : Semi-Professionals and Technicians		305	8	2.6 %	9.2 %	28	-20	
2242 : Electronic service technicians (household and business equipment)	Alberta	43	0	0.0 %	9.8 %	4	-4	Alberta
2242 : Electronic service technicians (household and business equipment)	British Columbia	40	0	0.0 %	5.3 %	2	-2	British Columbia
2242 : Electronic service technicians (household and business equipment)	Manitoba	12	0	0.0 %	4.7 %	1	-1	Manitoba
2242 : Electronic service technicians (household and business equipment)	New Brunswick	21	0	0.0 %	16.7 %	4	-4	New Brunswick
2242 : Electronic service technicians (household and business equipment)	Newfoundland and Labrador	3	0	0.0 %	7.6 %	0	0	Newfoundland and Labrador
2242 : Electronic service technicians (household and business equipment)	Nova Scotia	21	1	4.8 %	7.7 %	2	-1	Nova Scotia
2242 : Electronic service technicians (household and business equipment)	Ontario	83	3	3.6 %	7.4 %	6	-3	Ontario
2242 : Electronic service technicians (household and business equipment)	Prince Edward Island	3	0	0.0 %	15.4 %	0	0	Prince Edward Island
2242 : Electronic service technicians (household and business equipment)	Québec	40	1	2.5 %	7.5 %	3	-2	Québec
2242 : Electronic service technicians (household and business equipment)	Saskatchewan	18	0	0.0 %	7.4 %	1	-1	Saskatchewan
2281 : Computer network technicians	British Columbia	3	1	33.3 %	19.8 %	1	0	British Columbia
2281 : Computer network technicians	Ontario	2	0	0.0 %	20.8 %	0	0	Ontario
2282 : User support technicians	Alberta	3	1	33.3 %	26.7 %	1	0	Alberta
2282 : User support technicians	British Columbia	2	1	50.0 %	25.1 %	1	0	British Columbia

Workforce Analysis - Detailed Report

Date: 2018-03-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
2282 : User support technicians	Ontario	6	0	0.0 %	24.2 %	1	-1	Ontario
2282 : User support technicians	Québec	5	0	0.0 %	19.6 %	1	-1	Québec
05 : Supervisors		1	0	0.0 %	53.0 %	1	-1	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	53.0 %	1	-1	Toronto
07 : Administrative and Senior Clerical Personnel		11	8	72.7 %	80.1 %	9	-1	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	80.5 %	1	0	Calgary
Employment Equity Occupational Group	Montréal	1	1	100.0 %	80.8 %	1	0	Montréal
Employment Equity Occupational Group	Toronto	8	5	62.5 %	80.1 %	6	-1	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	79.0 %	1	0	Vancouver
08 : Skilled Sales and Service Personnel		184	37	20.1 %	26.7 %	49	-12	
6221 : Technical sales specialists - wholesale trade	Alberta	29	7	24.1 %	20.5 %	6	1	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	26	6	23.1 %	26.3 %	7	-1	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	7	1	14.3 %	27.8 %	2	-1	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	2	1	50.0 %	26.1 %	1	0	New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	1	0	0.0 %	30.7 %	0	0	Newfoundland and Labrador
6221 : Technical sales specialists - wholesale trade	Nova Scotia	8	1	12.5 %	24.9 %	2	-1	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	76	13	17.1 %	28.7 %	22	-9	Ontario
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
6221 : Technical sales specialists - wholesale trade	Québec	22	7	31.8 %	29.1 %	6	1	Québec
6221 : Technical sales specialists - wholesale trade	Saskatchewan	12	1	8.3 %	28.0 %	3	-2	Saskatchewan
10 : Clerical Personnel		88	42	47.7 %	66.0 %	58	-16	
Employment Equity Occupational Group	Calgary	7	1	14.3 %	70.2 %	5	-4	Calgary
Employment Equity Occupational Group	Edmonton	3	1	33.3 %	70.3 %	2	-1	Edmonton
Employment Equity Occupational Group	Halifax	3	2	66.7 %	67.7 %	2	0	Halifax

Workforce Analysis - Detailed Report

Date: 2018-03-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Employment Equity Occupational Group	Moncton	2	1	50.0 %	62.4 %	1	0	Moncton
Employment Equity Occupational Group	Montréal	1	1	100.0 %	62.5 %	1	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	65.8 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	1	1	100.0 %	61.6 %	1	0	Québec
Employment Equity Occupational Group	Regina	2	2	100.0 %	70.2 %	1	1	Regina
Employment Equity Occupational Group	Toronto	66	30	45.5 %	65.2 %	43	-13	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	70.0 %	1	0	Vancouver
Employment Equity Occupational Group	Winnipeg	1	1	100.0 %	67.9 %	1	0	Winnipeg
11 : Intermediate Sales and Service Personnel		38	32	84.2 %	63.9 %	24	8	
Employment Equity Occupational Group	Calgary	2	2	100.0 %	66.1 %	1	1	Calgary
Employment Equity Occupational Group	Edmonton	2	2	100.0 %	67.0 %	1	1	Edmonton
Employment Equity Occupational Group	Halifax	2	2	100.0 %	65.5 %	1	1	Halifax
Employment Equity Occupational Group	Montréal	4	3	75.0 %	61.8 %	2	1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	2	100.0 %	61.8 %	1	1	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	2	1	50.0 %	60.8 %	1	0	Québec
Employment Equity Occupational Group	Saskatoon	1	1	100.0 %	67.9 %	1	0	Saskatoon
Employment Equity Occupational Group	Toronto	20	17	85.0 %	63.9 %	13	4	Toronto
Employment Equity Occupational Group	Vancouver	2	2	100.0 %	64.2 %	1	1	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	65.5 %	1	-1	Winnipeg
12 : Semi-Skilled Manual Workers		4	2	50.0 %	16.4 %	1	1	
Employment Equity Occupational Group	Calgary	3	2	66.7 %	14.5 %	0	2	Calgary
Employment Equity Occupational Group	Toronto	1	0	0.0 %	22.0 %	0	0	Toronto



Workforce Analysis - Detailed Report

Date: 2018-03-28

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
Total		875	185	21.1 %	29.7 %	259	-74	

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: 2018-03-28

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
01 : Senior Managers	National	12	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	140	1	0.7 %	2.2 %	3	-2	National
03 : Professionals		92	1	1.1 %	1.3 %	1	0	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.3 %	0	0	National
1112 : Financial and investment analysts	National	5	0	0.0 %	0.9 %	0	0	National
1122 : Professional occupations in business management consulting	National	15	1	6.7 %	1.6 %	0	1	National
1123 : Professional occupations in advertising, marketing and public relations	National	8	0	0.0 %	2.1 %	0	0	National
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	0.9 %	0	0	National
2171 : Information systems analysts and consultants	National	62	0	0.0 %	1.1 %	1	-1	National
04 : Semi-Professionals and Technicians		305	7	2.3 %	2.5 %	8	-1	
2242 : Electronic service technicians (household and business equipment)	Alberta	43	2	4.7 %	3.3 %	1	1	Alberta
2242 : Electronic service technicians (household and business equipment)	British Columbia	40	2	5.0 %	2.1 %	1	1	British Columbia
2242 : Electronic service technicians (household and business equipment)	Manitoba	12	0	0.0 %	5.5 %	1	-1	Manitoba
2242 : Electronic service technicians (household and business equipment)	New Brunswick	21	1	4.8 %	4.8 %	1	0	New Brunswick
2242 : Electronic service technicians (household and business equipment)	Newfoundland and Labrador	3	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
2242 : Electronic service technicians (household and business equipment)	Nova Scotia	21	0	0.0 %	3.1 %	1	-1	Nova Scotia
2242 : Electronic service technicians (household and business equipment)	Ontario	83	1	1.2 %	1.6 %	1	0	Ontario
2242 : Electronic service technicians (household and business equipment)	Prince Edward Island	3	0	0.0 %	0.0 %	0	0	Prince Edward Island
2242 : Electronic service technicians (household and business equipment)	Québec	40	0	0.0 %	1.0 %	0	0	Québec
2242 : Electronic service technicians (household and business equipment)	Saskatchewan	18	1	5.6 %	5.0 %	1	0	Saskatchewan
2281 : Computer network technicians	British Columbia	3	0	0.0 %	2.0 %	0	0	British Columbia
2281 : Computer network technicians	Ontario	2	0	0.0 %	1.4 %	0	0	Ontario
2282 : User support technicians	Alberta	3	0	0.0 %	3.8 %	0	0	Alberta
2282 : User support technicians	British Columbia	2	0	0.0 %	1.8 %	0	0	British Columbia

Workforce Analysis - Detailed Report

Date: 2018-03-28

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	%	Availability %		
2282 : User support technicians	Ontario	6	0	0.0 %	1.6 %	0	Ontario
2282 : User support technicians	Québec	5	0	0.0 %	1.3 %	0	Québec
05 : Supervisors		1	0	0.0 %	1.0 %	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	1.0 %	0	Toronto
07 : Administrative and Senior Clerical Personnel		11	0	0.0 %	1.1 %	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	2.6 %	0	Calgary
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.7 %	0	Montréal
Employment Equity Occupational Group	Toronto	8	0	0.0 %	0.8 %	0	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.1 %	0	Vancouver
08 : Skilled Sales and Service Personnel		184	2	1.1 %	2.1 %	4	-2
6221 : Technical sales specialists - wholesale trade	Alberta	29	0	0.0 %	2.0 %	1	-1
6221 : Technical sales specialists - wholesale trade	British Columbia	26	0	0.0 %	2.5 %	1	-1
6221 : Technical sales specialists - wholesale trade	Manitoba	7	0	0.0 %	6.3 %	0	0
6221 : Technical sales specialists - wholesale trade	New Brunswick	2	0	0.0 %	0.0 %	0	0
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	1	0	0.0 %	14.9 %	0	0
6221 : Technical sales specialists - wholesale trade	Nova Scotia	8	0	0.0 %	2.3 %	0	0
6221 : Technical sales specialists - wholesale trade	Ontario	76	1	1.3 %	1.0 %	1	0
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	1	0	0.0 %	0.0 %	0	0
6221 : Technical sales specialists - wholesale trade	Québec	22	0	0.0 %	1.0 %	0	0
6221 : Technical sales specialists - wholesale trade	Saskatchewan	12	1	8.3 %	8.2 %	1	0
10 : Clerical Personnel		88	2	2.3 %	1.4 %	1	1
Employment Equity Occupational Group	Calgary	7	0	0.0 %	3.0 %	0	0
Employment Equity Occupational Group	Edmonton	3	0	0.0 %	5.1 %	0	0
Employment Equity Occupational Group	Halifax	3	0	0.0 %	2.7 %	0	0

Workforce Analysis - Detailed Report

Date: 2018-03-28

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area	
			Representation #	%	Availability %			
Employment Equity Occupational Group	Moncton	2	1	50.0 %	2.0 %	0	1	Moncton
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.8 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	2.8 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	1	0	0.0 %	0.6 %	0	0	Québec
Employment Equity Occupational Group	Regina	2	0	0.0 %	7.1 %	0	0	Regina
Employment Equity Occupational Group	Toronto	66	1	1.5 %	0.7 %	0	1	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	2.4 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	9.8 %	0	0	Winnipeg
11 : Intermediate Sales and Service Personnel		38	1	2.6 %	1.8 %	1	0	
Employment Equity Occupational Group	Calgary	2	0	0.0 %	2.5 %	0	0	Calgary
Employment Equity Occupational Group	Edmonton	2	0	0.0 %	4.8 %	0	0	Edmonton
Employment Equity Occupational Group	Halifax	2	0	0.0 %	3.2 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	4	0	0.0 %	0.9 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	3.0 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	2	0	0.0 %	1.2 %	0	0	Québec
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	8.2 %	0	0	Saskatoon
Employment Equity Occupational Group	Toronto	20	1	5.0 %	0.6 %	0	1	Toronto
Employment Equity Occupational Group	Vancouver	2	0	0.0 %	2.3 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	9.8 %	0	0	Winnipeg
12 : Semi-Skilled Manual Workers		4	0	0.0 %	2.8 %	0	0	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	3.5 %	0	0	Calgary
Employment Equity Occupational Group	Toronto	1	0	0.0 %	0.7 %	0	0	Toronto



Workforce Analysis - Detailed Report

Date: 2018-03-28

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples			Gap #	Recruitment Area
			Representation #	%	Availability %		
Total		875	14	1.6 %	2.1 %	18	-4

Total may not equal sum of components due to rounding.

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

Workplace Equity Information Management System - Konica Minolta Business Solutions (Canada) Ltd.

Workforce Analysis - Detailed Report

Date: 2018-03-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Gap #	Recruitment Area
			Representation		Availability				
			#	%	%	#			
01 : Senior Managers	National	12	1	8.3 %	10.1 %	1	0	National	
02 : Middle and Other Managers	National	140	27	19.3 %	15.0 %	21	6	National	
03 : Professionals		92	36	39.1 %	28.8 %	26	10		
1111 : Financial auditors and accountants	National	1	0	0.0 %	27.5 %	0	0	National	
1112 : Financial and investment analysts	National	5	3	60.0 %	35.4 %	2	1	National	
1122 : Professional occupations in business management consulting	National	15	4	26.7 %	21.6 %	3	1	National	
1123 : Professional occupations in advertising, marketing and public relations	National	8	4	50.0 %	16.9 %	1	3	National	
2147 : Computer engineers (except software engineers and designers)	National	1	0	0.0 %	38.2 %	0	0	National	
2171 : Information systems analysts and consultants	National	62	25	40.3 %	31.4 %	19	6	National	
04 : Semi-Professionals and Technicians		305	42	13.8 %	21.2 %	65	-23		
2242 : Electronic service technicians (household and business equipment)	Alberta	43	9	20.9 %	23.2 %	10	-1	Alberta	
2242 : Electronic service technicians (household and business equipment)	British Columbia	40	8	20.0 %	32.8 %	13	-5	British Columbia	
2242 : Electronic service technicians (household and business equipment)	Manitoba	12	1	8.3 %	16.8 %	2	-1	Manitoba	
2242 : Electronic service technicians (household and business equipment)	New Brunswick	21	1	4.8 %	3.2 %	1	0	New Brunswick	
2242 : Electronic service technicians (household and business equipment)	Newfoundland and Labrador	3	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador	
2242 : Electronic service technicians (household and business equipment)	Nova Scotia	21	0	0.0 %	1.4 %	0	0	Nova Scotia	
2242 : Electronic service technicians (household and business equipment)	Ontario	83	17	20.5 %	29.3 %	24	-7	Ontario	
2242 : Electronic service technicians (household and business equipment)	Prince Edward Island	3	0	0.0 %	0.0 %	0	0	Prince Edward Island	
2242 : Electronic service technicians (household and business equipment)	Québec	40	1	2.5 %	12.9 %	5	-4	Québec	
2242 : Electronic service technicians (household and business equipment)	Saskatchewan	18	1	5.6 %	17.1 %	3	-2	Saskatchewan	
2281 : Computer network technicians	British Columbia	3	0	0.0 %	28.5 %	1	-1	British Columbia	
2281 : Computer network technicians	Ontario	2	1	50.0 %	34.1 %	1	0	Ontario	
2282 : User support technicians	Alberta	3	1	33.3 %	28.2 %	1	0	Alberta	
2282 : User support technicians	British Columbia	2	0	0.0 %	32.5 %	1	-1	British Columbia	

Workforce Analysis - Detailed Report

Date: 2018-03-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities					Recruitment Area
			Representation		Availability		Gap #	
			#	%	%	#		
2282 : User support technicians	Ontario	6	2	33.3 %	35.9 %	2	0	Ontario
2282 : User support technicians	Québec	5	0	0.0 %	18.2 %	1	-1	Québec
05 : Supervisors		1	0	0.0 %	45.8 %	0	0	
Employment Equity Occupational Group	Toronto	1	0	0.0 %	45.8 %	0	0	Toronto
07 : Administrative and Senior Clerical Personnel		11	2	18.2 %	32.9 %	4	-2	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	16.5 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	1	0	0.0 %	12.2 %	0	0	Montréal
Employment Equity Occupational Group	Toronto	8	1	12.5 %	37.3 %	3	-2	Toronto
Employment Equity Occupational Group	Vancouver	1	1	100.0 %	35.3 %	0	1	Vancouver
08 : Skilled Sales and Service Personnel		184	21	11.4 %	15.4 %	28	-7	
6221 : Technical sales specialists - wholesale trade	Alberta	29	5	17.2 %	11.3 %	3	2	Alberta
6221 : Technical sales specialists - wholesale trade	British Columbia	26	5	19.2 %	24.7 %	6	-1	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	7	0	0.0 %	7.8 %	1	-1	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	2	0	0.0 %	0.0 %	0	0	New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0	0	Newfoundland and Labrador
6221 : Technical sales specialists - wholesale trade	Nova Scotia	8	0	0.0 %	2.7 %	0	0	Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	76	11	14.5 %	20.8 %	16	-5	Ontario
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
6221 : Technical sales specialists - wholesale trade	Québec	22	0	0.0 %	8.5 %	2	-2	Québec
6221 : Technical sales specialists - wholesale trade	Saskatchewan	12	0	0.0 %	2.7 %	0	0	Saskatchewan
10 : Clerical Personnel		88	25	28.4 %	40.1 %	35	-10	
Employment Equity Occupational Group	Calgary	7	1	14.3 %	24.3 %	2	-1	Calgary
Employment Equity Occupational Group	Edmonton	3	0	0.0 %	17.5 %	1	-1	Edmonton
Employment Equity Occupational Group	Halifax	3	1	33.3 %	7.3 %	0	1	Halifax

Workforce Analysis - Detailed Report

Date: 2018-03-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area	
			Representation #	Availability %	Availability #			
Employment Equity Occupational Group	Moncton	2	0	0.0 %	1.5 %	0	Moncton	
Employment Equity Occupational Group	Montréal	1	0	0.0 %	17.4 %	0	Montréal	
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	14.7 %	0	Ottawa - Gatineau	
Employment Equity Occupational Group	Québec	1	0	0.0 %	2.0 %	0	Québec	
Employment Equity Occupational Group	Regina	2	0	0.0 %	6.7 %	0	Regina	
Employment Equity Occupational Group	Toronto	66	23	34.8 %	48.1 %	32	-9	Toronto
Employment Equity Occupational Group	Vancouver	1	0	0.0 %	42.3 %	0	0	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	17.0 %	0	0	Winnipeg
11 : Intermediate Sales and Service Personnel		38	7	18.4 %	36.1 %	14	-7	
Employment Equity Occupational Group	Calgary	2	0	0.0 %	29.7 %	1	-1	Calgary
Employment Equity Occupational Group	Edmonton	2	1	50.0 %	24.8 %	0	1	Edmonton
Employment Equity Occupational Group	Halifax	2	0	0.0 %	8.5 %	0	0	Halifax
Employment Equity Occupational Group	Montréal	4	0	0.0 %	22.2 %	1	-1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	2	0	0.0 %	22.0 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Québec	2	0	0.0 %	3.0 %	0	0	Québec
Employment Equity Occupational Group	Saskatoon	1	0	0.0 %	11.6 %	0	0	Saskatoon
Employment Equity Occupational Group	Toronto	20	5	25.0 %	48.9 %	10	-5	Toronto
Employment Equity Occupational Group	Vancouver	2	1	50.0 %	47.5 %	1	0	Vancouver
Employment Equity Occupational Group	Winnipeg	1	0	0.0 %	23.2 %	0	0	Winnipeg
12 : Semi-Skilled Manual Workers		4	1	25.0 %	39.2 %	2	-1	
Employment Equity Occupational Group	Calgary	3	0	0.0 %	33.1 %	1	-1	Calgary
Employment Equity Occupational Group	Toronto	1	1	100.0 %	57.5 %	1	0	Toronto



Workforce Analysis - Detailed Report

Date: 2018-03-28

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities			Gap #	Recruitment Area
			Representation #	%	Availability %		
Total		875	162	18.5 %	22.4 %	196	-34

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: 2018-03-28

Persons with Disabilities

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities				Gap #	Recruitment Area
			Representation #	%	Availability %	#		
01/02 : Managers	National	152	4	2.6 %	4.3 %	7	-3	National
03 : Professionals	National	92	1	1.1 %	3.8 %	3	-2	National
04 : Semi-Professionals and Technicians	National	305	7	2.3 %	4.6 %	14	-7	National
05 : Supervisors	National	1	0	0.0 %	13.9 %	0	0	National
07 : Administrative and Senior Clerical Personnel	National	11	0	0.0 %	3.4 %	0	0	National
08 : Skilled Sales and Service Personnel	National	184	2	1.1 %	3.5 %	6	-4	National
10 : Clerical Personnel	National	88	2	2.3 %	7.0 %	6	-4	National
11 : Intermediate Sales and Service Personnel	National	38	0	0.0 %	5.6 %	2	-2	National
12 : Semi-Skilled Manual Workers	National	4	0	0.0 %	4.8 %	0	0	National
Total		875	16	1.8 %	4.5 %	38	-22	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2018-03-28

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

To better understand the representation of designated groups by NOC.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2018-03-28

WFA Defaults - Persons with Disabilities

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



Workforce Analysis - Summary Report

Date: 2018-03-28

Women

Employment Equity Occupational Group	All Employees #	Representation		Women Availability		Gap #
		#	%	%	#	
01 : Senior Managers	12	3	25.0 %	27.4 %	3	0
02 : Middle and Other Managers	140	33	23.6 %	38.9 %	54	-21
03 : Professionals	92	20	21.7 %	35.1 %	32	-12
04 : Semi-Professionals and Technicians	305	8	2.6 %	9.2 %	28	-20
05 : Supervisors	1	0	0.0 %	53.0 %	1	-1
07 : Administrative and Senior Clerical Personnel	11	8	72.7 %	80.1 %	9	-1
08 : Skilled Sales and Service Personnel	184	37	20.1 %	26.7 %	49	-12
10 : Clerical Personnel	88	42	47.7 %	66.0 %	58	-16
11 : Intermediate Sales and Service Personnel	38	32	84.2 %	63.9 %	24	8
12 : Semi-Skilled Manual Workers	4	2	50.0 %	16.4 %	1	1
Total	875	185	21.1 %	29.7 %	259	-74

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-03-28

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples Representation		Aboriginal Peoples Availability		Gap #
		#	%	%	#	
01 : Senior Managers	12	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	140	1	0.7 %	2.2 %	3	-2
03 : Professionals	92	1	1.1 %	1.3 %	1	0
04 : Semi-Professionals and Technicians	305	7	2.3 %	2.5 %	8	-1
05 : Supervisors	1	0	0.0 %	1.0 %	0	0
07 : Administrative and Senior Clerical Personnel	11	0	0.0 %	1.1 %	0	0
08 : Skilled Sales and Service Personnel	184	2	1.1 %	2.1 %	4	-2
10 : Clerical Personnel	88	2	2.3 %	1.4 %	1	1
11 : Intermediate Sales and Service Personnel	38	1	2.6 %	1.8 %	1	0
12 : Semi-Skilled Manual Workers	4	0	0.0 %	2.8 %	0	0
Total	875	14	1.6 %	2.1 %	18	-4

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-03-28

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
		#	#	%	%	
01 : Senior Managers	12	1	8.3 %	10.1 %	1	0
02 : Middle and Other Managers	140	27	19.3 %	15.0 %	21	6
03 : Professionals	92	36	39.1 %	28.8 %	26	10
04 : Semi-Professionals and Technicians	305	42	13.8 %	21.2 %	65	-23
05 : Supervisors	1	0	0.0 %	45.8 %	0	0
07 : Administrative and Senior Clerical Personnel	11	2	18.2 %	32.9 %	4	-2
08 : Skilled Sales and Service Personnel	184	21	11.4 %	15.4 %	28	-7
10 : Clerical Personnel	88	25	28.4 %	40.1 %	35	-10
11 : Intermediate Sales and Service Personnel	38	7	18.4 %	36.1 %	14	-7
12 : Semi-Skilled Manual Workers	4	1	25.0 %	39.2 %	2	-1
Total	875	162	18.5 %	22.4 %	196	-34

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-03-28

Persons with Disabilities

Employment Equity Occupational Group	All Employees #	Persons with Disabilities				Gap #
		Representation		Availability		
		#	%	%	#	
01/02 : Managers	152	4	2.6 %	4.3 %	7	-3
03 : Professionals	92	1	1.1 %	3.8 %	3	-2
04 : Semi-Professionals and Technicians	305	7	2.3 %	4.6 %	14	-7
05 : Supervisors	1	0	0.0 %	13.9 %	0	0
07 : Administrative and Senior Clerical Personnel	11	0	0.0 %	3.4 %	0	0
08 : Skilled Sales and Service Personnel	184	2	1.1 %	3.5 %	6	-4
10 : Clerical Personnel	88	2	2.3 %	7.0 %	6	-4
11 : Intermediate Sales and Service Personnel	38	0	0.0 %	5.6 %	2	-2
12 : Semi-Skilled Manual Workers	4	0	0.0 %	4.8 %	0	0
Total	875	16	1.8 %	4.5 %	38	-22

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2018-03-28

Reasons for selecting a different analysis scope, recruitment area or recruitment location:

To better understand the representation of designated groups by NOC.

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2018-03-28

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Data from First/Previous Workforce Analysis

↓ ↓ ↓

Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2015	12	15

Data from Subsequent/Current Workforce Analysis

↓ ↓ ↓

Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2018	02	28

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities	
		Representation	Availability*
		#	%
01/02 Managers	146	4	4.30
03 Professionals	50	1	3.80
04 Semi-Professionals & Technicians	391	9	4.60
05 Supervisors	3	0	13.90
06 Supervisors: Crafts & Trades	0	0	0.00
07 Administrative & Senior Clerical Personnel	8	0	3.40
08 Skilled Sales & Service Personnel	197	3	3.50
09 Skilled Crafts & Trades Workers	0	0	0.00
10 Clerical Personnel	85	1	7.00
11 Intermediate Sales & Service Personnel	43	2	5.60
12 Semi-Skilled Manual Workers	4	0	4.80
13 Other Sales & Service Personnel	0	0	0.00
14 Other Manual Workers	0	0	0.00
Total	927	20	4.6

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees	Persons with Disabilities	
		Representation	Availability*
		#	%
01/02 Managers	152	4	4.3
03 Professionals	92	1	3.8
04 Semi-Professionals & Technicians	305	7	4.6
05 Supervisors	1	0	13.9
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	11	0	3.4
08 Skilled Sales & Service Personnel	184	2	3.5
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	88	2	7.0
11 Intermediate Sales & Service Personnel	38	0	5.6
12 Semi-Skilled Manual Workers	4	0	4.8
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	0.0
Total	875	16	4.5

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

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

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Start Date of Flow Data		
YYYY	MM	DD
2015	12	16

End Date of Flow Data		
YYYY	MM	DD
2018	02	28

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 1: Women

Table 5: Women

Table 9: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
	01 Senior Managers	5	1	0
02 Middle & Other Managers	36	3	0	0
03 Professionals	97	6	0	0
04 Semi-Professionals & Technicians	15	2	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	7	5	0	0
08 Skilled Sales & Service Personnel	142	31	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	48	20	0	0
11 Intermediate Sales & Service Personnel	14	10	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	365	78	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
#	#	#	#
0	0	0	0
36	8	0	0
8	3	0	0
25	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
27	3	0	0
0	0	0	0
3	0	0	0
1	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
100	15	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
#	#	#	#
3	0	0	0
45	12	0	0
53	6	0	0
87	1	0	0
0	0	0	0
0	0	0	0
4	4	0	0
158	50	0	0
0	0	0	0
46	26	0	0
13	8	0	0
1	0	0	0
0	0	0	0
0	0	0	0
410	107	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Start Date of Flow Data		
YYYY	MM	DD
2015	12	16

End Date of Flow Data		
YYYY	MM	DD
2018	02	28

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
	#	#	#	#
	01 Senior Managers	5	0	0
02 Middle & Other Managers	36	1	0	0
03 Professionals	97	0	0	0
04 Semi-Professionals & Technicians	15	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	7	0	0	0
08 Skilled Sales & Service Personnel	142	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	48	1	0	0
11 Intermediate Sales & Service Personnel	14	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	365	2	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted
#	#	#	#
0	0	0	0
36	1	0	0
8	0	0	0
25	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
27	0	0	0
0	0	0	0
3	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
100	1	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
#	#	#	#
3	0	0	0
45	3	0	0
53	1	0	0
87	2	0	0
0	0	0	0
0	0	0	0
4	0	0	0
158	2	0	0
0	0	0	0
46	0	0	0
13	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
410	8	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Start Date of Flow Data		
YYYY	MM	DD
2015	12	16

End Date of Flow Data		
YYYY	MM	DD
2018	02	28

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 3: Persons with Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	5	0	0
02 Middle & Other Managers	36	3	0	0
03 Professionals	97	0	0	0
04 Semi-Professionals & Technicians	15	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	7	0	0	0
08 Skilled Sales & Service Personnel	142	1	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	48	1	0	0
11 Intermediate Sales & Service Personnel	14	0	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	365	5	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
0	0	0	0
36	1	0	0
8	0	0	0
25	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
27	0	0	0
0	0	0	0
3	1	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
100	2	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
3	0	0	0
45	2	0	0
53	0	0	0
87	2	0	0
0	0	0	0
0	0	0	0
4	0	0	0
158	2	0	0
0	0	0	0
46	0	0	0
13	2	0	0
1	0	0	0
0	0	0	0
0	0	0	0
410	8	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Start Date of Flow Data		
YYYY	MM	DD
2015	12	16

End Date of Flow Data		
YYYY	MM	DD
2018	02	28

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

↓ ↓ ↓ ↓

Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	5	1	0
02 Middle & Other Managers	36	11	0	0
03 Professionals	97	27	0	0
04 Semi-Professionals & Technicians	15	6	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	7	1	0	0
08 Skilled Sales & Service Personnel	142	19	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	48	18	0	0
11 Intermediate Sales & Service Personnel	14	3	0	0
12 Semi-Skilled Manual Workers	1	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	365	86	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Members of Visible Minorities Promoted	All Employees Promoted	Members of Visible Minorities Promoted
#	#	#	#
0	0	0	0
36	7	0	0
8	2	0	0
25	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
27	3	0	0
0	0	0	0
3	0	0	0
1	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
100	13	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
#	#	#	#
3	0	0	0
45	10	0	0
53	6	0	0
87	11	0	0
0	0	0	0
0	0	0	0
4	1	0	0
158	24	0	0
0	0	0	0
46	10	0	0
13	2	0	0
1	0	0	0
0	0	0	0
0	0	0	0
410	64	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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 1: Women

Employment Equity Occupational Group (EEOG)		All Employees										Women														
		First/Previous Short-term Goals										3 Year Goals														
		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	From - To		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual		Projected	Actual	Projected	Actual	Projected	2015		2018						
		2015-12-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	#	#	#	#	#	#	#	#	%	%	%	#	#	%	%			
01	Senior Managers	11		0.0%	0		27.0%	9	9	2	27.0%	2	3	3	30.0%	27.4%	-1	0	18.2%	27.3%						
02	Middle & Other Managers	135		3.0%	12		8.0%	32	44	41	8.0%	10	26	17	38.9%	38.9%	-12	-9	30.4%	32.7%						
03	Professionals	50		6.0%	9		16.0%	24	33	19	16.0%	9	15	14	41.8%	41.8%	-2	-1	38.0%	40.7%						
04	Semi-Professionals & Tech	391		2.0%	23		7.0%	82	105	8	7.0%	2	31	9	8.9%	8.9%	-27	-22	2.0%	3.6%						
05	Supervisors	3		0	0		0	0	0	2	0.0%	0	0	0	53.0%	0	0	66.7%	66.7%							
06	Supervisors: Crafts & Trades	0		0	0		0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!							
07	Administrative & Sr Clerical	8		0	0		0	0	0	7	0.0%	0	0	0	85.6%	0	0	87.5%	87.5%							
08	Skilled Sales & Service	197		0	0		0	0	0	57	0.0%	0	-5	0	26.5%	5	5	28.9%	28.9%							
09	Skilled Crafts & Trades	0		0	0		0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!							
10	Clerical Personnel	85		0	0		0	0	0	49	0.0%	0	3	0	61.6%	-3	-3	57.6%	57.6%							
11	Intermediate Sales & Service	43		0	0		0	0	0	35	0.0%	0	-8	0	63.1%	8	8	81.4%	81.4%							
12	Semi-Skilled Manual	4		0	0		0	0	0	2	0.0%	0	-1	0	28.9%	1	1	50.0%	50.0%							
13	Other Sales & Service	0		0	0		0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!							
14	Other Manual Workers	0		0	0		0	0	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!							
Total		927			0			0	0	222	0.0%	0	30	0	27.2%	-30	-30	23.9%	23.9%							

† 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 2: Women

Employment Equity Occupational Group (EEOG)		Women				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	3	0.30	3	0.30	
02	Middle & Other Managers	17	0.39	17	0.39	
03	Professionals	14	0.42	14	0.42	
04	Semi-Professionals & Tech	9	0.09	9	0.02	No hiring in this population
05	Supervisors	0	0.00	0	0.00	
06	Supervisors: Crafts & Trades	0	0.00	0	0.00	
07	Administrative & Sr Clerical	0	0.00	0	0.00	
08	Skilled Sales & Service	0	0.00	0	0.00	
09	Skilled Crafts & Trades	0	0.00	0	0.00	
10	Clerical Personnel	0	0.00	0	0.00	
11	Intermediate Sales & Service	0	0.00	0	0.00	
12	Semi-Skilled Manual	0	0.00	0	0.00	
13	Other Sales & Service	0	0.00	0	0.00	
14	Other Manual Workers	0	0.00	0	0.00	
Total		43		43		

Federal Contractors Program Achievement Report

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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 (EEOG)	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		From - To	YYYY - YYYY					
	2015-12-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-15	Annually	Over 3 Years	2015	2018								
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%			
01 Senior Managers	11	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	135	0.0%		0	0.0%		0	0	3	0.0%	0	0	0		2.2%	0	0	2.2%	2.2%	
03 Professionals	50	0.0%		0	0.0%		0	0	2	0.0%	0	-1	0		1.5%	1	1	4.0%	4.0%	
04 Semi-Professionals & Tech	391	0.0%	2.0%	23	0.0%	7.0%	82	105	9	7.0%	2	3	3	2.5%	2.5%	-1	0	2.3%	2.4%	
05 Supervisors	3	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.0%	0	0	0.0%	0.0%	
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	8	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.1%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	197	0.0%		0	0.0%		0	0	4	0.0%	0	0	0		2.2%	0	0	2.0%	2.0%	
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	85	0.0%		0	0.0%		0	0	1	0.0%	0	0	0		1.3%	0	0	1.2%	1.2%	
11 Intermediate Sales & Service	43	0.0%	0.0%	0	0.0%	12.0%	15	15	0	12.0%	0	1	1	4.0%	2.5%	-1	0	0.0%	2.3%	
12 Semi-Skilled Manual	4	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	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!	
Total	927	0.0%		0	0.0%		0	0	19	0.0%	0	1	0		2.2%	-1	-1	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 (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01 Senior Managers	0	0.00	0	0.00	
02 Middle & Other Managers	0	0.00	0	0.00	
03 Professionals	0	0.00	0	0.00	
04 Semi-Professionals & Tech	3	0.03	3	0.02	No hiring in this population
05 Supervisors	0	0.00	0	0.00	
06 Supervisors: Crafts & Trades	0	0.00	0	0.00	
07 Administrative & Sr Clerical	0	0.00	0	0.00	
08 Skilled Sales & Service	0	0.00	0	0.00	
09 Skilled Crafts & Trades	0	0.00	0	0.00	
10 Clerical Personnel	0	0.00	0	0.00	
11 Intermediate Sales & Service	1	0.02	1	0.02	
12 Semi-Skilled Manual	0	0.00	0	0.00	
13 Other Sales & Service	0	0.00	0	0.00	
14 Other Manual Workers	0	0.00	0	0.00	
Total	4		4		

Federal Contractors Program Achievement Report

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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 5: Persons with Disabilities

First/Previous Short-term Goals

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 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		From - To						
	2015-12-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-15	Annually	Over 3 Years		2015	2018							
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	#	#	%	%		
01/02 Managers	146	0.0%	3.0%	13	0.0%	10.0%	44	57	4	10.0%	1	4	3	4.5%	3.8%	-2	0	2.7%	3.8%	
03 Professionals	50	0.0%	6.0%	9	0.0%	16.0%	24	33	1	16.0%	0	1	1	3.8%	4.6%	-1	-1	2.0%	3.4%	
04 Semi-Professionals & Tech	391	0.0%	2.0%	23	0.0%	7.0%	82	105	9	7.0%	2	14	5	4.6%	13.9%	-9	-46	2.3%	2.9%	
05 Supervisors	3	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	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	3.4%	0	0	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	8	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	3.5%	0	0	0.0%	0.0%	
08 Skilled Sales & Service	197	0.0%	8.0%	47	0.0%	25.0%	148	195	3	25.0%	2	6	7	3.5%	0.0%	-4	8	1.5%	3.3%	
09 Skilled Crafts & Trades	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	7.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	85	0.0%	3.0%	8	0.0%	19.0%	48	56	1	19.0%	1	6	4	7.0%	5.6%	-5	-1	1.2%	4.3%	
11 Intermediate Sales & Service	43	0.0%	0	0	0.0%	0	0	0	2	0.0%	0	0	0	0.0%	4.8%	0	0	4.7%	4.7%	
12 Semi-Skilled Manual	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%	
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	0	0.0%	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	4.6%	0	0	#DIV/0!	#DIV/0!	
Total	927	0.0%	0	0	0.0%	0	0	0	20	0.0%	0	#REF!	0	#REF!	-23	#REF!	2.2%	2.2%		

† 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 6: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities				Comments
	Short-term Goals		Long-term Goals		
	#	%	#	%	
01/02 Managers	3	0.05	3	0.04	
03 Professionals	1	0.04	1	0.04	
04 Semi-Professionals & Tech	5	0.05	5	0.02	
05 Supervisors	0	0.00	0	0.00	
06 Supervisors: Crafts & Trades	0	0.00	0	0.00	
07 Administrative & Sr Clerical	0	0.00	0	0.00	
08 Skilled Sales & Service	7	0.04	7	0.04	
09 Skilled Crafts & Trades	0	0.00	0	0.00	
10 Clerical Personnel	4	0.07	4	0.07	
11 Intermediate Sales & Service	0	0.00	0	0.00	
12 Semi-Skilled Manual	0	0.00	0	0.00	
13 Other Sales & Service	0	0.00	0	0.00	
14 Other Manual Workers	0	0.00	0	0.00	
Total	20		20		

Federal Contractors Program Achievement Report

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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 7: Members of Visible Minorities

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)			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	From - To								
		2015-12-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2015-12-15	Annually	Over 3 Years	YYYY - YYYY									
		#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%		
01	Senior Managers	11	0.0%	0.0%	0	0.0%	27.0%	9	9	0	27.0%	0	0	1	1	10.1%	10.1%	-1	0	0.0%	9.1%
02	Middle & Other Managers	135	0.0%	0.0%	0	0.0%	0.0%	0	0	23	0.0%	0	0	-3	0	15.0%	15.0%	3	3	17.0%	17.0%
03	Professionals	50	0.0%	0.0%	0	0.0%	0.0%	0	0	14	0.0%	0	0	-1	0	25.4%	25.4%	1	1	28.0%	28.0%
04	Semi-Professionals & Tech	391	0.0%	2.0%	23	0.0%	7.0%	82	105	50	7.0%	11	51	23	21.7%	21.7%	-35	-28	12.8%	15.0%	
05	Supervisors	3	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	1	0	45.8%	45.8%	-1	-1	0.0%	0.0%
06	Supervisors: Crafts & Trades	0	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!
07	Administrative & Sr Clerical	8	0.0%	25.0%	6	0.0%	50.0%	12	18	2	50.0%	3	5	6	31.5%	26.7%	0	1	25.0%	35.7%	
08	Skilled Sales & Service	197	0.0%	8.0%	47	0.0%	25.0%	148	195	25	25.0%	19	30	28	14.6%	14.6%	-4	-2	12.7%	13.9%	
09	Skilled Crafts & Trades	0	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!
10	Clerical Personnel	85	0.0%	3.0%	8	0.0%	19.0%	48	56	20	19.0%	11	33	23	41.2%	44.9%	-18	-10	23.5%	34.4%	
11	Intermediate Sales & Service	43	0.0%	0.0%	0	0.0%	12.0%	15	15	4	12.0%	1	11	5	33.5%	33.3%	-10	-6	9.3%	18.6%	
12	Semi-Skilled Manual	4	0.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	0	0	0	31.6%	0.0%	0	0	25.0%	25.0%
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%	0	0	#DIV/0!	#DIV/0!
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total		927	0.0%	0.0%	0	0.0%	0.0%	0	0	139	0.0%	0	66	0	0	22.1%	-66	-66	15.0%	15.0%	

† 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 8: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities				Comments
		Short-term Goals		Long-term Goals		
		#	%	#	%	
01	Senior Managers	1	0.10	1	0.10	
02	Middle & Other Managers	0	0.00	0	0.00	
03	Professionals	0	0.00	0	0.00	
04	Semi-Professionals & Tech	23	0.13	23	0.15	No hiring in this population
05	Supervisors	0	0.46	0	0.46	
06	Supervisors: Crafts & Trades	0	0.00	0	0.00	
07	Administrative & Sr Clerical	6	0.00	6	0.32	
08	Skilled Sales & Service	28	0.15	28	0.15	
09	Skilled Crafts & Trades	0	0.00	0	0.00	
10	Clerical Personnel	23	0.34	23	0.41	
11	Intermediate Sales & Service	5	0.34	5	0.34	
12	Semi-Skilled Manual	0	0.00	0	0.00	
13	Other Sales & Service	0	0.00	0	0.00	
14	Other Manual Workers	0	0.00	0	0.00	
Total		86		86		

Federal Contractors Program Achievement Report

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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

Employment Equity Occupational Group (EEOG)		All Employees											Subsequent/Current 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 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	YYYY-MM-DD	Turnover		Over 3 Years	From - To	YYYY - YYYY									
		2018-02-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-02-28	(Replacement of)	Over 3 Years	2018	2021										
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%				
01	Senior Managers	12	2.9%	2.0%	1	26.1%	15.0%	5	6	3	15.0%	1	2	0	27.4%	0	-2	25.0%	15.4%				
02	Middle & Other Managers	140	1.2%	1.0%	4	32.7%	15.0%	63	67	31	15.0%	14	39	27	40.0%	38.9%	-23	-12	22.1%	30.6%			
03	Professionals	92	22.5%	20.0%	55	74.6%	40.0%	110	165	20	40.0%	24	56	58	35.0%	35.1%	-12	2	21.7%	36.7%			
04	Semi-Professionals & Tech	305	-7.9%	0.0%	0	25.0%	10.0%	92	92	8	10.0%	2	22	9	10.0%	9.2%	-20	-13	2.6%	4.9%			
05	Supervisors	1	-30.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	1	0	53.0%	53.0%	-1	-1	0.0%	0.0%			
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%			
07	Administrative & Sr Clerical	11	11.2%	10.0%	3	42.1%	20.0%	7	10	8	20.0%	5	8	8	80.0%	80.1%	-1	0	72.7%	78.6%			
08	Skilled Sales & Service	184	-2.2%	0.0%	0	82.9%	40.0%	221	221	37	40.0%	44	56	60	27.0%	26.7%	-12	4	20.1%	28.8%			
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%			
10	Clerical Personnel	88	1.2%	1.0%	3	53.2%	25.0%	66	69	42	25.0%	32	50	52	75.0%	66.0%	-16	2	47.7%	68.1%			
11	Intermediate Sales & Service	38	-4.0%	0.0%	0	32.1%	15.0%	17	17	32	15.0%	14	6	0	63.9%	8	-6	84.2%	47.4%				
12	Semi-Skilled Manual	4	0.0%	0.0%	0	25.0%	12.0%	1	1	2	12.0%	1	0	0	16.4%	1	0	50.0%	25.0%				
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	0	0.0%	0.0%			
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%			
Total		875	-1.9%		66	45.5%		582	648	183	0.0%	137	233	214	29.7%	-77	-19	20.9%	27.6%				

† 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 (EEOG)		Women		Comments
		Short-term Goals	Long-term Goals	
		%	%	
01	Senior Managers	0%	0%	
02	Middle & Other Managers	40%		Match availability
03	Professionals	35%	35%	Match availability
04	Semi-Professionals & Tech	10%	10%	Difficult to recruit women in this EEOG
05	Supervisors	53%	0%	Transferred 2 female employees out of 3 total employees; only 1 employee in group. No growth expected.
06	Supervisors: Crafts & Trades	0%	0%	
07	Administrative & Sr Clerical	80%	80%	Match availability
08	Skilled Sales & Service	27%	27%	Difficult to recruit women in this EEOG
09	Skilled Crafts & Trades	0%	0%	
10	Clerical Personnel	75%	75%	Match availability
11	Intermediate Sales & Service	0%	0%	
12	Semi-Skilled Manual	0%	0%	
13	Other Sales & Service	0%	0%	
14	Other Manual Workers	0%	0%	
Total				

Federal Contractors Program Achievement Report

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)		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	From - To								
		2018-02-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-02-28	Annually	Over 3 Years	2018	2021								
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%		
01	Senior Managers	12	2.9%	2.0%	1	26.1%	15.0%	5	6	0	15.0%	0	0	0	0	2.9%	0	0	0.0%	0.0%	
02	Middle & Other Managers	140	1.2%	1.0%	4	32.7%	15.0%	63	67	1	15.0%	0	2	1	2.2%	2.2%	-2	-1	0.7%	1.4%	
03	Professionals	92	22.5%	20.0%	55	74.6%	40.0%	110	165	1	40.0%	1	2	0	1.3%	0	-2	1.1%	0.0%		
04	Semi-Professionals & Tech	305	-7.9%	0.0%	0	25.0%	10.0%	92	92	7	10.0%	2	3	2	2.5%	2.5%	-1	-1	2.3%	2.3%	
05	Supervisors	1	-30.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	1.0%	0	0	0.0%	0.0%		
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
07	Administrative & Sr Clerical	11	11.2%	10.0%	3	42.1%	20.0%	7	10	0	20.0%	0	0	0	1.1%	0	0	0.0%	0.0%		
08	Skilled Sales & Service	184	-2.2%	0.0%	0	82.9%	40.0%	221	221	2	40.0%	2	4	5	2.1%	2.1%	-2	1	1.1%	2.7%	
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
10	Clerical Personnel	88	1.2%	1.0%	3	53.2%	25.0%	66	69	2	25.0%	2	1	0	1.4%	1	-1	2.3%	0.0%		
11	Intermediate Sales & Service	38	-4.0%	0.0%	0	32.1%	15.0%	17	17	1	15.0%	0	0	0	1.8%	0	0	2.6%	2.6%		
12	Semi-Skilled Manual	4	0.0%	0.0%	0	25.0%	12.0%	1	1	0	12.0%	0	0	0	2.8%	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	0.0%	0.0%		
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
Total		875	-1.9%		66	45.5%		582	648	14		7	13	8		2.1%	-4	-5	1.6%	1.6%	

† 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 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)		Aboriginal Peoples				Comments
		Short-term Goals		Long-term Goals		
			%		%	
01	Senior Managers		0.0%		0.0%	
02	Middle & Other Managers		2.2%		2.2%	
03	Professionals		0.0%		0.0%	
04	Semi-Professionals & Tech		2.5%		2.5%	
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		2.1%		2.1%	
09	Skilled Crafts & Trades		0.0%		0.0%	
10	Clerical Personnel		0.0%		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			0.00			

Federal Contractors Program Achievement Report

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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 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)			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		From - To	YYYY - YYYY					
	2018-02-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-02-28	Annually	Over 3 Years	2018	2021	%	%	%	#	#	%	%	
	#	%	%	#	%	%	#	#	#	%	#	#	%	%	%	#	#	%	%	
01/02 Managers	152	2.1%	1.0%	5	29.4%	15.0%	68	73	4	15.0%	2	5	7.0%	4.3%	-3	0	2.6%	4.5%		
03 Professionals	92	22.5%	20.0%	55	74.6%	40.0%	110	165	1	40.0%	1	6	7.0%	3.8%	-2	6	1.1%	8.2%		
04 Semi-Professionals & Tech	305	-7.9%	0.0%	0	25.0%	10.0%	92	92	7	10.0%	2	9	5.0%	4.6%	-7	-4	2.3%	3.3%		
05 Supervisors	1	-30.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0		13.9%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0		0.0%	0	0	0.0%	0.0%		
07 Administrative & Sr Clerical	11	11.2%	10.0%	3	42.1%	20.0%	7	10	0	20.0%	0	0		3.4%	0	0	0.0%	0.0%		
08 Skilled Sales & Service	184	-2.2%	0.0%	0	82.9%	40.0%	221	221	2	40.0%	2	6	5.0%	3.5%	-4	5	1.1%	6.0%		
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0		0.0%	0	0	0.0%	0.0%		
10 Clerical Personnel	88	1.2%	1.0%	3	53.2%	25.0%	66	69	2	25.0%	2	6	7.0%	7.0%	-4	-1	2.3%	5.5%		
11 Intermediate Sales & Service	38	-4.0%	0.0%	0	32.1%	15.0%	17	17	0	15.0%	0	2	6.0%	5.6%	-2	-1	0.0%	2.6%		
12 Semi-Skilled Manual	4	0.0%	0.0%	0	25.0%	12.0%	1	1	0	12.0%	0	0		4.8%	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%	0.0%		
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0		0.0%	0	0	0.0%	0.0%		
Total	875	-1.9%		66	45.5%		582	648	16	0.0%	9	35	39	4.5%	-23	4	1.8%	4.9%		

† 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 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities			Comments
	Short-term Goals	Long-term Goals		
	%	%	%	
01/02 Managers	7.0%		5.0%	Match availability in hiring/promotions
03 Professionals	7.0%		4.0%	Match availability in hiring/promotions
04 Semi-Professionals & Tech	5.0%		5.0%	Match availability in hiring/promotions
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	5.0%		4.0%	Match availability in hiring/promotions
09 Skilled Crafts & Trades	0.0%		0.0%	
10 Clerical Personnel	7.0%		7.0%	Low growth, low turnover - gap will need to be addressed long term >3 years
11 Intermediate Sales & Service	6.0%		6.0%	Low growth, low turnover - gap will need to be addressed long term >3 years
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	0.00		0.00	

Federal Contractors Program Achievement Report

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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)			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					
		2018-02-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2018-02-28	Annually	Over 3 Years	2018	2021							
		#	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01	Senior Managers	12	2.9%	2.0%	1	26.1%	15.0%	5	6	1	15.0%	0	0	0	10.1%	0	0	8.3%	7.7%	
02	Middle & Other Managers	140	1.2%	1.0%	4	32.7%	15.0%	63	67	27	15.0%	12	7	0	15.0%	6	-7	19.3%	10.4%	
03	Professionals	92	22.5%	20.0%	55	74.6%	40.0%	110	165	36	40.0%	43	49	0	28.8%	10	-49	39.1%	-4.8%	
04	Semi-Professionals & Tech	305	-7.9%	0.0%	0	25.0%	10.0%	92	92	42	10.0%	13	36	37	40.0%	21.2%	-23	1	13.8%	21.6%
05	Supervisors	1	-30.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	45.8%	0	0	0.0%	0.0%	
06	Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
07	Administrative & Sr Clerical	11	11.2%	10.0%	3	42.1%	20.0%	7	10	2	20.0%	1	4	4	35.0%	32.9%	-2	0	18.2%	35.7%
08	Skilled Sales & Service	184	-2.2%	0.0%	0	82.9%	40.0%	221	221	21	40.0%	25	32	33	15.0%	15.4%	-7	1	11.4%	15.8%
09	Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
10	Clerical Personnel	88	1.2%	1.0%	3	53.2%	25.0%	66	69	25	25.0%	19	30	31	45.0%	40.1%	-10	1	28.4%	40.7%
11	Intermediate Sales & Service	38	-4.0%	0.0%	0	32.1%	15.0%	17	17	7	15.0%	3	10	9	50.0%	36.1%	-7	-1	18.4%	34.2%
12	Semi-Skilled Manual	4	0.0%	0.0%	0	25.0%	12.0%	1	1	1	12.0%	0	1	1	50.0%	39.2%	-1	0	25.0%	50.0%
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	0.0%	0.0%	
14	Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%	
Total		875	-1.9%		66	45.5%		582	648	162	0.0%	116	169	115	22.4%	-34	-50	18.5%	17.1%	

† 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 Goals		
		%		%	
01	Senior Managers		0%		0%
02	Middle & Other Managers		0%		0%
03	Professionals		0%		0%
04	Semi-Professionals & Tech		40%		30% Short-term, close gap; long term, match availability
05	Supervisors		0%		0%
06	Supervisors: Crafts & Trades		0%		0%
07	Administrative & Sr Clerical		35%		35% Short-term, close gap; long term, match availability
08	Skilled Sales & Service		15%		15% Short-term, close gap; long term, match availability
09	Skilled Crafts & Trades		0%		0%
10	Clerical Personnel		45%		45% Short-term, close gap; long term, match availability
11	Intermediate Sales & Service		50%		50% Short-term, close gap; long term, match availability
12	Semi-Skilled Manual		50%		50% Short-term, close gap; long term, match availability
13	Other Sales & Service		0%		0%
14	Other Manual Workers		0%		0%
Total			0.00		0.00

Federal Contractors Program Achievement Report

Part 4: Results - Women

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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			Gap	EE Result	All Employees	Women			All Employees	Women			All Employees	Women							
			Representation	Availability	%				Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference					
#	#	#	%	%	#	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
01 Senior Managers	2015	11	2	18.2	27.4	3	-1	66.4																
	2018	12	3	25.0	27.4	3	0	91.2	5	1	20.0	1		0	0	0.0	0	0	0	3	0	0.0	1	-1
02 Middle & Other Managers	2015	135	41	30.4	38.9	53	-12	78.1																
	2018	140	31	22.1	38.9	54	-23	56.9	36	3	8.3	14	-11	36	8	22.2	11	-3	45	12	26.7	14	-2	
03 Professionals	2015	50	19	38.0	41.8	21	-2	90.9																
	2018	92	20	21.7	35.1	32	-12	61.9	97	6	6.2	34	-28	8	3	37.5	3	0	53	6	11.3	20	-14	
04 Semi-Professionals & Technicians	2015	391	8	2.0	8.9	35	-27	23.0																
	2018	305	8	2.6	9.2	28	-20	28.5	15	2	13.3	1	1	25	0	0.0	1	-1	87	1	1.1	2	-1	
05 Supervisors	2015	3	2	66.7	53.0	2	0	125.8																
	2018	1	0	0.0	53.0	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																
	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	Women		Women				Women					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
01 Senior Managers	2018	2	1	50%	3	33%	30%	166.67%	3	33.3	0.30	167%		
	2021	2	1	50%		0%				0.00	0%			
02 Middle & Other Managers	2018	27	-1	-4%	17	-6%	39%	-9.52%	17	-5.9	0.39	-10%	If current trends continue, goal of hiring 40% women will not achieve desired results	
	2021	27	-1	-4%		40%	-9.26%			0.40	-9%			
03 Professionals	2018	52	3	6%	14	21%	42%	13.80%	14	21.4	0.42	14%	If current trends continue, goal of hiring 40% women will not achieve desired results	
	2021	52	3	6%		35%	16.48%			0.35	16%			
04 Semi-Professionals & Technicians	2018	-47	1	-2%	9	11%	9%	-23.91%	9	11.1	0.02	-106%	If current trends continue, goal of hiring 40% women will not achieve desired results	
	2021	-47	1	-2%		10%	-21.28%			0.10	-21%			
05 Supervisors	2018	0	0	0%	0	0%	0%	0.00%	0	0.0	0.00	0%	We transferred out two employees to different groups, did not replace. Only 1 employee in group.	
	2021	0	0	0%		53%	0.00%			0.00	0%			
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0%	0%		0	0.0	0.00	0%		
	2021	0	0	0.0		0%				0.00	0%			

Federal Contractors Program Achievement Report

Part 4: Results - Women

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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 (EOG)	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									
#	#	#	%	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#		
07 Administrative & Senior Clerical	2015	8	7	87.5	85.6	7	0	102.2																		
	2018	11	8	72.7	80.1	9	-1	90.8	7	5	71.4	6	-1	0	0	0.0	0	0	0	4	4	100.0	4	4		1
08 Skilled Sales & Service Personnel	2015	197	57	28.9	26.5	52	5	109.2																		
	2018	184	37	20.1	26.7	49	-12	75.3	142	31	21.8	38	-7	27	3	11.1	8	-5	158	50	31.6	46	4			4
09 Skilled Crafts & Trades 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
10 Clerical Personnel	2015	85	49	57.6	61.6	52	-3	93.6																		
	2018	88	42	47.7	66.0	58	-16	72.3	48	20	41.7	32	-12	3	0	0.0	2	-2	46	26	56.5	27	-1			-1
11 Intermediate Sales & Service Personnel	2015	43	35	81.4	63.1	27	8	129.0																		
	2018	38	32	84.2	63.9	24	8	131.8	14	10	71.4	9	1	1	1	100.0	1	0	13	8	61.5	11	-3			-3
12 Semi-Skilled Manual Workers	2015	4	2	50.0	28.9	1	1	173.0																		
	2018	4	2	50.0	16.4	1	1	304.9	1	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	1	-1		-1

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals								Comments	
		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		
#	#	#	%	#	%	%	%	#	%	%	%		
07 Administrative & Senior Clerical	2018	3	1	33.3	0	0.0	0.0	0.0	0	0.0	0.0	0.0	This group was not identified for goal setting last assessment; gap is small, one new female new hire will correct
	2021	3	1	33.3		0.8	41.7		0.8	41.7		41.7	
08 Skilled Sales & Service Personnel	2018	11	-16	-145.5	0	0.0	0.0	0.0	0	0.0	0.0	0.0	This group was not identified for goal setting last assessment; hiring was low, and terminations high
	2021	11	-16	-145.5		0.3	-538.7		0.3	-538.7		-538.7	
09 Skilled Crafts & Trades 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	
10 Clerical Personnel	2018	5	-6	-120.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	This group was not identified for goal setting last assessment; efforts need to be made in hiring to recover
	2021	5	-6	-120.0		0.8	-160.0		0.8	-160.0		-160.0	
11 Intermediate Sales & Service Personnel	2018	2	3	150.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	2	3	150.0		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	
	2021	0	0	0.0		0.0	0.0		0.0	0.0		0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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			EE Result	All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap			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																	
	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
14 Other 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
Total	2015	927	222	23.9	27.2	252	-30	88.0																	
	2018	875	183	20.9	29.7	260	-77	70.4	365	78	21.4	108	-30	100	15	15.0	24	-9	410	107	26.1	98	9		

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	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	
Total	2018	55	-14	-25.5	43	-32.6	0.0	0.0	43	-32.6	0.0	0.0	Overall, we did not hire enough women in the past 3 years. Efforts should be made in recruitment, especially.
	2021	55	-14	-25.5			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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				EE Result				All Employees		Aboriginal Peoples	Difference	All Employees		Aboriginal Peoples	Difference	All Employees		Aboriginal Peoples	Difference		
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Actual	Expected	Actual	Expected	Actual	Expected	Actual	Expected	Actual	Expected						
01 Senior Managers	2015	11	0.0	0.0	2.9	0	0	0.0																	
	2018	12	0.0	0.0	2.9	0	0	0.0	5	0	0.0	0	0	0	0	0	0.0	0	0	0	3	0	0.0	0	0
02 Middle & Other Managers	2015	135	3	2.2	2.2	3	0	101.0																	
	2018	140	1	0.7	2.2	3	-2	32.5	36	1	2.8	1	0	0	36	1	2.8	1	0	45	3	6.7	1	2	
03 Professionals	2015	50	2	4.0	1.5	1	1	266.7																	
	2018	92	1	1.1	1.3	1	0	83.6	97	0	0.0	1	-1	8	0	0.0	0	0	53	1	1.9	2	-1		
04 Semi-Professionals & Technicians	2015	391	9	2.3	2.5	10	-1	92.1																	
	2018	305	7	2.3	2.5	8	-1	91.8	15	0	0.0	0	0	25	0	0.0	1	-1	87	2	2.3	2	0		
05 Supervisors	2015	3	0	0.0	1.0	0	0	0.0																	
	2018	1	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	0	0	
06 Supervisors: Crafts & Trades	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								
		Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples						
		Actual	Goal	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met					
#	%	#	%	#	%	#	%							
01 Senior Managers	2018	2	0.0	0	0.0	0.0	0.0	0	0.0	0	0.0	0.0	0.0	
	2021	2	0.0	0	0.0	0.0	0.0	0	0.0	0	0.0	0.0	0.0	
02 Middle & Other Managers	2018	27	-1	-3.7	0	0.0	0.00	0.0	0.0	0	0.0	0.0	0.0	This group was not identified for goal setting last assessment; we will need to focus on hiring to prevent bigger gap
	2021	27	-1	-3.7	0	0.0	0.02	-168.4	0	0.0	0.02	-168.4		
03 Professionals	2018	52	-1	-1.9	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2021	52	-1	-1.9	0	0.0	0.0	0.0	0.0	0	0.0	0.0	0.0	
04 Semi-Professionals & Technicians	2018	-47	-2	4.3	3	-66.7	0.03	170.2	3	-66.7	0.02	185.0	We lost a lot of members in this EEOG due to restructuring; this trend is not expected to continue to 2021	
	2021	-47	-2	4.3	3	-66.7	0.03	170.2	3	-66.7	0.03	170.2		
05 Supervisors	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	0.0	0	0.0	0.0	0.0	
06 Supervisors: Crafts & Trades	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	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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				EE Result				All Employees		Aboriginal Peoples	Difference	All Employees		Aboriginal Peoples	Difference	All Employees		Aboriginal Peoples	Difference			
		#	%	Representation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
07 Administrative & Senior Clerical	2015	8	0.0	0.0	1.1	0	0	0.0																		
	2018	11	0.0	0.0	1.1	0	0	0.0	7	0	0.0	0	0	0	0	0	0.0	0	0	0	4	0	0.0	0	0	
08 Skilled Sales & Service Personnel	2015	197	4	2.0	2.2	4	0	92.3																		
	2018	184	2	1.1	2.1	4	-2	51.8	142	0	0.0	3	-3	27	0	0.0	1	-1	158	2	1.3	3	-1			
09 Skilled Crafts & Trades 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	
10 Clerical Personnel	2015	85	1	1.2	1.3	1	0	90.5																		
	2018	88	2	2.3	1.4	1	1	162.3	48	1	2.1	1	0	3	0	0.0	0	0	46	0	0.0	1	-1			
11 Intermediate Sales & Service Personnel	2015	43	0	0.0	2.5	1	-1	0.0																		
	2018	38	1	2.6	1.8	1	0	146.2	14	0	0.0	0	0	1	0	0.0	0	0	13	0	0.0	0	0	0	0	
12 Semi-Skilled Manual Workers	2015	4	0	0.0	0.0	0	0	0.0																		
	2018	4	0	0.0	2.8	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	1	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		Aboriginal Peoples		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		
07 Administrative & Senior Clerical	2018	3	0.0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	3	0.0	0.0		0.0	0.0	0.0		0.0	0.0	0.0	0.0	
08 Skilled Sales & Service Personnel	2018	11	-2	-18.2	0	0.0	0.00	0.00	0	0.0	0.00	0.00	0.00	Low growth and turnover; will need to focus on hiring within this group to improve representation
	2021	11	-2	-18.2		0.02	-865.8		0.02	-865.8				
09 Skilled Crafts & Trades 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	0.0	0.0	0.0	
10 Clerical Personnel	2018	5	1	20.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
	2021	5	1	20.0		0.0	0.0	0.0		0.0	0.0	0.0	0.0	
11 Intermediate Sales & Service Personnel	2018	2	0	0.0	1	0.0	0.0	0.0	1	0.0	0.0	0.0	0.0	
	2021	2	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	
	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 5: Results - Aboriginal Peoples

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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	0	0	0.0	0	0	0	0	0.0	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	
14 Other 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	
	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	
Total	2015	927	19	2.0	2.2	20	-1	93.2																		
	2018	875	14	1.6	2.1	18	-4	76.2	365	2	0.5	8	-6	100	1	1.0	2	-1	410	8	2.0	8	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	0.0	
	2021	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	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	0.0	0.0	0.0	0.0	
Total	2018	55	-5	-9.1	4	-125.0	0.0	0.0	4	-125.0	0.0	0.0	0.0	Although we lost only the expected # of EEs in this group, it is a small group; we need to focus on hiring more in this group in general so that losing 1-2 employees does not have such a drastic impact on our representation as a whole
	2021	55	-5	-9.1			0.0	0.0			0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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							
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
01 & Managers	2015	146	4	2.7	4.3	6	-2	63.7																	
	2018	152	4	2.6	4.3	7	-3	61.2	41	3	7.3	2	1	36	1	2.8	1	0	48	2	4.2	1	1		
03 Professionals	2015	50	1	2.0	3.8	2	-1	52.6																	
	2018	92	1	1.1	3.8	3	-2	28.6	97	0	0.0	4	-4	8	0	0.0	0	0	53	0	0.0	1	-1		
04 Semi-Professionals & Technicians	2015	391	9	2.3	4.6	18	-9	50.0																	
	2018	305	7	2.3	4.6	14	-7	49.9	15	0	0.0	1	-1	25	0	0.0	1	-1	87	2	2.3	2	0		
05 Supervisors	2015	3	0	0.0	13.9	0	0	0.0																	
	2018	1	0	0.0	13.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	
06 Supervisors: Crafts & Trades	2015	0	0	0.0	0.0	0	0	0.0																	
	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	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			
#	#	%	#	%	#	%	#	%	#	%				
01 & 02 Managers	2018	29	2	6.9	3	66.7	0.05	153.3	3	66.7	0.04	160.4	No standout issue in this EEOG; even if trends continue a focus on matching market availability in hiring should achieve goals	
	2021	29	2	6.9		0.07	98.5		0.05	137.9				
03 Professionals	2018	52	0	0.0	1	0.0	0.04	0.0	1	0.0	0.04	0.0	Focus on matching/exceeding market availability in hiring	
	2021	52	0	0.0		0.07	0.0		0.04	0.00				
04 Semi-Professionals & Technicians	2018	-47	-2	4.3	5	-40.0	0.05	92.5	5	-40.0	0.02	185.0	Focus on matching/exceeding market availability in hiring	
	2021	-47	-2	4.3		0.05	85.1		0.05	85.1				
05 Supervisors	2018	0	0	0.0	0	0.0	0.00	0.0	0	0.0	0.00	0.0		
	2021	0	0	0.0		0.00	0.0		0.00	0.0				
06 Supervisors: Crafts & Trades	2018	0	0	0.0	0	0.0	0.00	0.0	0	0.0	0.00	0.0		
	2021	0	0	0.0		0.00	0.0		0.00	0.0				

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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	8	0	0.0	3.4	0	0	0.0																	
	2018	11	0	0.0	3.4	0	0	0.0	7	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
08 Skilled Sales & Service Personnel	2015	197	3	1.5	3.5	7	-4	43.5																	
	2018	184	2	1.1	3.5	6	-4	31.1	142	1	0.7	5	-4	27	0	0.0	0	0	0	0	158	2	1.3	2	0
09 Skilled Crafts & Trades 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
10 Clerical Personnel	2015	85	1	1.2	7.0	6	-5	16.8																	
	2018	88	2	2.3	7.0	6	-4	32.5	48	1	2.1	3	-2	3	1	33.3	0	1	46	0	0.0	1	-1		
11 Intermediate Sales & Service Personnel	2015	43	2	4.7	5.6	2	0	83.1																	
	2018	38	0	0.0	5.6	2	-2	0.0	14	0	0.0	1	-1	1	0	0.0	0	0	13	2	15.4	1	1		
12 Semi-Skilled Manual Workers	2015	4	0	0.0	4.8	0	0	0.0																	
	2018	4	0	0.0	4.8	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	1	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				
#	#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2018	3	0	0.0	0	0.0	0.00	0.0	0.0	0.00	0.0	0.0	0.00	0.0
	2021	3	0	0.0			0.00	0.0		0.00	0.0		0.00	0.0
08 Skilled Sales & Service Personnel	2018	11	-1	-9.1	7	-14.3	3.50	-2.6	7	-14.3	0.04	-259.7		
	2021	11	-1	-9.1			0.05	-181.8		0.04	-227.3			
09 Skilled Crafts & Trades Workers	2018	0	0	0.0	0	0.0	0.00	0.0	0	0.0	0.00	0.0		
	2021	0	0	0.0			0.00	0.0		0.00	0.0			
10 Clerical Personnel	2018	5	2	40.0	4	50.0	0.07	571.4	4	50.0	0.07	571.4		
	2021	5	2	40.0			0.07	571.4		0.07	571.4			
11 Intermediate Sales & Service Personnel	2018	2	-2	-100.0	0	0.0	0.00	0.0	0	0.0	0.00	0.0		
	2021	2	-2	-100.0			0.06	-1666.7		0.06	-1666.7			
12 Semi-Skilled Manual Workers	2018	0	0	0.0	0	0.0	0.00	0.0	0	0.0	0.00	0.0		
	2021	0	0	0.0			0.00	0.0		0.00	0.0			

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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				
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		
	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		
14 Other 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		
	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		
Total	2015	927	20	2.2	4.6	43	-23	46.9																		
	2018	875	16	1.8	4.5	39	-23	40.6	365	5	1.4	16	-11	100	2	2.0	2	0	410	8	2.0	9	-1			

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants										Goals										Comments
		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								
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								
	2021	0	0.0	0.0			0.0	0.0	0.0			0.0	0.0	0.0								
14 Other 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								
	2021	0	0.0	0.0			0.0	0.0	0.0			0.0	0.0	0.0								
Total	2018	55	-1	-1.8	20	-5.0	0.0	0.0	0.0	20	-5.0	0.0	0.0	0.0								
	2021	55	-1	-1.8			0.0	0.0	0.0			0.0	0.0	0.0								

The hiring of new employees in this EEOG is our biggest problem area

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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														
		All Employees	Workforce							Hires				Promotions				Terminations						
			Visible Minorities							Visible Minorities				Visible Minorities				Visible Minorities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference	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																
	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
14 Other 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
Total	2015	927	139	15.0	22.1	205	-66	67.8																
	2018	875	162	18.5	22.4	196	-34	82.7	365	86	23.6	82	4	100	13	13.0	15	-2	410	64	15.6	61	3	

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
		All Employees	Flow Data			Short-term Goals				Long-term Goals				
			Visible Minorities			Visible Minorities				Visible Minorities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	%	%	%			
13 Other Sales & Service Personnel	2018	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2021	0	0	0.0										
14 Other 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										
Total	2018	55	35	63.6	86	40.7	0.0	0.0	86	40.7	0.0	0.0	Continue to focus on hiring and promoting based on availability	
	2021	55	35	63.6			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Konica Minolta Business Solutions (Canada) Ltd.
[Date: 2018-02-28]

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.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

Acquired IT Weapons

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

Downsizing in EEOG 04 Semi-Professionals & Tech - reduced 18% of positions

- 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: Konica Minolta Business Solutions (Canada) Ltd.

Primary Location: Mississauga, Ontario

Number of Employees: 875

- Ontario - 437
- Alberta - 116
- Quebec - 99
- British Columbia - 86
- Nova Scotia - 40
- Saskatchewan - 36
- New Brunswick - 30
- Manitoba - 23
- Newfoundland and Labrador - 4
- Prince Edward Island - 4

Organization Overview:

NAICS: 4179 – Other Machinery, Equipment and Supplies Merchant Wholesalers.

The Konica Minolta Business Solutions (Canada) Ltd. manufactures and markets multifunctional digital imaging systems and solutions for document scanning, in-house printing, copying, faxing and electronic archiving, and distribution. It also provides support services and software solutions, document process streamlining services and document workflow applications.

Key Dates – First Year Assessment

Initiated: 2015-10-27 (extension granted till 2016-01-15)
Received: 2016-01-05
Closed: 2016-01-08
WFA: 2016-01-04

Key Dates – Subsequent Assessment

Initiated: 2018-03-11 (extension granted till 2018-03-30)
Received: 2018-03-28
WFA: 2018-03-28

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 2015-12-16 to 2018-02-28. The WFA – Summary report is dated 2018/03/28. The numbers on WFA-Summary report dated 2018-03-28, matches to the WFA – Summary report dated 2018/02/28. Therefore this report is accepted.
- 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 group. The Company did not set most of the short-term and long-term goals in the previous assessment. Therefore, we cannot assess the reasonable progress of the organization.

Women

01	Senior Managers	Goal not met (66.67% achieved)
02	Middle & Other Managers	Goal not met (39.27% achieved)
03	Professionals	Goal not met (20.51% achieved)
04	Semi-Professionals & Technicians	Goal not met (56.18% achieved)
10	Clerical	Goal not set

Assessment/Observations

- The company set four goals in numerical and percentage format and did not set any goal for EEOG 10 in the previous assessment, which was accepted at that time. As per the procedure for the purpose of this assessment only percentage (%) format is being used.
- EEOG 01 – Out of the five new entrants, only one was a woman. The market availability is 27.4%. The company had set a goal of hiring / promoting 30.0%. Out of this goal they were able to achieve 66.67% of the goal set and thus did not meet the goal.
- EEOG 02 - Out of the 72 new entrants, 11 were women. The market availability is 38.9%. The company had set a goal of hiring / promoting 39%. Out of this goal they were able to achieve 39.27% of the goal set and thus did not meet the goal.
- EEOG 03 - Out of the 105 new entrants, nine were women. The market availability is 41.8%. The company had set a goal of hiring / promoting 42.0%. Out of this goal they were able to achieve 20.51% of the goal set and thus did not meet the goal.

- EEOG 04 - Out of the 40 new entrants, two were women. The market availability is 8.9%. The company had set a goal of hiring / promoting 9.0%. Out of this goal they were able to achieve 56.18% of the goal set and thus did not meet the goal.
- EEOG 10 - Out of the 51 new entrants, 20 were women. The market availability is 61.6%. The company did not set any goals in the previous assessment and thus a reasonable effort could not be assessed.

Aboriginal Peoples

04	Semi-Professionals & Technicians	Goal not met (0.0% achieved)
11	Intermediate Sales & Service Personnel	Goal not met (0.0% achieved)

Assessment/Observations

- EEOG 04 - Out of the 40 new entrants, none were Aboriginal persons. The market availability is 2.5 %. The company had not any set a goal in the previous assessment and thus reasonable effort cannot be assessed.
- EEOG 11 - Out of the 15 new entrants, none were Aboriginal persons. The market availability is 2.5%. The company had set a goal of hiring 2.1%but did not hire / promote anyone from this designated group in this EEOG. Thus did not meet the goal.

Persons with Disabilities

01/02	Managers	Goal met (115.4% achieved)
03	Professionals	Goal not met (0.0% achieved)
04	Semi-Professionals & Technicians	Goal not met (0.0% achieved)
08	Skilled Sales & Service Personnel	Goal not met (0.0% achieved)
10	Clerical Personnel	Goal not met (56.0% achieved)

Assessment/Observations

- EEOG 01 & 02 - Out of the 77 new entrants, four were persons with disabilities. The market availability is 4.3%. The company had set the goal to hire / promote 4.5 % and by hiring / promoting four individuals from this EEOG in this designated group they met the goal (115.4%).
- EEOG 03 - Out of the 105 new entrants, none were persons with disabilities. The market availability is 3.8%. The company had set a goal of hiring 3.8 % but did not hire / promote anyone from this designated group in this EEOG. Thus did not meet the goal.
- EEOG 04 - Out of the 40 new entrants, none were persons with disabilities. The market availability is 4.6%. The company had set a goal of hiring 4.6 % but did not hire / promote anyone from this designated group in this EEOG. Thus did not meet the goal.
- EEOG 08 - Out of the 169 new entrants, one was a person with disabilities. The market availability is 3.5%. The company had set a goal of hiring 3.5 % and only hired / promoted one individual from this designated group in this EEOG. Thus did not meet the goal.

- EEOG 10 - Out of the 51 new entrants, two were persons with disabilities. The market availability is 7.0 %. The company had set a goal of hiring 7.0 %. Out of this goal they were able to achieve 56.0% of the goal set and thus did not meet the goal.

Members of Visible Minorities

01	Senior Managers	Goal met (198.0 % achieved)
04	Semi-Professionals & Technicians	Goal met (136.7 % achieved)
08	Skilled Sales & Service Personnel	Goal met (89.2% achieved)
10	Clerical Personnel	Goal met (102.6% achieved)
11	Intermediate Sales & Service Personnel	Goal not met (59.7% achieved)

Assessment/Observations

- EEOG 01 - Out of the five new entrants, one was a visible minority. The market availability is 10.1%. The company had set the goal to hire / promote 10.1 % and by hiring / promoting one individual from this EEOG in this designated group they met the goal (198.0 %).
- EEOG 04 - Out of the 40 new entrants, seven were visible minorities. The market availability is 21.7%. The company had set the goal to hire / promote 12.8 % and by hiring / promoting seven individuals from this EEOG in this designated group they met the goal (136.7 %).
- EEOG 08 - Out of the 169 new entrants, 22 were visible minorities. The market availability is 14.6%. The company had set the goal to hire / promote 14.6 % and by hiring / promoting 22 individuals from this EEOG in this designated group they met the goal (89.2 %).
- EEOG 10 - Out of the 51 new entrants, 18 were visible minorities. The market availability is 44.9%. The company had set the goal to hire / promote 34.4 % and by hiring / promoting 18 individuals from this EEOG in this designated group they met the goal (102.6 %).
- EEOG 11 - Out of the 15 new entrants, three were visible minorities. The market availability is 33.3%. The company had set the goal to hire / promote 33.5 % and by hiring / promoting 3 individuals from this EEOG in this designated group they did not meet the goal (59.7 %).

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 2015-12-15 to 2018-02-28. During their initial assessment, the organization had set 16 short-term goals and five goals were met above 80%, while no goals were set for the one.
 - The company advised that a downsizing occurred in EEOG 04 Semi-Professionals & Technicians which resulted in reducing 18% of the positions.
 - The company stated that more effort will be put in recruiting and retaining individuals from all four designated groups since they did not hire enough personnel from these designated groups in the past three years. Hiring persons with disabilities is the biggest challenge.

ASSESSMENT OF SHORT-TERM and LONG 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 %	%	%
02	Middle & Other Managers	-21	40.0	40.0	23.6	38.9
03	Professionals	-12	35.1	35.1	21.7	35.1
04	Semi-Professionals & Technicians	-20	10.0	10.0	2.6	9.2
05	Supervisors	-1	50.0	50.0	0.0	53.0
07	Admin and Senior Clerical Personnel	-1	NR	NR	72.7	80.1
08	Skilled Sales & Service Personnel	-12	27.0	27.0	20.1	26.7
10	Clerical Personnel	-16	50.0	50.0	47.7	66.0

Observations:

- Although availability is higher in EEOGs 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.
- Besides these instances, goal setting in EEOG 07 is not required since the representation is 72.7 % which is much above the 50.0% mark. The organization stated it is difficult to recruit women in EEOGs 04 & 08.

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 %	%	%
02	Middle & Other Managers	-2	2.2	2.2	0.7	2.2
04	Semi-Professionals & Technicians	-1	2.5	2.5	2.3	2.5
08	Skilled Sales & Service Personnel	-2	2.1	2.1	1.1	2.1

Observations:

- All goals for Aboriginal Peoples have been set at availability in both the short and long-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 %	%	%
01/02	Managers	-3	7.0	5.0	2.6	4.3
03	Professionals	-2	7.0	4.0	1.1	3.8
04	Semi-Professionals & Technicians	-7	5.0	5.0	2.3	4.6
08	Skilled Sales & Service	-4	5.0	4.0	1.1	3.5
10	Clerical Personnel	-4	7.0	7.0	2.3	7.0
11	Intermediate Sales & Service	-2	6.0	6.0	0.0	5.6

Observations:

- All goals for Persons with Disabilities have been set at a little over market availability in both the short and long-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 %	%	%
04	Semi-Professionals & Technicians	-23	40.0	30.0	13.8	21.2
07	Administrative & Senior Clerical	-2	35.0	35.0	18.2	32.9
08	Skilled Sales & Service Personnel	-7	15.0	15.0	11.4	15.4
10	Clerical Personnel	-10	45.0	45.0	28.4	40.1
11	Intermediate Sales & Service Personnel	-7	50.0	45.0	18.4	36.1
12	Semi-Skilled Manual	-1	50.0	45.0	25.0	39.2

Observations:

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

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Konica Minolta Business Solutions (Canada) Ltd. has gaps in all designated groups; 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 this designated group.
- The Konica Minolta Business Solutions (Canada) Ltd. have demonstrated through its first compliance assessment submission that they have set appropriate goals based on labour market availability. However, as demonstrated in the current Workforce Analysis, a number of large gaps are present in various EEOG's across the two designated groups particularly, women and visible minorities. We encourage this organization to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices for two mentioned designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

Name of Analyst: Neena Sharan

Date: August 23, 2018

Nyirasafari, Ange AN [NC]

From: Sharan, Neena N [NC] on behalf of EE-EME
Sent: October 12, 2018 12:00 PM
To: 'Jaclyn Spears'; 'chris.dewart@bt.konicaminolta.ca';
'Violette.lareau@bt.konicaminolta.ca'
Subject: Government of Canada Agreement Number: 060846 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Chris Dewart:

I am writing to inform you that the subsequent compliance assessment initiated on March 11, 2018 has been completed. As a result of the assessment, Konica Minolta Business Solutions (Canada) Ltd. 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 Konica Minolta Business Solutions (Canada) Ltd. employment equity program.

- Konica Minolta Business Solutions (Canada) Ltd. has gaps in all designated groups; 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 this designated group.
- Konica Minolta Business Solutions (Canada) Ltd. has demonstrated through its subsequent compliance assessment submission that they have set appropriate goals based on labour market availability. However, as demonstrated in the current Workforce Analysis, a number of large gaps are present in various EEOG's across the two designated groups particularly, women and visible minorities. We encourage this organization to conduct an Employment Systems Review (ESR) of their recruitment and hiring policies and practices for two mentioned designated groups.
- Guidance on conducting an employment systems review is available on the Labour Program website (Step 2-2 of the modules): https://equity.esdc.gc.ca/sqiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&_ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on March 11, 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, Konica Minolta Business Solutions (Canada) Ltd. 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.

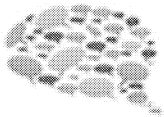
Should you require any further information regarding your organization's obligations under the FCP, please contact us by email at ee-eme@hrsdc-rhdcc.gc.ca.

Your cooperation during the course of this compliance assessment was appreciated and we wish Konica Minolta Business Solutions (Canada) Ltd. 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!