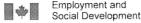
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Employment and Emploi et Social Development Canada Développement social Canada

OFFICIAL USE ONLY Agreement N°:

Labour Program Federal Contractors Program

Agreement to Implement Employment Equity

New Agreement Revised Agreement							
	ORGANIZATION						
egal Name of Organization		Parent company is	located outsid	e Canada			
CONICA MINOLTA BUSINESS SOLUTIONS (CA	NADA) LTD.	<u> </u>	✓ Yes No				
Operating Name (if different from Legal Name of Organization)		Procurement Bus					
		Total number of en (Full-Time/Part-Tim					
Organization's North American Industry Classification System 17910	(NAICS) Code Nº		atcan gc.ca/su	S Code Number please bjects-sujets/standard- ian02I-eng.htm			
Official use only (if information above is incorrect)			A	SINICE CARA NA			
Procurement Business Number To	tal number of employees in Cana	ja	Organization	s NAICS Code No			
	HEAD OFFICE						
Address (building number, street, suite, etc.)	City		Province	Postal Code			
669 BRITANNIA ROAD EAST	MISSISSAUGA		ON	L42 2H5			
	Telephone Numbe	r	Fax Number				
ЕМР	LOYMENT EQUITY CONT	ACT	•				
Jame (print)	Title						
VIOLETTE LAREAU	DIRECTOR OF	HUMAN RESOUF	CES				
elephone Number 105-890-6600 X 370	E-mail Address violette.la	reau@bt.konic	aminolta	, ca			
	CERTIFICATION						
The above-named organization: • having a combined workforce of 100 or more perma 12 weeks or more in Canada, AND • intending to bid on, or being in receipt of, a federal of the combined of \$1,000,000 or more	government goods or services						
Supply Arrangement, valued at \$1,000,000 or more Hereby certifies its commitment to implement or maintain instrument, in keeping with the Federal Contractors Pro- please refer to: <a href="http://www.esdc.gc.ca/eng/labour/equali-
ty-www.esdc.gc.ca/eng/labour/equali-
mportant note:">http://www.esdc.gc.ca/eng/labour/equali- mportant note: If an audit of the Agreement to Implem	n employment equity on an or gram requirements. For more ty/fcp/index.shtml	information on hov	v to impleme	nt employment equi			
he procurement instrument(s) with the Government of (
	SIGNATORY						
NOTE: The signatory must be the Chief Executive Office contract on behalf of the organization.	cer OR an authorized person	n an executive pos	ition with leg	al authority to sign a			
lame (print)	Tille						
HRIS DEWART	PRESIDENT 6	CEO					
elephone Number 103-890-660	E-mail Address	t@bt.konicami	nalts as				
ignature	Date		. 20 Martin 12 M				
		8, 2014					
	RETURN INSTRUCTIONS						

Emploi et Développement social Canada

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 incude in our assessment which we ned 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: <u>289-374-2362</u>

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: \underline{ee} - \underline{em} - \underline{em} - \underline{m} -

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		
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Ontario	436	1	0	437
Québec	99	0	0	99
Nova Scotia	40	0	0	40
New Brunswick	30	0	0	30
Manitoba	23	0	0	23
British Columbia	86	0	0	86
Prince Edward Island	4	0	0	4
Saskatchewan	36	0	0	36
Alberta	114	2	0	116
Newfoundland and Labrador	4	0	0	4
Total Employees in Cana	ada 🕨			87

	Cens	sus Metropolitan	Areas	
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees
Calgary	58	1	0	59
Edmonton	56	1	0	57
Halifax	40	0	0	40
Montréal	67	0	0	67
Regina	18	0	0	18
Toronto	389	1	0	390
Vancouver	76	0	0	76
Winnipeg	23	0	0	23
St. John's	4	0	0	4
Moncton	23	0	0	23
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 CMA	s 5	0	0	5
P.E.I.	4	0	0	4

Canada

Employment and Social Emploi et Développement Development Canada social Canada

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

Form 1

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

Employment and Social Emploi et Développement Development Canada social Canada

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

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

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

Occupational Group		,	All Employee:	3	Ab	original Peo	oles	Perso	ns with Disa	bilities	Member	s of Visible N	/linorities
Salary Range Col. 1	QTR	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	4	1	1										
Top Range: \$100,000 and over	3												
Bottom Range: \$100,000 and over	2	2	2										
	1	9	6	3							1		4
	Total	12	9	3							1		
Middle and Other Managers	4	15	15								3	3	
Top Range: \$100,000 and over	3	57	44	13				1	1		11	9	1
Bottom Range: Under \$5,000	2	64	46	18	1		1	3	3		13	10	;
	1	2	2										
	Total	138	107	31	1		1	4	4		27	22	
Professionals	4	7	6	1							4	4	
Top Range: \$100,000 and over	3	16	12	4							2	2	
Bottom Range: \$ 35,000 - \$39,999	2	33	23	10	1		1				14	9	
	1	36	31	5	•••••••••••			1		1	16	15	1
	Total	92	72	20	1		1	1		1	36	30	
Semi-Professionals and Technicians	4	10	6	4							3	1	-
Top Range: \$ 95,000 - \$99,999	3	166	166		4	4		2	2		28	28	
Bottom Range: Under \$5,000	2	128	124	4	3	3		5	5		11	11	
	1	1	1										
	Total	305	297	8	7	7		7	7		42	40	

Page 1 of 4 Canada

Employment and Social Emploi et Développement Development Canada social Canada

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

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Full-Time / National

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

Occupational Group		,	All Employee:	3	Ab	original Peor	oles	Perso	ons with Disa	bilities	Member	s of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Supervisors	4												
Top Range: \$ 45,000 - \$49,999	3												
Bottom Range: \$ 45,000 - \$49,999	2												
	1	1	1										
	Total	1	1										
Administrative and Senior Clerical Personnel	4	5	1	4									
Top Range: \$ 75,000 - \$79,999	3	5	2	3							2	1	1
Bottom Range: Under \$5,000	2												
	1	1		1									
	Total	11	3	8							2	1	1
Skilled Sales and Service Personnel	4	6	6								1	1	
Top Range: \$100,000 and over	3	63	54	9	1		1	1		1	8	8	
Bottom Range: Under \$5,000	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	4	2	2								1	1	
Top Range: \$ 65,000 - \$69,999	3	16	7	9	1	1		1		1	5	4	1
Bottom Range: \$ 30,000 - \$34,999	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

Canada Page 2 of 4

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

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

Occupational Group		,	All Employee:	s	Ab	original Peor	oles	Perso	ns with Disa	bilities	Member	s of Visible N	Minorities
Salary Range Col. 1	QTR	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	4	5	1	4									
Top Range: \$ 50,000 - \$54,999	3	18	3	15							2		2
Bottom Range: \$ 25,000 - \$29,999	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	4	1	1								1	1	
Top Range: \$ 45,000 - \$49,999	3	1		1									
Bottom Range: \$ 30,000 - \$34,999	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

Canadä

Form 2 B

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS Part-Time / National

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

Occupational Group		,	All Employee	S	Ab	original Peop	oles	Perso	ons with Disa	bilities	Membe	rs of Visible N	/linorities
Salary Range	QTR	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Col. 1		Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	Col. 12	Col. 13
Middle and Other Managers	4	1		1									
Top Range: \$ 45,000 - \$49,999	3												
Bottom Range: \$ 25,000 - \$29,999	2												
	1	1		1									
	Total	2		2									
Skilled Sales and Service Personnel	4												
Top Range: \$ 60,000 - \$64,999	3												
Bottom Range: \$ 60,000 - \$64,999	2												
	1	1	1										
	Total	1	1										
Total Number of Employees		3	1	2									

Canada

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Full-Time / National

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

		All Employees		Al	original Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	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

Canada

FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY Part-Time / National

	All Employees			А	poriginal Peopl	es	Pers	ons with Disab	ilities	Members of Visible Minorities		
Salary Range	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	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									



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED Full-Time / National

		All Employees		Al	boriginal Peopl	es	Pers	ons with Disab	ilities	Membe	rs of Visible Mi	norities
Occupational Group	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

	Employe	es promoted (Employees pro	omoted during t	he year are to	be reported or	nly in the occupa	ational groups	in which or to	which they have	e been last pro	moted.)
Oppunational Crown		All Employees			original Peopl	es	Perso	ons with Disab	ilíties	Member	rs of Visible Mi	norities
Occupational Group	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	Col. 11	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

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



FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED Part-Time / National

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

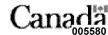


Workforce Analysis - Detailed Report

Date: 2018-03-28

Women

Employment Equity Occupational Group	Internal Location	All Employees	•	entation	Availa		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
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

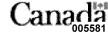


Workforce Analysis - Detailed Report

Date: 2018-03-28

Women

		Women					
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	lability 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
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

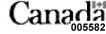


Workforce Analysis - Detailed Report

Date: 2018-03-28

Women

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



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Women

		Women							
Employment Equity Occupational Group	Internal Location	All Employees	Representat	tion	Avai	lability	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

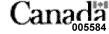


Workforce Analysis - Detailed Report

Date: 2018-03-28

Aboriginal Peoples

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation		ability	Gap	Recruitment Area
		#	#	%	%	#	#	
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
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 ː 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



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Aboriginal Peoples

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

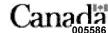


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Aboriginal Peoples

		Aboriginal Peoples						
Employment Equity Occupational Group	Internal Location	All Employees #	Repres #	entation %	Availa %	ability #	Gap #	Recruitment Area
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



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Aboriginal Peoples

		Aboriginal Peoples								
Employment Equity Occupational Group	Internal Location	All Employees	Representation		Availability		Gap	Recruitment Area		
		#	#	%	%	#	#			
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

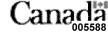


Workforce Analysis - Detailed Report

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Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability	Gap	Recruitment Area
		#	#	%	%	#	#	
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		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
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		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	•	British Columbia

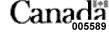


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Members of Visible Minorities

		Members of Visible Minorities					
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avail	ability Gap	Recruitment Area
		#	#	%	%	# #	
2282 : User support technicians	Ontario	6	2	33.3 %	35.9 %	2 (Ontario
2282 : User support technicians	Québec	5	0	0.0 %	18.2 %	1 -	Québec
05 : Supervisors		1	0	0.0 %	45.8 %	0 (•
Employment Equity Occupational Group	Toronto	1	0	0.0 %	45.8 %	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 (Calgary
Employment Equity Occupational Group	Montréal	1	0	0.0 %	12.2 %	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	Vancouver
08 : Skilled Sales and Service Personnel		184	21	11.4 %	15.4 %	28 -	
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 -	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	7	0	0.0 %	7.8 %	1 •	Manitoba
6221 : Technical sales specialists - wholesale trade	New Brunswick	2	0	0.0 %	0.0 %	0 (New Brunswick
6221 : Technical sales specialists - wholesale trade	Newfoundland and Labrador	1	0	0.0 %	0.0 %	0 (Newfoundland and
6221 : Technical sales specialists - wholesale trade	Nova Scotia	8	0	0.0 %	2.7 %	0 (Nova Scotia
6221 : Technical sales specialists - wholesale trade	Ontario	76	11	14.5 %	20.8 %	16 -	Ontario
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	1	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 (Saskatchewan
10 : Clerical Personnel		88	25	28.4 %	40.1 %	35 -10	
Employment Equity Occupational Group	Calgary	7	1	14.3 %	24.3 %	2 -	Calgary
Employment Equity Occupational Group	Edmonton	3	0	0.0 %	17.5 %	1 -	Edmonton
Employment Equity Occupational Group	Halifax	3	1	33.3 %	7.3 %	0	Halifax



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Members of Visible Minorities

	Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	sentation	Avail	ability Ga	p Recruitment Area
		#	#	%	%	#	#
Employment Equity Occupational Group	Moncton	2	0	0.0 %	1.5 %	0	0 Moncton
Employment Equity Occupational Group	Montréal	1	0	0.0 %	17.4 %	0	0 Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	14.7 %	0	0 Ottawa - Gatineau
Employment Equity Occupational Group	Québec	1	0	0.0 %	2.0 %	0	0 Québec
Employment Equity Occupational Group	Regina	2	0	0.0 %	6.7 %	0	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



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Members of Visible Minorities

		Members of Visible Minorities						
Employment Equity Occupational Group	Internal Location	All Employees	Repres	entation	Avai	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
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



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Persons with Disabilities

				Persons	with Disabili	ties		
Employment Equity Occupational Group	Internal Location	All Employees	Represe	entation	Avail	lability	Gap	Recruitment Area
		#	#	%	%	#	#	
01/02 : Managers	National	152	4	2.6 %	4.3 %	7		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



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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

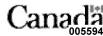


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WFA Defaults - Persons with Disabilities

Employment Equity Occupational Group	Perform Analysis By	Recruitment Area
01/02 : Managers	EEOG	National
03 : Professionals	EEOG	National
04 : Semi-Professionals and Technicians	EEOG	National
05 : Supervisors	EEOG	National
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

	Women						
Employment Equity Occupational Group	All Employees	Repres	sentation	Ava	ilability	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 : Semí-Skilled Manual Workers	4	2	50.0 %	16.4 %	1	1	
Total	875	185	21.1 %	29.7 %	259	-74	



Workforce Analysis - Summary Report

Date: 2018-03-28

Aboriginal Peoples

	Aboriginal Peoples						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	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		
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	



Workforce Analysis - Summary Report

Date: 2018-03-28

Members of Visible Minorities

	Members of Visible Minorities						
Employment Equity Occupational Group	All Employees	Repres	sentation	Avai	ilability	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	



Workforce Analysis - Summary Report

Date: 2018-03-28

Persons with Disabilities

	Persons with Disabilities						
Employment Equity Occupational Group	All Employees	Repres	entation	Avail	ability	Gap	
	#	#	%	%	#	#	
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	



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



Part 1: Workforce Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Data from First/Previous Workforce Analysis

Data from Fi	rst/Previous Work	force Analysis
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2015	12	15

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Data from Subse	quent/Current Wo	rkforce Analysis
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2018	02	28

		,	Гable 1: Women	
		First/Pr	evious Workforce A	Analysis
E1	syment Fauity Occupational Cycup (FFOC)	All Employees	Won	nen
cmpa	syment Equity Occupational Group (EEOG)		Representation	Availability*
		#	#	%
01	Senior Managers	11	2	27.40
02	Middle & Other Managers	135	41	38.90
03	Professionals	50	19	41.80
04	Semi-Professionals & Technicians	391	8	8.90
05	Supervisors	3	2	53.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	8	7	85.60
08	Skilled Sales & Service Personnel	197	57	26.50
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	85	49	61.60
11	Intermediate Sales & Service Personnel	43	35	63.10
12	Semi-Skilled Manual Workers	4	2	28.90
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		927	222	27.2

Table 5: Women Subsequent/Current Workforce Analysis			
	Representation	Availability*	
#	#	%	
12	3	27.40	
140	31	38.90	
92	20	35.10	
305	8	9.20	
1	0	53.00	
0	0	0.00	
11	8	80.10	
184	37	26.70	
0	0	0.00	
88	42	66.00	
38	32	63.90	
4	2	16.40	
ol	0	0.00	
o	0	0.00	
875	183	29.7	

* Sourc	e:				
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Part 1: Workforce Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Data from First/Previous Workforce Analysis

2015	12	15
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Data from Fi	rst/Previous Work	force Analysis

Data from Su	bsequent/Curre Analysis	ent Workforce
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2018	02	28
YYYY	MM	DD
Data from Subse	quent/Current Wo	orkforce Analysis

		Table 2: Aboriginal Peoples			
		First/Previous Workforce Analysis			
E-set.	syment Fauity Occupational Cycup (FFOC)	All Employees	Aborigina	l Peoples	
cmh	oyment Equity Occupational Group (EEOG)		Representation	Availability*	
		#	#	%	
01	Senior Managers	11	0	2.90	
02	Middle & Other Managers	135	3	2.20	
03	Professionals	50	2	1.50	
04	Semi-Professionals & Technicians	391	9	2.50	
05	Supervisors	3	o	1.00	
06	Supervisors: Crafts & Trades	0	0	0.00	
07	Administrative & Senior Clerical Personnel	8	0	1.10	
08	Skilled Sales & Service Personnel	197	4	2.20	
09	Skilled Crafts & Trades Workers	0	0	0.00	
10	Clerical Personnel	85	1	1.30	
11	Intermediate Sales & Service Personnel	43	0	2.50	
12	Semi-Skilled Manual Workers	4	0	0.00	
13	Other Sales & Service Personnel	0	0	0.00	
14	Other Manual Workers	0	0	0.00	
Total		927	19	2.2	

Table 6: Aboriginal Peoples			
Subsequent/Current Workforce Analysis			
All Employees Aboriginal Peop		l Peoples	
	Representation	Availability*	
#	#	%	
12	0	2.9	
140	1	2.2	
92	1	1.3	
305	7	2.5	
1	0	1.0	
0	0	0.0	
11	0	1.1	
184	2	2.1	
0	0	0.0	
88	2	1.4	
38	1	1.8	
4	o	2.8	
0	0	0.0	
o	0	0.0	
875	14	2.1	

* Sou	rce:			
20111	National F	Iousehold S	urvey	

Part 1: Workforce Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Data from First/Previous Workforce Analysis

Data from Fi	rst/Previous Work	force Analysis
YYYY	MM	DD
2015	12	15

Data from Subsequent/Current Workforce Analysis

2018	02	28
YYYY	MM	DD
Data from Subse	quent/Current Wo	orkforce Analysis

		Table 3: Members of Visible Minorities						
		First/Previous Workforce Analysis						
Emplo	yment Equity Occupational Group (EEOG)	All Employees	Members of Visible Minorities					
rmhio	yment Equity Occupational Group (EEOG)		Representation	Availability*				
		#	#	%				
01	Senior Managers	11	0	10.10				
02	Middle & Other Managers	135	23	15.00				
03	Professionals	50	14	25.40				
04	Semi-Professionals & Technicians	391	50	21.70				
05	Supervisors	3	0	45.80				
06	Supervisors: Crafts & Trades	0	0	0.00				
07	Administrative & Senior Clerical Personnel	8	2	26.70				
08	Skilled Sales & Service Personnel	197	25	14.60				
09	Skilled Crafts & Trades Workers	0	0	0.00				
10	Clerical Personnel	85	20	44.90				
11	Intermediate Sales & Service Personnel	43	4	33.30				
12	Semi-Skilled Manual Workers	4	1	31.60				
13	Other Sales & Service Personnel	0	0	0.00				
14	Other Manual Workers	0	0	0.00				
Total		927	139	22.1				

Table 7: Members of Visible Minorities						
Subsequent	/Current Workford	e Analysis				
All Employees	Members of Visible Minorities					
	Representation	Availability*				
#	#	%				
12	1	10.1				
140	27	15.0				
92	36	28.8				
305	42	21.2				
1	0	45.8				
0	0	0.0				
11	2	32.9				
184	21	15.4				
0	0	0.0				
88	25	40.1				
38	7	36.1				
4	1	39.2				
0	0	0.0				
0	0	0.0				
875	162	22.4				

5		Na		ıl Hou	sehold	Survey	
*	So	urce):				

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Part 1: Workforce Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Data from First/Previous Workforce Analysis

2015	12	15
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Data from Fi	rst/Previous Work	force Analysis

Data from Su	ıbsequent/Curr Analysis	ent Workforce
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2018	02	28
YYYY	MM	DD
Data from Subse	quent/Current Wo	orkforce Analysis

		Table 4: Persons with Disabilities						
		First/Previous Workforce Analysis						
F1.	amount Familia Occurational Cooper (FFOC)	All Employees	Persons with Disabilities					
Ешрю	yment Equity Occupational Group (EEOG)		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	ol	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				
All Employees Persons with Disabilities				
	Representation	Availability*		
#	#	%		
152	4	4.3		
92	1	3.8		
305	7	4.6		
1	0	13.9		
0	0	0.0		
11	0	3.4		
184	2	3.5		
0	0	0.0		
88	2	7.0		
38	0	5.6		
4	0	4.8		
0	0	0.0		
0	0	0.0		
875	16	4.5		

* Source:				
2012 Canad	lian Survey	on Disabilit	y	

* Source:		
2012 Canadian Sur	vey on Disability	y

Part 2: Flow Data Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Start	Date of	Flow	Data	
YYYY	MN	4	D	D
2015	12		1	6

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End l	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

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	Table 1: Wome			
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Women Hired	All Employees Hired	Women Hired
	#	#	#	#
01 Senior Managers	5	1	0	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	C	
36	8	0	C	
8	3	0	0	
25	0	0	C	
0	0	0	0	
0	0	0	0	
0	0	0	C	
27	3	0	0	
0	0	0	C	
3	ol	0	0	
1	1	0	0	
0	0	0	C	
0	0	0	C	
0	0	0	C	
100	15	0	0	

Table 9: Women					
Full-time	/ National	Part-time	Part-time / National		
All Employees Terminated	nployees Women		aployees Women Employees		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		

Part 2: Flow Data Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

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Start	Date of Flov	Data

2018	02	28
YYYY	MM	DD
End l	Date of Flow	Data

Data from Form 4 - Employees Hired Data from Form 5 - Employees
Promoted

Data from Form 6 - Employees Terminated

		. ↓	₩	. ↓	₩
		Table 2: Aboriginal Peoples			
		Full-time	/ National	Part-time	/ National
	ployment Equity Occupational Group EOG)	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired
		#	#	#	#
01	Senior Managers	5	0	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

Full-time / National		Part-time / National				
All Employees Promoted	mployees Peoples		mployees Peoples Employees		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			

Tabl	e 10: Abo	riginal Ped	oples	
Full-time	/ National	Part-time	/ National	
All Employees Terminated	Aboriginal Peoples Terminated	oples Employees Peopl		
#	#	#	#	
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	

Part 2: Flow Data Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

2015	12	16
YYYY	MM	DD
Start	Date of Flow	v Data

2018	02	28
YYYY	MM	DD
End I	Date of Flow	Data

Data from Form 4 - Employees Hired Data from Form 5 - Employees
Promoted

Data from Form 6 - Employees Terminated

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	Table.	3: Persons	with Disa	bilities
	Full-time	/ National	Part-time	/ National
Employment Equity Occupational Group (EEOG)	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
01 Senior Managers	5	0	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	Employees Disabilities		Persons with Disabilities Promoted				
#	#	#	#				
0	0	0	(
36	1	0	(
8	0	0	(
25	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
27	0	0	(
0	0	0	(
3	1	0	(
1	0	0	(
0	0	0	(
0	0	0	(
0	0	0	(
100	2	0	(

Table 11: Persons with Disabilities											
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								

Part 2: Flow Data Analysis

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

2015	12	16
YYYY	MM	DD
Start	Date of Flow	v Data

	End I	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 o	f Visible A	Ainorities		
	Full-time	/ National	Part-time / National			
Employment Equity Occupational Group (EEOG)	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired		
	#	#	#	#		
01 Senior Managers	5	1	0	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	Visible All Visible Employees Minorities Terminated Minori			
#	#	#	#		
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		

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Data for First/Previous Goals

AB	C	D	E	F	G	H	I	J	K	L	М	N	0	P	Q	R	S	T	T. U.
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]	Data Entry C	xHx3	F + I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis		(K - M + O) - ((C + F) x Q)		(K - M + O) + (C + F)
	J	Ţ	Į.	Į.	Ţ	Ţ	1	Į.	Ţ	Ţ	Ţ	Ţ	Ţ	1	Ţ	Ţ	↓	J	J

Table 1: Women

									First/	Previous Sho	ort-term Ga	ais							
				All Em	ployees									١	Vomen				
Facility of Facility Committee of	Number	Gro	wth (New Posit	ions)	Turnover (F	Replacement of Employees)	Terminated		Number	Turnover (Re		Hires		r Goals n - To					Projected
Employment Equity Occupational Group (EEOG)	3337-MM-00	Actual	Proj	ected	Actual	Proje	cted	Anticipated Hires Over 3 Years	YYYY-MM-00	1	p,,	Required		-1777	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
s.s.p (azos)	2015-12-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-12-15	Annually	Over 3 Years	Over 3 Venrs	2015	2018					Years
	#	%	%	#	9/6	%	#	#	#	%	#	#	#	%	%	#	#	%	%
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	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	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	8			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	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	#DIV/0!	#DIV/0!
10 Clerical Personnel	85			0			0	0	49	0.0%	0	3	0		61.6%	-3	-3	57.6%	57.6%
11 Intermediate Sales & Service	43			0			0	o	35	0.0%	0	-8	0		63.1%	8	8	81.4%	81.4%
12 Semi-Skilled Manual	4			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	#DIV/0!	#DIV/0!
14 Other Manual Workers	0			0			0	0	0	0.0%	0	0	0		0.0%	0	0	#DIV/0!	#DIV/0!
Total	927			0		1	()	0	222		()	30	()		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.

7 2) X 100.						
						Table 2: Women
F 1 1F 10 A			Women	1		
Employment Equity Occu Group (EEOG)	ірацопаі	Short-tern	n Goals	Long-teri	Goals	Comments
Group (CCOG)		#	%	#	%	
01 Senior Managers		3	0.30	3	0.30	
02 Middle & Other M	anagers	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 a	& Trades	0	0.00	0	0.00	
07 Administrative & Sr	Clerical	0	0.00	0	0.00	
08 Skilled Sales & Serv	rice	0	0.00	0	0.00	
09 Skilled Crafts & Tra	ides	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 Manua	il	0	0.00	0	0.00	
13 Other Sales & Service	ce	0	0.00	0	0.00	
14 Other Manual Work	ers	0	0.00	0	0.00	
Total		43		43		

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Data for First/Previous Goals

AB	IC	<u> </u>	E	F	G H		J	<u>K</u>	L	М	N	0	P	Q	R	S		I U
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	C x E x 3 Anal Wor	n Flow bata ysis & Data Entr kforce dysis [‡]	у СхНх3	F÷I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JхР	Data Entry	From Workforce Analysis	From Workforc e Analysis	1000	4	(K - M + O) + (C + F)
	<u> </u>	Ţ	Į.	Ţ	J	Į.	Ţ	Ţ	Ţ	Ţ	Ţ	J.	Ţ	Ţ	J	Į.	Ţ	Ţ
								Tabl	e 3: Aborio	oinal Pea	nles							

										First/	Previous Sho	ort-term Go	als							
					All Em	ployees									Aborig	inal Peoples				
Carre	loyment Equity Occupational	Number	Grov	vth (New Posi)	tions)	Turnover (R	eplacement of Employees)	Terminated		Number	furnover (Re		Hires		Goals 1 - To					Projected
	юунисы Едину Оссирация пр (EEOG)	VVVV-MM-00	Actual	Proj	ected	Actual	Proje	scted	Anticipated Hires Over 3 Years	YYYY-MM-00]		Required	1,1,2,1	-1777	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
3.00	,p (choo)	2015-12-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-12-15	Annually	Over 3 Years	Over 3 Veurs	2015	2618					Years
		Ħ	%	%	#	9/6	%	#	#	#	9/0	#	#	#	9/0	%	#	#	9/9	%
01	Senior Managers	11	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		2.9%	(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	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%
	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%
06	Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		0.0%	(0	#DIV/0!	#DIV/0!
	Administrative & Sr Clerical	8	0.0%		0	0.0%		0	0	0	0.0%	0	0	0		1.1%	(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	#DIV/0!	#DIV/0!
10	Clerical Personnel	85	0.0%		0	0.0%		0	0	I	0.0%	0	0	0		1.3%	(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%
13	Other Sales & Service	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	#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.

÷ 2) x 100.			
			Table 4: Aboriginal Peoples
Employment Equity Occupational	Aboriginal	Peoples	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
Group (EE-CA)	# %	# %	
01 Senior Managers	0 0.00	0.0	0
02 Middle & Other Managers	0 0.00	0.0	0
03 Professionals	0 0.00	0.0	0
04 Semi-Professionals & Tech	3 0.03	3 0.0	2 No hiring in this population
05 Supervisors	0 0.00	0,0	0
06 Supervisors: Crafts & Trades	0 0.00	0,0	o [
07 Administrative & Sr Clerical	0 0.00	0.0	0
08 Skilled Sales & Service	0 0.00	0.0	o l
09 Skilled Crafts & Trades	0 0.00	0.0	0
10 Clerical Personnel	0 0.00	0.0	0
11 Intermediate Sales & Service	1 0.02	1 0.0	2
12 Semi-Skilled Manual	0 0.00	0.0	0
13 Other Sales & Service	0 0.00	0.0	0
14 Other Manual Workers	0 0.00	0.0	o l
Total	4	4	

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis + Terminated part-time employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees from Previous Workforce Analysis) + ((Total number of employees fr

Federal Contractors Program Achievement Report Part 3: Goals Konica Minolta Business Solutions (Canada) Ltd. [Date: 2018-02-28]

Data for First/Previous Goals D M 0 Q From Flow K x L x 3 (F x Q) - R From From Data From From From (K - M + O) Equivalent Data (K - M + O) + (C +Workforce Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 F+IWorkforce JxP Workforce Workfore -((C + F)x) $K \div C$ to H + M Entry F) Workforce Analysis Analysis Analysis Analysis e Analysis Q)

												<u> </u>					<u> </u>		į
		Į.	4	Ţ	Ţ	1	1	1	Ţ	Ţ	Ţ	Į.	1	1	Ţ	Ţ	↓	Ţ	↓
									Table 5	: Persons v	vith Disa	bilities							
									First	Previous Sh	ort-term G	oals							
				All Em	ployees									Persons v	vith Disabilitie	·s			
	Number		oth (New Positi		Turnover (F	Replacement of	Terminated		Number				3 Year	Goals					1
	Number	Gra	ARE (NEW POSIE	ions)		Employees)				Turnover (Re Terminated	placement of	Hires	Fron	1 - To					Projected
Employment Equity Occupational Group (EEOG)	YYYY-MM-DD	Actual	Proje	ected	Actual	Proje	cted	Anticipated Hires Over 3 Years	VVVV-MM-DD	Terminated	Employees)	Required	YYYY	- 1777	Present Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
Group (EEOG)				Over 3			Over 3	One of teats			Over 3	Over 3 Veurs			(Community)				Years
	2015-12-15	Annually	Annually	Years	Annually	Annually	Years		2015-12-15	Annually	Years		2015	2018					ĺ
	#	%	9/0	#	%	%	#	#	#	%	#	Ħ	#	%	%	#	#	%	%
01/02 Managers	146	0.0%	3.0%	13	0.0%	10.0%	44	57	4	10.0%	ı	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	5	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%	0.09
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	1 (0.0%	0	0	0		3.4%	0	0	#DIV/0!	#DIV/(
07 Administrative & Sr Clerical	8	0.0%		0	0.0%		0	0	1 (0.0%	0	0	0		3.5%	0	0	0.0%	0.09
08 Skilled Sales & Service	197	0.0%	8.0%	47	0.0%	25.0%	148	195	3	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		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	1	0.0%	0	0	0		4.8%	, 0	0	4.7%	4.79
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%
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	(0.0%	0	0	0		0.0%	5 0	0	#DIV/0!	#DIV/0
14 Other Manual Workers	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	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.

Analysis³

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)

В

Data sources:

' ÷2) x 100.					
					Table 6: Persons with Disabilities
P	Pers	ons with Di	isabilities		
Employment Equity Occupational Group (EEOG)	Short-term (Goals	Long-ter	m Goals	Comments
Group (EEOG)	#	%	Ħ	%	
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		

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Data for First/Previous Goals

A		D	E	F	G	<u>III</u>	L	J	K	L	М	<u> N</u>	0	P	Ι Ω	R	I S		Iu	1
Data sources:	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]		CxHx3	F+1	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis		(K - M + O) - ((C + F) x Q)		(K - M + O) + (C + F)	
	1	Į.	1	4	1	1	1	1	1	1	1	Į.	1	1	1	1	↓	1	↓	

Table 7: Members of Visible Minorities

									First/	Previous Sho	ort-term (4	oais							
				All En	ployees								١	lembers of	Visible Minor	ities			
Employment Equity Occupational	Number	Gras	vth (New Posit	ions)	Turnever (R	eplacement of Employees)	Terminated	Anticinated Hires	Number	Turnover (Re Terminated		Hires	3 Vear From		Present				Projected
Group (EEOG)	VVVV-MM-DD	Actual	Proje	ected	Actual	Proje	ered	Over 3 Years	VVVV-MM-DD			Required	YYYY	1777	Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
	2015-12-15	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2015-12-15	Annually	Over 3 Years	Over 3 Venrs	2015	2018					Years
	#	9/0	%	#	9/6	%	#	#	#	%	Ħ	#	#	%	%	#	#	9/6	%
01 Senior Managers	11	0.0%	0.0%	(0.0%	27.0%	9	9	0	27.0%	0	1	1	10.1%	10.1%	-1	0	0.0%	9.1%
02 Middle & Other Managers	135	0.0%		(0.0%		0	0	23	0.0%	0	-3	0		15.0%	3	3	17.0%	17.0%
03 Professionals	50	0.0%		(0.0%		0	0	14	0.0%	0	-1	0		25.4%	1	1	28.0%	28.0%
04 Semí-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	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	#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	#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	1	0.0%	0	0	0		31.6%	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	#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	#DIV/0!	#DIV/0!
Total	927	0.0%		(0.0%		0	0	139	0.0%	Ð	66	Ω		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) 13 x 100.

* ÷ 2) x 100.					
					Table 8: Members of Visible Minorities
Employment Equity Occupational	Members	of Visib	le Minoritie	S	
Group (EEOG)	Short-term Goa	ils	Long-ter	m Goals	Comments
Group (C.E.C.C.)	#	%	#	%	
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		

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

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Table 9: Women

From From Data From K x L x 3 (F x Q) - R From From (K - M + O) Equivalent Data (K - M + O) + (C +Data sources: Workforce Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 F + IWorkforce Workforce Workfore - ((C ± F) x $K \div C$ Entry Đ Workforce Analysis Analysis Analysis Analysis e Analysis Q) Analysis³

										Subseque	nt/Current :	Short-tern	Goals							
					All Em	ployees									1	Vomen				
		Number	Grav	eth (New Positi	ons)	Turnover (R	eplacement of l	Ferminated		Number	Turnover (Re			3 Year	Goals					
Emo	loyment Equity Occupational						Employees)		Anticipated Hires		Terminated		Hires	Fron		Present				Projected
	up (EEOG)	VVVV-MM-DD	Actual	Proje	cted	Actual	Projec	cted	Over 3 Years	YYYY-MM-DD			Required Over 3 Years	YYYY	-1777	Availability	Present Gap	Projected Gap	Present Representation	Representation in 3 Years
		2018-02-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-02-28	Turnover (Replacement of	Over 3 Years	OTEL 3 TELLS	2018	2021					icais
		#	%	%	#	9/6	%	Ħ	#	#	%	#	#	#	%	%	#	#	%	%
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%
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%
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%
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	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.

В

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	Women	
Group (EEOG)	Short-term Goals Long-	comments Comments
	%	%
01 Senior Managers	0%	0%
02 Middle & Other Managers	40%	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		

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

Workforce

Analysis

В	C	D	E	F	G	н	I	J	K	L	М		0	P	Q	R	S	т	U
***************************************	***************************************		***************************************	***************************************	From Flow	****************	***************************************			***************************************		***************************************		*****************************		***************************************	**************************************	***************************************	
	From	From	D F	C - D - 2	Data	D E		F7 - Y	From	Equivalent	W Y 2	(F x Q) - R	r n	Data	From	From	(K - M + O)	V - C	(K - M + O) ÷ (C +

Data for Subsequent/Current Goals

Workforce

Analysis

Entry

Workfore - ((C + F) x

Q)

e Analysis

Table 11: Aboriginal Peoples

										Subseque	nt/Current	Short-tern	ı Goals							
					All Em	ployees									Aborig	inal Peoples				
		Number	Grew	th (New Positi	onsi	Turnover (R	eplacement of	Terminated		Number	Furnover (Re	atazamant of		3 Year						
Emo	oyment Equity Occupational						Employees)		Anticipated Hires		Terminated		Hires	From		Present				Projected
1000000000	p (EEOG)	VVVV-MM-DD	Actual	Proje	cted	Actual	Proje	cted	Over 3 Years	YYYY-MM-DD	<u> </u>		Required Over 3 Years	YYYY	1333	Availability	Present Gap	Projected Gap	Present Representation	Representation in 3 Years
		2018-02-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-02-28	Annually	Over 3 Years	Ottositais	2018	2021					14215
		#	9/8	9/0	#	9/4	9/6	#	#	#	9/a	#	#	#	%	%	#	#	9/6	9/6
01	Senior Managers	12	2.9%	2.0%	1	26.1%	15.0%	5	6	0	15.0%	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%
£	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%
	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%
	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%
k	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%
1	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%
	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%
	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.

Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3

Workforce

Analysis¹

Data sources:

Workforce

Analysis

Analysis

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)

			Table 12: Aboriginal Peoples
	Aboriginal Peop	les	G i
Employment Equity Occupational Group (EEOG)	Short-term Goals L	ong-term Goals	Comments
•	9/9	%	
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		

F)

Federal Contractors Program Achievement Report Part 3: Goals Konica Minolta Business Solutions (Canada) Ltd. [Date: 2018-02-28]

									[1741		<u> </u>									
										Data for	Subsequei	nt/Curren	nt Goals							
	В	C		E	F]G		LLL	J	K	LL	<u> </u>	N	0	P	Q	R	s	T	U]
Data sources:	5	From Workforce Analysis	From Workforce Analysis [†]	Data Entry	CxEx3	From Flow Data Analysis & Workforce Analysis [‡]		CxHx3	F+I	From Workforce Analysis	Equivalent to H	KxLx3	(F x Q) - R + M	JxP	Data Entry	From Workforce Analysis	From Workforc e Analysis	1 10 /	K÷C	(K - M + O) + (C + F)
\$1		1	·	i		J	<u>, </u>	J	<u> </u>	1	, T	·	i l	J		1	Ţ		Ţ	
										Table 13	: Persons	with Disa	ibilities							
										Subsequ	ent/Current	Short-tern	n Goals							
			,		All Em	ployees					,			,		ith Disabilitie	•		,	
		Number	Gree	wth (New Posit	ions)	Turnover (R	leplacement of	Terminated		Number	Torrange /D.	eplacement of		3 Veni						
Employment	Equity Occupational						Employees)		Anticipated Hires			Employees)	Hires		ı - To	Present				Projected
Group (EEO		VVVV-MM-DD	Actual	Proj	ected	Actual	Proje	scred	Over 3 Years	VVVV-MM-00		·	Required Over 3 Years	YYYY	- 1333	Availability	Present Gap	Projected Gap	Present Representation	Representation in 3 Years
		2018-02-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-02-28	Annually	Over 3 Years	Oser 3 rears	2018	2021					rears
		Ħ	%	%	#	96	%	#	#	#	%	Ħ	#	#	%	%	#	#	%	%
01/02 Manag	gers	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 Profess	ssionals	92	22.5%	20.0%	55	74.6%	40.0%	110	165	1	40.0%	1	6	12	7.0%	3.8%	-2	6	1.1%	8.2%
04 Semi-P	Professionals & Tech	305	-7.9%	0.0%	0	25.0%	10.0%	92	92	7	10.0%	2	9	5	5.0%	4.6%	-7	-4	2.3%	3.3%
05 Supervi	visors	1	-30.7%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0		13.9%	0	0	0.0%	0.0%
06 Supervi	risors: 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 Admini	istrative & Sr Clerical	11	11.2%	10.0%	3	42.1%	20.0%	7	10	0	20.0%	0	0	0		3.4%	0	0	0.0%	0.0%
08 Skilled	f Sales & Service	184	-2.2%	0.0%	0	82.9%	40.0%	221	221	2	40.0%	2	6	11	5.0%	3.5%	-4	5	1.1%	6.0%
09 Skilled	l 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 Clerica	al Personnel	88	1.2%	1.0%	3	53.2%	25.0%	66	69	2	25.0%	2	6	5	7.0%	7.0%	-4	-1	2.3%	5.5%
11 Interm	nediate Sales & Service	38	-4.0%	0.0%	0	32.1%	15.0%	17	17	0	15.0%	0	2	1	6.0%	5.6%	-2	-1	0.0%	2.6%
12 Semi-S	Skilled Manual	4	0.0%	0.0%	0	25.0%	12.0%	1	1	0	12.0%	0	0	0		4.8%	0	0	0.0%	0.0%
3	Sales & Service		0.0%	0,0%	I	0.0%	0.0%	I	3	I .	0.0%	1	.			0.0%		1	0.0%	0.0%

† 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.

14 Other Manual Workers

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.

· 2) x 100.			
			Table 14: Persons with Disabilities
Part Carrier Comments	Persons with Disabiliti	ies	
Employment Equity Occupational	Short-term Goals Long	g-term Goals	Comments
Group (EEOG)	94	%	
01/02 Managers	7.0%	5.0% N	Match availability in hiring/promotions
03 Professionals	7.0%	4.0% N	Match availability in hiring/promotions
04 Semi-Professionals & Tech	5.0%	5.0% N	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% N	Match availability in hiring/promotions
09 Skilled Crafts & Trades	0.0%	0.0%	
10 Clerical Personnel	7.0%	7.0% L	ow growth, low turnover - gap will need to be addressed long term >3 years
11 Intermediate Sales & Service	6.0%	6.0% L	ow 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	

0.0%

0.0% 4.9%

Part 3: Goals

Konica Minolta Business Solutions (Canada) Ltd.

[Date: 2018-02-28]

									 	•											
	С	D	 E	F	G	Н	I	J	 K	 L	М	N	0	P	Q		R	S	 T	ι	Ü
 		Y	 	************					 ***************	 		***************		T	1			***************	 ***************************************		w/************************************
	E	r	İ		From Flov	N			3 55							_	Ì.				

Data for Subsequent/Current Goals

From From From (K - M + O) (K - M + O) + (C + Data sources: Workforce Workforce Data Entry C x E x 3 Analysis & Data Entry C x H x 3 Workforce Workforce Workfore -((C + F)x)Ð Workforce Analysis Analysis Analysis Analysis e Analysis Q) Analysis¹

									Table 15: N	lembers of	Visible !	Minorities							
									Subsequ	ent/Current	Short-term	Goals							
				All Em	ployees								,	dembers of	Visible Minor	ities			
	Number	£	dh (New Posit		Turnover (R	eplacement of I	ferminated		Number				3 Vea	Goals					
Employment Equity Occupational	*umotes	Gion	116 (16 0 1 05)	ous		Employees)		Anticipated Hires		Turnover (Re Terminated		Hires	From	1 - To	Present				Projected
Group (EEOG)	YYYY-MM-00	Actual	Proje	eted	Actual	Projec	ted	Over 3 Years	YYYY-MM-DD		* * *	Required	YYYY	- 1777	Availability	Present Gap	Projected Gap	Present Representation	Representation in 3
,	2018-02-28	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years		2018-02-28	Annually	Over 3 Years	Over 3 Veurs	2018	2021					Years
	Ħ	9/9	%	#	9/6	%	#	#	#	%	#	#	#	%	%	#	#	%	%
01 Senior Managers	12	2.9%	2.0%	1	26.1%	15.0%	5	6	l	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%
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) 100.

Calculated by using the following formula: (Terminated full-time employees from Flow Data Analysis) ÷ ((Total number of employees from Previous Workforce Analysis + Total number of employees from Current Workforce Analysis) ÷ (10 total number of employees from Previous Workforce Analysis) ÷ (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Previous Workforce Analysis) + (10 total number of employees from Pre

÷ 2) x 100.			
			Table 16: Members of Visible Minorities
Employment Equity Occupational	Members of Visibl	e Minorities	
Group (EEOG)	Short-term Goals	Long-term Goals	Comments
•	0/0	%	
01 Senior Managers	0%	0%	
02 Middle & Other Managers	0%	0%	
03 Professionals	0%	0°6	
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%	45%	Short-term, close gap; long term, match availability
12 Semi-Skilled Manual	50%	45%	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 C E F \mathbf{G} H L M 0 0 R T W X Part 1: Part 1: Part 1: Part 2: Part 2: Flow Part 2: Flow $V \oplus U x$ $\mathbf{E} \div \mathbf{D}$ $D \times G$ $E \div H$ $Q \oplus P \times$ Part 2: Flow Data sources: Workforce Workforce Workforce $E \cdot H$ Flow Data $K \times G \approx 100$ Flow Data $P \propto F \div 100$ Q-S Flow Data U s F + 100 $V \circ X$ ~ 100 x 100 Data Analysi $\times 100$ Data Analysis 100 Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions Terminations** Year Occupational Group Women Women All All Employees All Employee (EEOG) Representation Availability Gap EE Result Employees Actual Expected Difference Actual Difference Employee: Actual Expected Difference Expected % 2015 27.4 18.3 66.4 01 Senior Managers 2018 25.0 27.4 91.2 20.0 0 0.0 0.0 2015 135 41 30.4 38.9 53 -12 78.1 Middle & Other Managers 2018 140 22.1 38.9 54 -23 56.9 22.2 31 36 3 8.3 14 -11 11 45 12 26.7 14 2015 50 21 -2 19 38.0 41.8 90.9 03 Professionals 92 2018 20 21.7 35.1 32 -12 61.9 -28 37.5 53 97 6.2 34 11.3 20 -14 2015 391 8 2.0 8.9 35 -27 23.0 Semi-Professionals & Technicians -20 2018 305 2.6 9.2 28 28.5 13.3 0.0 87 15 2 25 0 1.1 2015 2 66.7 53.0 125.8 05 Supervisors 2018 0.0 53.0 0.0 0.0 0.0 0.00.0 0.0 0.0 Supervisors: Crafts & 2015 0 Trades 2018 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow $F + D \times$ E+Kv Part 3. Part 3 Part 3: Data sources: Flow Data E ÷ G x 100 F ±1x 100 Part 3: Goals F ± M x 100 Data Analysis Goals Gosts 100 Goals Analysis Goals **New Entrants** Flow Data Short-term Goals Long-term Goals **Employment Equity** Women Women Wamen Year Occupational Group Comments All Employees (EEOG) Percent of ercent of Gos Percent of Co. Percent o Actual Gost Goal Goal Goal Goal Met Goal Met % % ۰. % 2018 33.3 50% 33% 30% 166.67% 0.30 167% 01 Senior Managers 2021 50% 0% 0.00 0% -9.52% Middle & Other 2018 27 -1 -4% 17 -6% 39% 17 -5.9 0.39 -10% If current trends continue, goal of hiring 40% women will not achieve desired results Managers 2021 -9% 27 -4% 40% -9.26% 0.40 -1 2018 52 3 6% 21% 42% 13.80% 21.4 0.42 14% 03 Professionals If current trends continue, goal of hiring 40% women will not achieve desired results 2021 52 6% 35% 16.48% 0.35 16% 3 2018 -47 1 -2% 11% 9% -23.91% 11.1 0.02 -1069 Semi-Professionals If current trends continue, goal of hiring 40% women will not achieve desired results & Technicians -47 -2% -21.28% -219 2021 10% 0.10 2018 0% 0.00% 0.00 0% 0% 0.0 0% 05 Supervisors We transferred out two employees to different groups, did not replace. Only 1 employee in group. 53% 0.00% 0.00 0% 2021 0 0% 0% Supervisors: Crafts & 2018 0 0.0 0% 0% 0.0 0.00 Trades 2021 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 C D E F \mathbf{G} H K L M 0 0 R S T W X Part 1: Part 1: Part 1: Part 2: Part 2: Flow Part 2: Flow $V \oplus U x$ F + D $D \times G$ $E \div H$ $Q \oplus P \times$ Part 2: Flow Data sources: Workforce Workforce Workforce $E\cdot H$ Flow Data $K \times G \approx 100$ Flow Data $P \propto F \div 100$ Q+S Flow Data U s F + 100 $V \circ X$ x 100 ~ 100 x 100 Data Analysi $\times 100$ Data Analysis 100 Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires **Promotions Terminations** Year Occupational Group Women Women All All All Employee All Employee (EEOG) Representation Availability Gap EE Result Employees Actual Expected Difference Actual Difference Employee: Actual Expected Difference Expected % % % 87.5 Administrative & 2015 85.6 102.2 Senior Clerical 2018 72. 80.1 90.8 71.4 0.0 100.0 2015 197 57 28.9 26.5 52 109.2 Skilled Sales & Service Personnel 2018 184 37 49 -12 75.3 38 27 158 20.1 26.7 142 31 21.8 3 11.1 50 31.6 46 0.0 Skilled Crafts & 2015 0 0.0 0.0 Trades Workers 2018 0.0 0.0 0.0 0.0 0.0 0.0 0 0 2015 49 57.6 61.6 52 93.6 10 Clerical Personnel 88 58 -16 72.3 2018 42 47.7 66.0 48 32 -12 20 41.7 0.0 46 26 56.5 27 43 27 2015 35 81.4 63.1 129.0 Intermediate Sales & Service Personnel 2018 32 84.2 63.9 24 131.8 14 71.4 100.0 61.5 50.0 173.0 Semi-Skilled Manual 2015 28.9 2 Workers 2018 50.0 16.4 304.9 0.0 0.0 0.0 0 Part 2: Flow $F + D \times$ E+Kv Part 3. Part 3 Part 3: Data sources: Flow Data E ÷ G x 100 F ±1x 100 Part 3: Goals F ± M x 100 Data Analysis 100 Circuls Gosts 100 Goals Analysis 1 Goals **New Entrants** Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Wamen Women Occupational Group Wamen Comments All Employee (EEOG) Percent of Goa Percent of Goal Percent of Percent o Actual Goal Met Met Goal Met Met % % % % % % 2018 33.3 0.0 0.0 0.0 Administrative & 1 0.0 0.0 This group was not identified for goal setting last assessment; gap is small, one new female new hire will correct Senior Clerical 2021 33.3 0.8 0.8 41.7 41.7 2018 11 -145.5 0.0 0.0 0.0 0.0 0.0 Skilled Sales & -16 This group was not identified for goal setting last assessment; hiring was low, and terminations high Service Personnel 0.3 -538.7 2021 11 -16 -145.5 0.3 -538.7 2018 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & 0 Trades Workers 0.0 0.0 2021 0.0 0.0 0.0 0.0 2018 -120.0 0.0 0.0 0.0 -6 0.0 10 Clerical Personnel This group was not identified for goal setting last assesment; efforts need to be made in hiring to recover 2021 0.8 0.8 -160.0 -120.0 -160.0 Intermediate Sales & 2018 150.0 0.0 0.0 0.0 0.0 0.0 0.0 Service Personnel 2021 3 150.0 0.0 0.0 0.0 0.0 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2018

0.0

0.0

Workers

2021

0.0

0.0

Federal Contractors Program Achievement Report Part 4: Results - Women Konica Minolta Business Solutions (Canada) Ltd. [Date: 2018-02-28] C A E G H M 0 0 R T X Part 1: Part 1: Part 1: Part 2: Part 2: Flow Part 2: Flow O = P x Part 2: Flow $V \oplus U \times$ $\mathbf{E} \div \mathbf{D}$ $D \times G$ $E \div H$ Data sources: Workforce Workforce Workforce $E \cdot H$ Flow Data $K \times G \approx 100$ Flow Data $P \times F \approx 100$ Flow Data U s F + 100 $V \circ X$ ~ 100 x 100 Data Analysis $\times 100$ Data Analysis 100 Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions **Terminations** Year Occupational Group Women Women All All Employee All Employee (EEOG) Representation Availability Gap EE Result Employees Actual Expected Difference Actual Expected Difference **Employee**: Actual Expected Difference % Other Sales & Service 2015 0.0 0.0 0.0 Personnel 2018 0.0 0.0 0.0 0 0.0 0.0 0.0 Other Manual 2015 0 0.0 0.0 0.0 Workers 2018 0.0 0.0 0.0 0.0 0.0 0.0 0 0 2015 927 222 23.9 27.2 252 -30 88.0 Total 2018 875 183 20.9 29.7 260 -77 70.4 108 107 365 78 21.4 -30 100 15 15.0 410 26.1 98 24 Part 2: Flow $F \circ D \times$ Part 3: $E \oplus K.x$ Part 3: E = G x 100 F ~ I x 100 F = M x 100 Data sources: Flow Data Part 3: Goals Data Analysis Goals Analysis Ţ T Ţ J **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Women Occupational Group Comments All Employees (EEOG) Percent of Percent of Goa Percent of Percent of Goal Actual Goal Goal Goal Met % % % % % ۰. Other Sales & Service 2018 0.0 0.0 0.0 0.0 0.0 0.0 0,0 Personnel 2021 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Other Manual 2018 0 0.0 0.0 0.0 Workers 2021 0.0 0.0 0.0 0.0 0.0 $\frac{0.0}{0.0}$ Overall, we did not hire enough women in the past 3 years. Efforts should be made in recruitment, especially. 2018 -25.5 -32.6 0.0 0.0 -32.6 0.0

0.0

43

0.0

-14

-14

-25.5

2021

Total

43

Federal Contractors Program Achievement Report Part 5: Results - Aboriginal Peoples Konica Minolta Business Solutions (Canada) Ltd. [Date: 2018-02-28] В C D E F \mathbf{G} Н M N 0 P 0 R \mathbf{S} T U \mathbf{v} W X Y Part 1: Part 1: Part 2: Part 2: $V + U \, x$ $Q \oplus P|_X$ $E \div D$ $D \times G$ Part 2: Flow L + KPart 2: Flow Part 2: Flow K x G ≈ 100 P x F = 100 U x F = 100 V - X Data sources: Workforce Workforce Workforce E-H Flow Data L - N Flow Data O - S Flow Data Data Analysis Data Analysis Data Analysis x 100 ± 100 x 100 x 100 Analysis Analysis Analysis Analysis Analysis Analysis T T 1 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Promotions Hires Terminations Year Occupational Group Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples** All Employee All Employee All Employees All Employees (EEOG) Representation Availability Actual Actual Actual Gap EE Result Expected Difference Expected Difference Expected Difference ٠. % % 9% 2015 11 0 0.0 2.9 0.0 01 Senior Managers 2018 12 0 0.0 2.9 0.0 0.0 0 0.0 0.0 2015 135 2.2 101.0 Middle & Other 2.2 Managers 2018 140 0.7 2.2 32.5 36 2.8 36 2.8 45 3 6.7 50 2015 2 4.0 1.5 266. Professionals 92 2018 1.3 83.6 97 0.0 0.0 53 1.9 0 391 Semi-Professionals & 2015 9 2.3 2.5 92. Technicians 2018 305 2.3 2.5 91.8 15 0 0.0 25 0 0.0 2.3 2015 0 0.0 1.0 0.0 05 Supervisors 0.0 1.0 0.0 2018 0 0.0 0.0 0.0 Supervisors: Crafts & 0.0 0.0 2015 0 0.0 Trades 2018 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Part 2: Flow $E \doteq D|_X$ Part 3: $E \triangleq G|_X$ Part 3: $E \cong K \times$ F = 1 x 100 Part 3: Goals $F = M \times 100$ Data sources: Flow Data Data Analysis Goals Goals Analysis T 1 **New Entrants** Goals Flow Data Long-term Goals **Short-term Goals Employment Equity** Year **Aboriginal Peoples** Aboriginal People **Aboriginal Peoples** Occupational Group Comments All Employe (EEOG) Percent of Percent of Go: Percent of Percent of Go Actual Goal Goal Goal ion! Met Goal Met Met Met ٠. 96 % ۰. ٠, % % 2018 0.0 0 0.0 0.0 0.0 0,0 0.0 0.0 01 Senior Managers 2021 0.0 0.0 0.0 0.0 0.0 0 Middle & Other 2018 27 -1 -3.7 0.0 0.00 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 Managers 2021 27 0.02 -3.70.02 -168.4 -168.4 2018 52 -1 -1.9 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 2021 52 0.0 0.0 -1 -1.9 0.0 0.0 -47 2018 -2 4.3 -66.7 0.03 170.2 -66.7 0.02 185.0 Semi-Professionals & We lost a lot of members in this EEOG due to restructuring; this trend is not expected to continue to 2021 Technicians 170.2 2021 -47 -2 4.3 0.03 170.2 0.03 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Supervisors 2021 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 2018 0 0.0 0.0 0.0 Trades 2021 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] В C D E F \mathbf{G} Н M N 0 P 0 R \mathbf{S} T U \mathbf{v} W X Y Part 1: Part 1: Past 2: Part 2: Part 2: $E \div D$ $D \times G$ Part 2: Flow L + KPart 2: Flow $Q \oplus P \mid x$ Part 2: Flow $V + U \times$ P x F ~ 100 U x F = 100 V-X Data sources: Workforce Workforce Workforce E-H Flow Data K x G ≈ 100 L - N Flow Data O - S Flow Data Data Analysis Data Analysis 100 Data Analysis x 100 ± 100 $\times 100$ x 100 Analysis Analysis Analysis Analysis Analysis Analysis 1 T 1 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Promotions Hires Terminations Year Occupational Group **Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples **Aboriginal Peoples** All Employee All Employee All Employees All Employees (EEOG) Availability Actual Actual Representation Gap EE Result Difference Actual Expected Difference Expected Difference *. % % 9% Administrative & 2015 0 0.0 1.1 0.0 Senior Clerical 2018 0 0.0 1.1 0.0 0.0 0 0.0 0.0 2015 197 2.2 92.3 Skilled Sales & 4 2.0 Service Personnel 2018 184 2 1.1 2.1 51.8 142 0.0 27 0 0.0 158 2 1.3 Skilled Crafts & 2015 0 0.0 0.0 0.0 Trades Workers 2018 0 0.0 0.0 0.0 0.0 0.0 0 0 0.0 0 2015 85 1.2 1.3 90.5 10 Clerical Personnel 2018 88 2.3 1.4 162.3 48 2.1 0.0 46 0.0 Intermediate Sales & 2015 43 0 0.0 2.5 0.0 Service Personnel 38 146.2 2018 2.6 1.8 14 0.0 0.0 0.0 Semi-Skilled Manual 0.0 0.0 2015 0 0.0 Workers 2018 0.0 2.8 0.0 0.0 0.0 0.0 Part 2: Part 2: Flow $E \doteq D|_X$ Part 3: $E \triangleq G|_X$ Part 3: $E \cong K \times$ F = 1 x 100 Part 3: Goals $F = M \times 100$ Data sources: Flow Data Data Analysis Goals Goals Analysis T 1 **New Entrants** Goals Flow Data **Short-term Goals** Long-term Goals **Employment Equity** Year Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples Comments Occupational Group All Employee (EEOG) Percent of ercent of Goa Percent of ercent of Goa Actual Goal Goal Geal Goal Goal Met Goal Met Met Met *6 % 2018 0.0 0.0 Administrative & 0 0.0 0.0 0.0 0.0 0.0 Senior Clerical 2021 0 0.0 0.0 0.0 0.0 0.0 2018 -2 0.00 0.00 0.00 Skilled Sales & -18.20.0 0.0 Low growth and turnover; will need to focus on hiring within this group to improve representation Service Personnel -18.2 -865.8 2021 11 -2 0.02 0.02 -865.8 0.0 0.0 2018 0 0.0 0.0 0.0 0.0 0.0 Skilled Crafts & Trades Workers 2021 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 2018 20.0 0.0 0.0 0.0 10 Clerical Personnel 20.0 0.0 0.0 0.0 0.0 2021 0.0 0.0 0.0 0.0 0.0 Intermediate Sales & 2018 0 0.0 0.0 Service Personnel 2021 0 0.0 0.0 0.0 0.0 0.0 Semi-Skilled Manual 2018 0 0.0 0.0 0,0 0,0 0.0 0.0 0.0 Workers 2021 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] В C D E F \mathbf{G} Н M N 0 P 0 R \mathbf{S} T U V W X Y Part 1: Part 1: Part 2: Part 2: $E \div D$ $D \times G$ $E \doteq H$ Part 2: Flow L + KPart 2: Flow $Q \oplus P|_X$ Part 2: Flow $V \oplus U \times$ E - H K x G ≈ 100 L - N P x F ~ 100 U x F = 100 V-X Data sources: Workforce Workforce Workforce Flow Data Flow Data O - S Flow Data x 100 x 100 Data Analysis x 100 Data Analysis 100 Data Analysis ± 100 Analysis Analysis Analysis Analysis Analysis Analysis T T 1 1 1 1 Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples Aboriginal Peoples All Employee All Employee All Employee All Employe (EEOG) Availability Actual Representation Gap EE Result Actual Expected Difference Expected Difference Expected Difference ٠, # % % # % % 2015 Other Sales & Service 0.0 0.0 0.0 Personnel 2018 0.0 0.0 0.0 0.0 0.0 0 0.0 0 Other Manual 2015 0.0 0.0 0.0 Workers 2018 0.0 0.0 0.0 0 0.0 0.0 0.0 0 93.2 2015 927 19 2.0 2.2 20 Total 2018 875 14 2.1 18 76.2 365 0.5 100 410 2.0 1.6 1.0 Part 2: Part 2: Flow $E \div D x$ Part 3: $E \in G|_X$ Part 3: $E \pm K x$ Part 3: F±1x 100 Part 3: Goals F ÷ M x 100 Data sources: Flow Data Data Analysis Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year **Aboriginal Peoples** Aboriginal Peoples Aboriginal Peoples Occupational Group Comments All Employer (EEOG) Percent of Goal Percent of Goa Percent of Percent of Actual Goal Goal Goal Goal Me Goal Me Met Met % 9/4 % % % Other Sales & Service 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Personnel 0.0 0.0 0.0 0.0 0.0 2021 0 Other Manual 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Workers 2021 0 0.0 0.0 0.0 0.0 0.0 55

0.0

-125.0

0.0

0.0

-125.0

0.0

0.0

2018

2021

Total

-5

-5

-9.1

-9.1

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

Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Konica Minolta Business Solutions (Canada) Ltd. [Date: 2018-02-28] B \mathbf{C} E F G н M P 0 R T U W D K L 0 S X V Part 1 Part 1 Part 1: Part 2 Part 2: Part 2 Part 2: Flow Data Part 2: Flow Part 2: Flow O + P x $V + U \times$ $E \sim D$ DxG B + BL+K Data sources: Workforce Workforce Workfore E-H Flow Data K x G ⇒ 100 L-N Flow Data PxF±100 0-8 Flow Date $U \times F = 100$ V - X+100 x 100 Analysis s. 100 Data Analysis 100 Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis Ţ Ţ Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employee All Employees (EEOG) Representation Availability Gap EE Result Actual Expected Difference Actual Expected Difference Actual Expected Difference % 2015 4.3 63.1 Managers 4.3 61.2 4.2 50 2.0 3.8 52.6 2015 03 Professionals 2018 92 1.1 3.8 28.6 97 0.0 0 0.0 53 0.0 391 2.3 4.6 50.0 Semi-Professionals & 2015 18 Technicians 2018 305 2.3 4.6 14 49.9 15 0.0 25 0 0.0 87 2.3 n: 2015 0.0 13.9 0 0.0 05 Supervisors 2018 0.0 13.9 0.0 0.0 0.0 0 0 0 0.0 0.0 0.0 Supervisors: Crafts & 2015 0 0.0 Trades 0.0 0.0 0,0 0 0.0 0 0.0 0.0 Part 2: Part 2: Flow $E \circ G \, x$ $E \circ K.x$ For Day Part 3: Part 3 Part 3: F=1x100 F = M x 100 Data sources: Flow Data Part 3: Goals Data Analysi Goals Analysis Goals **New Entrants** Long-term Goals Flow Data Short-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Occupational Group Comments Disabilities All Employees (EEOG) Percent of Go ercent of Goal Percent of Percent of Goal Goal Goal Goal Goal Met Mer Goal Mei Mer at ٠., % % % # ٥,, % 2018 29 2 6.5 66.7 0.05 153.3 66. 0.04 160.4 No standout issue in this EEOG; even if trends continue a focus on matching market availability in hiring should achieve Managers & goals 2021 29 2 6.9 0.07 98.5 0.05 137.9 02 2018 52 0 0.0 0.0 0.04 0.0 0.0 0.04 0.0 03 Professionals Focus on matching/exceeding market availability in hiring 0.00 2021 52 0 0.0 0.07 0.0 0.04 -47 -2 4.3 -40.0 0.05 92.5 -40.0 0.02 185.0 2018 Semi-Professionals & Focus on matching/exceeding market availability in hiring Technicians 2021 -47 -2 4.3 0.05 85.1 0.05 85.1 2018 0 0.0 0.0 0.00 0,0 0.0 0.00 0.0 05 Supervisors 0.00 0.0 2021 0 0.0 0.00 0.0 0.00 0,0 0.00 0,0 Supervisors: Crafts & 2018 0 0.0 0.0 0.0

0.00

0.0

Trades

2021

0.0

0.00

Federal Contractors Program Achievement Report Part 6: Results - Persons with Disabilities Konica Minolta Business Solutions (Canada) Ltd. [Date: 2018-02-28] \mathbf{C} E F G Н M P 0 R T U W B D K L 0 S X V Part 1 Part 1 Part 1: Part 2 Part 2: Part 2 Part 2: Flow Data Part 2: Flow Part 2: Flow O + P x $V + U \times$ $E \sim D$ DxG B + BL+K Data sources: Workforce Workforce Workfore E-H Flow Data K x G ⇒ 100 L-N Flow Data PxF = 100 0-8 Flow Date $U \times F = 100$ V - X $\times 100$ +100 x 100 Analysis s. 100 Data Analysis Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis Ţ T Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Hires Promotions Terminations Year Occupational Group Persons with Disabilities Persons with Disabilities Persons with Disabilities Persons with Disabilities All Employee All Employees (EEOG) Representation Availability Gap EE Result Actual Difference Actual Expected Difference Actual Expected Difference Expected % % Administrative & Senior 2015 0 0.0 3.4 0.0 Clerical 3.4 0,0 0.0 0.0 0.0 Skilled Sales & Service 2015 197 1.5 3.5 43.5 Personnel 2018 184 2 1.1 3.5 31.1 142 0.7 27 0 0.0 158 1.3 1 2 2015 0.0 0.0 Skilled Crafts & Trades 0 0.0 Workers 0.0 0.0 2018 0.0 0.0 0 0.0 0 0.0 0 85 7.0 2015 1.2 16.8 10 Clerical Personnel 2018 2 2.3 7.0 32.5 48 2.1 33.3 0.0 2015 43 2 4.7 5.6 83.1 Intermediate Sales & Service Personnel 2018 38 0 0.0 5.6 0.0 14 0.0 0.0 13 15.4 2015 0,0 4.8 0.0 Semi-Skilled Manual 0 Workers 2018 0 0.0 4.8 0.0 0 0.0 0 0.0 0.0 Port 2: Part 2: Flow $E \oplus D \times$ Part 3: $E \oplus G \times$ Part 3: $E \oplus K.x$ Part 3: Data sources: Flow Data F = 1 x 100 Part 3: Goals F = M x 100 Goals Data Analysis 100 100 Goals Goals 1 **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Persons with Persons with Disabilities Persons with Disabilities Comments Occupational Group Disabilities All Employees (EEOG) Percent of Percent of Go Percent of Percent of Goal Actual Goal Goal Goal Goal Met Goal Met % ٠, % % *, ۰, ٠., Administrative & Senior 2018 0 0.0 0.0 0.00 0.0 0.0 0.00 0.0 Clerical 0.0 0.00 0.0 0.00 0.0 2018 11 -9.1 -14.3 3.50 -2.6 -14.3 0.04 -259.7 Skilled Sales & Service -1 Personnel 11 -1 -9.1 0.05 -181.8 0.04 -227.3 0 0.0 0.0 0.00 0.0 0.00 0.0 Skilled Crafts & Trades 2018 0.0 Workers 2021 0 0.0 0.00 0.0 0.00 0.0 2018 2 40.0 50.0 0.07 571.4 50.0 0.07 571.4 10 Clerical Personnel 2021 2 40.6 0.07 571.4 0.07 571.4 Intermediate Sales & 2018 -2 -100.0 0.0 0.00 0.0 0.0 0.00 0.0 Service Personnel 2021 -2 -100.0 0.06 -1666.7 0.06 -1666.7 0.0 0.00 0.00 Semi-Skilled Manual 2018 0 0.6 0,0 0.0 0.0

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Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Konica Minolta Business Solutions (Canada) Ltd. [Date: 2018-02-28] C D E \mathbf{G} H K M N 0 О R S V X Y Part 1: Part 1: Part 1: Part 2: Part 2: Part 2: Elime Part 2: Flow $E \pm D$ DxG E + HL + K $O \oplus P \times$ Part 2: Flow Date $V + U \times$ Data sources Workforce Workforce Workforce E-H Flow Data K x G ± 100 Flow Data P x F ÷ 100 Flow Data U x F + 100 $V \circ X$ x 100 + 100 x 100 Data Analysis x 100 Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis Analysis Workforce Analysis Flow Data Analysis **Employment Equity** Workforce Promotions Hires **Terminations** Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employee All Employee All Employee All Employees (EEOG) Representation Availability Gap EE Result Actual Expected Difference Actual Difference Actual Expected Difference Expected % % % % 2015 10.1 0.0 0.0 01 Senior Managers 2018 12 8.3 10.1 82.5 20.0 0 0.0 0.0 2015 135 23 17.0 15.0 20 113.6 Middle & Other Managers 2018 140 27 19.3 15.0 21 128.6 36 11 30.6 36 19.4 45 10 22.2 2015 50 14 28.0 25.4 13 110.2 Professionals 2018 92 36 39.1 28.8 135.9 97 53 26 27 27.8 28 25.0 11.3 10 2015 391 50 12.8 21.7 85 -35 58.9 Semi-Professionals & Technicians 42 -23 2018 305 13.8 21.2 65 65.0 15 40.0 25 4.0 87 11 12.6 11 2015 0 0.0 45.8 -1 0.0 05 Supervisors 0.0 2018 0.0 45.8 0.0 0 0.0 0.0 0.0 2015 0.0 0 Supervisors: Crafts & 0.0 Trades 2018 0 0.0 0.0 0.0 0.0 0.0 0.0 Part 2: Flow E + DxPart 3 $R \oplus K \times$ Part 3: Part 3 Flow Data B ± G x 100 F±1x 100 Part 3: Goals F ± M x 100 Data sources Data Analysis 100 Goals Cinals Goals Analysis Goals **New Entrants** Flow Data Short-term Goals Long-term Goals **Employment Equity** Year Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employee (EEOG) Percent of Go: Percent of Go Percent o Percent of Actual Goal Goal Met Met Goal Met Goal Met % ٠. % # # % % % 96 2018 50.0 100.0 0.1 49,505.0 100.0 0.1 49,505.0 Senior Managers 2021 50.0 0.0 0.0 0.0 0.0 2018 27 29.6 0.0 0.0 0.0 0.0 0.0 0.0 Middle & Other Managers 27 2021 29.€ 0.0 0.0 0.0 0.0 52 2018 23 44.2 0.0 0.0 0.0 0.0 0.0 0.0 03 Professionals 52 2021 23 44.2 0.0 0.0 0.0 0.0 -47 0.1 23 0.2 2018 8.5 23 66.5 -17.4 56.7 Semi-Professionals -4 -17.4 Restructuring in this group; not expected to continue; but low growth and turnover is expected & Technicians 0.3 2021 -47 28.4 8.5 0.4 21.3 2018 0 0.0 0.0 0.5 0.0 0.0 0.5 0.0 05 Supervisors 2021 0 0.0 0.0 0.0 0.0 0.0 2018 0 0.0 0.0 0.0 0.0 0.0 Supervisors: Crafts & 0.0 0.0

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Federal Contractors Program Achievement Report Part 7: Results - Members of Visible Minorities Konica Minolta Business Solutions (Canada) Ltd. [Date: 2018-02-28] \mathbf{C} D E \mathbf{G} H K M N 0 О R S V X Y Part 1: Part 1: Part 1: Part 2: Part 2: $V\pm U\, x$ $E \pm D$ DxG E + HPart 2: Elims L + KPart 2: Flow $O \oplus P_X$ Part 2: Flow Date Data sources Workforce Workforce Workforce E-H Flow Data K x G ± 100 Flow Data P x F ± 100 Flow Data U x F + 100 $V \circ X$ x 100 + 100 x 100 Data Analysis x 100 Data Analysis 100 Analysis Analysis Analysis Analysis Analysis Analysis Analysis T Workforce Analysis Flow Data Analysis Workforce **Employment Equity** Hires **Promotions Terminations** Year Occupational Group Visible Minorities Visible Minorities Visible Minorities Visible Minorities All Employee All Employee All Employ (EEOG) Representation Availabilit EE Result Actual Expected Difference Actual Difference Actual Expected Difference Gap Expected % % % % % 2015 25.0 26.7 93.6 Administrative & Senior Clerical 11 18.2 32.9 55.3 14.3 0.0 25.0 25 2015 197 12.7 14.6 29 86.5 Skilled Sales & Service Personnel 2018 184 21 11.4 15.4 28 74.1 142 19 13.4 22 27 11.1 158 24 15.2 20 3 2015 0 0.0 0.0 0 0 0.0 Skilled Crafts & Trades Workers 2018 0.0 0.0 0.0 0.0 0.0 0 0.0 85 20 23.5 44.9 38 -18 52.4 2015 10 Clerical Personnel 2018 88 25 28.4 40.1 35 -10 48 37.5 0.0 70.8 18 0 46 10 21.7 11 2015 43 33.3 14 -10 27.9 Intermediate Sales & 9.3 Service Personnel 38 2018 18.4 36.1 14 51.0 14 21.4 0 0.0 13 15.4 Semi-Skilled Manual 2015 25.0 31.6 79. Workers 2018 25.1 39.2 63.8 0.0 0 0.0 0.0 Part 2: Part 2: Flow E * DxPart 3: Part 3: Part 3: $B = G \times 100$ F + Lx 100 Part 3: Goals F = M x 100 Data sources Flow Data Goals Goals Analysis **New Entrants** Goals Flow Data Short-term Goals Long-term Goals **Employment Equity** Visible Minorities Visible Minorities Visible Minorities Occupational Group Comments All Employee (EEOG) Percent of Goal Percent of Gos Percent of Percent of Actual Goal Goal % % % % 96 Administrative & 2018 0.0 0.0 0.00 0.0 0.0 0.32 Low growth, low turnover Senior Clerical 2021 0.35 0.0 0.35 0.0 0.0 2018 11 -2 -18.2 28 -7.1 0.15 -124.5 28 -7.1 0.15 -124.5 Skilled Sales & We lost more members of this EEOG than expected, did not hire as many as required; need to correct Service Personnel 2021 11 -2 0.15 -121.2 -18.20.15 -121.22018 0.0 0.00 0.0 0.00 0.0 0 0.0 0.0 Skilled Crafts & Trades Workers 0.0 2021 0 0.0 0.00 0.0 0.00 2018 160.0 23 34.8 0.34 465.1 23 34.8 0.41 388.3 10 Clerical Personnel Increase hiring based on availability to close gap 355.6 2021 160.0 0.45 355.6 0.45 149.3 0.34 50.0 0.34 149.3 Intermediate Sales & 2018 20.0 20.0 Increase hiring based on availability to close gap Service Personnel 50.0 0.50 100.0 0.45 111.1 2021 Semi-Skilled Manual 2018 0.0 0.0 0.00 0.0 0.0 0.00 This is a very small group with low growth and turnover Workers 2021 0.0 0.50 0.0 0.45

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Occupation (EEOG)	onal Group		All Employees	Visible Mi Actu		Goal	Visible v Percent of Goal	Goal	Percent of Goal	Geal	Percent of		Percent of					(Commen	ts				
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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.

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Rea	uire	a m	easu	res:

equity.

Requi	red 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.
\checkmark	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.
7	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).
V	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.
4	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.
\checkmark	Ensured ongoing senior-level support for employment equity and its implementation.
\	Established accountability mechanisms to ensure that the short-term goals would be met.
V	Communicated the goals to relevant managers as well as monitored and recorded the results.
V	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

✓	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.
4	Put in place a strategy to ensure a barrier-free workplace.
	Undertook initiatives to increase representation where gaps in representation were found.
Y	Did all that might reasonably be expected to increase representation, taking into account resources and constraints.
	Other (please describe):
Oper	ational Context
	check the appropriate boxes and provide a brief overview of the events that have influenced your ation's activities during the period between the first/previous and subsequent/current compliance nent.
	Impact of economic and industrial conditions on the organization.
	Any reorganization or other corporate structural changes.
[<u>]</u>	Acquisitions, mergers or transfers of employees.
	Acquired IT Weapons
V	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.
Addit	tional Details
Please p	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

2015-10-27 (extension granted till 2016-01-15) Initiated:

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:	

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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			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)	Gap	(1 to 3	(3+		
			years)	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					
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA		
	(EEOG)		(EEOG) Gap	Gap	(1 to 3	(3+		
			years)	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 longterm.

Persons with Disabilities

Workforce Analysis Results			Goals			
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	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 &	-7	5.0	5.0	2.3	4.6
V4	Technicians	-/	3.0	3.0	4.3	4.0
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				
Employment Equity Occupational Group		Present	Short- term	Long- term	Representation	LMA
	(EEOG)		(1 to 3	(3+		
			years)	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 longterm.

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/sgiemtweims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aidehelp& 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 <u>Federal Contractors Program</u> (FCP) under the <u>Employment Equity Act</u>.

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/sgiemt-weims/emp/W.2.3msM.1intInf.4%40-eng.jsp?&&cid=aide-help&ga=2.252268041.1845905918.1519931408-1912045188.1507820070.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on 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 underrepresented: and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are

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!