

Labour Program / Federal Contractors Program

Official Use Only / Agreement N° / 0101.10

Agreement to Implement Employment Equity

- [] New Agreement
[] Revised Agreement
(All sections must be completed)

ORGANIZATION
Legal Name of Organization: MANPOWER SERVICES CANADA LIMITED
Employment Status: Permanent (checked)
Organization's North American Industry Classification System (NAICS) Code Number: 541990

HEAD OFFICE
Address: 1450 Yonge St. Suite 700
City: TORONTO
Province: ONT
Postal Code: M4W 6K1
Telephone Number: 416-225-4455

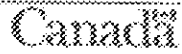
EMPLOYMENT EQUITY CONTACT
Name: NADIA CIANI
Title: VP, HR
Telephone Number: 416-225-4455 (1226)
Preferred Language of Correspondence: English (checked)

CERTIFICATION
The above-named organization:
- having a certified workforce of 100 or more permanent full-time and permanent part-time employees in Canada, AND
- intending to bid on, or being in receipt of, a federal government goods or services contract, standing offer or contract issued under a Supply Arrangement, valued at \$1,000,000 or more (including applicable taxes)
I hereby certify my commitment to implement or maintain employment equity on an ongoing basis, beyond the period of the procurement instrument, in keeping with the Federal Contractors Program requirements.
Important note: If an audit of the Agreement to Implement Employment Equity uncovers misrepresentation on the part of the organization, the procurement instrument(s) with the Government of Canada may be terminated.

SIGNATORY
NOTE: The signatory must be the Chief Executive Officer (or an authorized person in an executive position with legal authority to sign a contract on behalf of the organization)
Name: NADIA CIANI
Title: VP, HR
Telephone Number: 416-225-4455
E-mail Address: NADIA.CIANI@MANPOWERGROUP.COM
Preferred Language of Correspondence: English (checked)
Date: 2016-01-26

The information you provide on this form is collected under the authority of section 42 of the Employment Equity Act to determine your eligibility for the Federal Contractors Program (FCP).
Completion of this form is necessary. Refusal to provide personal information will result in the organization's name being placed on the FCP Limited Eligibility List. Loss of the right to bid on federal government goods or services contracts of any value and may also result in the termination of the contract.
The information you provide may be used and/or shared for policy analysis, research and/or statistical purposes. However, these activities will not occur and/or disclosure of your personal information will never result in an administrative decision being made about you.
Your personal information is collected in accordance with the Privacy Act and other applicable laws. You have the right to the correction of, and access to, your personal information, which is described in Personal Information Bank (PIB) 221. Instructions for obtaining this information are published in the government publication entitled Open Source, which is available at the following website address: http://www.information.gc.ca. This source may also be accessed through any Service Canada Centre.

RETURN INSTRUCTIONS
IMPORTANT
The signed Agreement to Implement Employment Equity form must be sent to the Labour Program by e-mail at: ee-eme@msdc-chccc.gc.ca.



FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA
 Reporting Period 2016-04-27 to 2017-11-20

GEOGRAPHICAL AREAS

(INDICATE NUMBER OF EMPLOYEES LOCATED IN EACH AREA)

	Province				Census Metropolitan Areas				
	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	Permanent Full-time	Permanent Part-time	Temporary	Total Number of Employees	
Ontario	152	0	0	152	Halifax	2	0	0	2
Québec	33	0	0	33	Montréal	11	0	0	11
Nova Scotia	3	0	0	3	Regina	2	0	0	2
New Brunswick	4	0	0	4	Toronto	38	0	0	38
Manitoba	1	0	0	1	Vancouver	6	0	0	6
British Columbia	11	0	0	11	Winnipeg	1	0	0	1
Saskatchewan	4	0	0	4	St. John's	1	0	0	1
Newfoundland and Labrador	2	0	0	2	Moncton	2	0	0	2
Total Employees in Canada				210	Saint John	1	0	0	1
					Québec	3	0	0	3
					Kingston	1	0	0	1
					Ottawa - Gatineau	6	0	0	6
					Hamilton	2	0	0	2
					St. Catharines - Niagara	7	0	0	7
					Kitchener - Cambridge - Waterloo	2	0	0	2
					London	1	0	0	1

FEDERAL CONTRACTORS PROGRAM: TOTAL CATEGORIES BY EMPLOYMENT STATUS AND GEOGRAPHICAL AREA
 Reporting Period 2016-04-27 to 2017-11-20

	Census Metropolitan Areas			Total Number of Employees
	Permanent Full-time	Permanent Part-time	Temporary	
Brantford	2	0	0	2
Saskatoon	2	0	0	2
Barrie	9	0	0	9
B.C. less CMAs	5	0	0	5
N.B. less CMA	1	0	0	1
N.S. less CMA	1	0	0	1
Nfld. Lab. less CMA	1	0	0	1
Ont. less CMAs	84	0	0	84
Que. less CMAs	19	0	0	19
Total Employees in Canada				210

Manpower Services Canada Limited (certificate # 060670)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2016-04-27 to 2017-11-20

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Senior Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2		2									
	Total	2		2									
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	44	13	31	1	1					9	3	6
	Total	44	13	31	1	1					9	3	6
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	27	15	12				1		1	10	6	4
	Total	27	15	12				1		1	10	6	4
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1		1									
	Total	1		1									

Manpower Services Canada Limited (certificate # 060670)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
 Full-Time / National
 Reporting Period 2016-04-27 to 2017-11-20

Occupational Group Salary Range Cd. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities						
		Total Cd. 2	Men Cd. 3	Women Cd. 4	Total Cd. 5	Men Cd. 6	Women Cd. 7	Total Cd. 8	Men Cd. 9	Women Cd. 10	Total Cd. 11	Men Cd. 12	Women Cd. 13				
Supervisors Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	1	1														
	Total	1	1														
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	126	24	102	3	1	2				45	14	31				
	Total	126	24	102	3	1	2				45	14	31				
Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	7		7							3		3				
	Total	7		7							3		3				
Intermediate Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4																
	3																
	2																
	1	2	1	1							1		1				
	Total	2	1	1							1		1				

Manpower Services Canada Limited (certificate # 060670)
FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2016-04-27 to 2017-11-20

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Total Number of Employees		210	54	156	4	2	2	1		1	68	23	45

Manpower Services Canada Limited (certificate # 060670)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / National
Reporting Period 2016-04-27 to 2017-11-20

Salary Range	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Under \$15,000	210	54	156	4	2	2	1		1	68	23	45
Total Number of Employees	210	54	156	4	2	2	1		1	68	23	45

Manpower Services Canada Limited (certificate # 060670)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / National
Reporting Period 2016-04-27 to 2017-11-20

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Middle and Other Managers	9	2	7							2		2
Professionals	2		2							2		2
Administrative and Senior Clerical Personnel	28	4	24	1		1				10	1	9
Clerical Personnel	1		1									
Total Number of Employees Hired	40	6	34	1		1				14	1	13

Manpower Services Canada Limited (certificate # 060670)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2016-04-27 to 2017-11-20

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

Manpower Services Canada Limited (certificate # 060670)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / National
Reporting Period 2016-04-27 to 2017-11-20

Occupational Group	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
	Total Col. 1	Men Col. 2	Women Col. 3	Total Col. 4	Men Col. 5	Women Col. 6	Total Col. 7	Men Col. 8	Women Col. 9	Total Col. 10	Men Col. 11	Women Col. 12
Senior Managers	1	1										
Middle and Other Managers	12	5	7							4	3	1
Professionals	4	3	1							1	1	
Administrative and Senior Clerical Personnel	29	8	21							15	3	12
Total Number of Employees Terminated	46	17	29							20	7	13



Workplace Equity Information Management System - Manpower Services Canada Limited

Workforce Analysis - Summary Report

Date: 2018-02-12

Women

Employment Equity Occupational Group	Women					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	2	2	100.0 %	27.4 %	1	1
02 : Middle and Other Managers	44	31	70.5 %	38.9 %	17	14
03 : Professionals	27	12	44.4 %	55.4 %	15	2
04 : Semi-Professionals and Technicians	1	1	100.0 %	35.1 %	0	1
05 : Supervisors	1	0	0.0 %	53.0 %	1	1
07 : Administrative and Senior Clerical Personnel	124	100	80.6 %	84.5 %	105	6
10 : Clerical Personnel	6	6	100.0 %	70.0 %	4	2
11 : Intermediate Sales and Service Personnel	2	1	50.0 %	72.4 %	1	0
Total	207	153	73.9 %	69.5 %	144	9

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-02-12

Aboriginal Peoples

Employment Equity Occupational Group	All Employees #	Aboriginal Peoples		Availability #	Gap #
		Representation #	%		
01 : Senior Managers	2	0	0.0 %	0	0
02 : Middle and Other Managers	44	1	2.3 %	1	0
03 : Professionals	27	0	0.0 %	1	1
04 : Semi-Professionals and Technicians	1	0	0.0 %	0	0
05 : Supervisors	1	0	0.0 %	0	0
07 : Administrative and Senior Clerical Personnel	124	2	1.6 %	4	2
10 : Clerical Personnel	6	0	0.0 %	0	0
11 : Intermediate Sales and Service Personnel	2	0	0.0 %	0	0
Total	207	3	1.4 %	6	3

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-02-12

Members of Visible Minorities

Employment Equity Occupational Group	All Employees #	Members of Visible Minorities		Gap #
		Representation #	Availability #	
01 : Senior Managers	2	0	0	0
02 : Middle and Other Managers	44	9	7	2
03 : Professionals	27	10	5	5
04 : Semi-Professionals and Technicians	1	0	0	0
05 : Supervisors	1	0	0	0
07 : Administrative and Senior Clerical Personnel	124	46	11	35
10 : Clerical Personnel	6	3	1	2
11 : Intermediate Sales and Service Personnel	2	1	0	1
Total	207	69	24	45

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-02-12

Employment Equity Occupational Group	Persons with Disabilities		Persons with Disabilities		Availability	Gap
	All Employees	Representation	All Employees	Representation		
	#	%	#	%	#	#
01/02 : Managers	46	0.0 %	0	4.3 %	2	2
03 : Professionals	27	3.7 %	1	3.8 %	1	0
04 : Semi-Professionals and Technicians	1	0.0 %	0	4.6 %	0	0
05 : Supervisors	1	0.0 %	0	13.9 %	0	0
07 : Administrative and Senior Clerical Personnel	124	0.0 %	0	3.4 %	4	4
10 : Clerical Personnel	6	0.0 %	0	7.0 %	0	0
11 : Intermediate Sales and Service Personnel	2	0.0 %	0	5.6 %	0	0
Total	207	0.5 %	1	3.8 %	7	4

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2018-02-12

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2018-02-12

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Manpower Services Canada Limited

Date: 2017-11-20

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	05	26

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	11	20

Table 1: Women

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
01	Senior Managers	3	2	27.40
02	Middle & Other Managers	47	31	38.90
03	Professionals	29	11	55.20
04	Semi-Professionals & Technicians	1	1	35.10
05	Supervisors	1	0	53.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	126	98	84.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	6	6	71.20
11	Intermediate Sales & Service Personnel	2	1	72.40
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		215	150	68.9

Table 5: Women

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Women	
			Representation	Availability*
		#	#	%
		2	2	27.40
		44	31	38.90
		27	12	55.40
		1	1	35.10
		1	0	53.00
		0	0	0.00
		124	100	84.50
		0	0	0.00
		0	0	0.00
		6	6	70.00
		2	1	72.40
		0	0	0.00
		0	0	0.00
		0	0	0.00
		0	0	0.00
		207	153	69.5

*** Source:**

*** Source:**

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Manpower Services Canada Limited

Date: 2017-11-20

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	05	26

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	11	20

Table 2: Aboriginal Peoples

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
01	Senior Managers	3	0	2.90
02	Middle & Other Managers	47	1	2.20
03	Professionals	29	0	2.10
04	Semi-Professionals & Technicians	1	0	2.10
05	Supervisors	1	0	1.00
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	126	2	3.10
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	6	0	4.00
11	Intermediate Sales & Service Personnel	2	0	4.90
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		215	3	2.8

Table 6: Aboriginal Peoples

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Aboriginal Peoples	
			Representation	Availability*
		#	#	%
		2	0	2.9
		44	1	2.2
		27	0	2.1
		1	0	2.1
		1	0	1.0
		0	0	0.0
		124	2	3.0
		0	0	0.0
		0	0	0.0
		6	0	3.4
		2	0	4.9
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		207	3	2.7

* Source:
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* Source:
0

Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Manpower Services Canada Limited

Date: 2017-11-20

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	05	26

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	11	20

Table 3: Members of Visible Minorities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
01	Senior Managers	3	0	10.10
02	Middle & Other Managers	47	11	15.00
03	Professionals	29	9	19.80
04	Semi-Professionals & Technicians	1	0	16.60
05	Supervisors	1	0	45.80
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	126	50	9.50
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	6	3	9.40
11	Intermediate Sales & Service Personnel	2	1	2.30
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		215	74	12.2

Table 7: Members of Visible Minorities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Members of Visible Minorities	
			Representation	Availability*
		#	#	%
		2	0	10.1
		44	9	15.0
		27	10	19.8
		1	0	16.6
		1	0	45.8
		0	0	0.0
		124	46	9.2
		0	0	0.0
		0	0	0.0
		6	3	17.2
		2	1	2.3
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
Total		207	69	12.2

*** Source:**
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*** Source:**
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Federal Contractors Program Achievement Report

Part 1: Workforce Analysis

Manpower Services Canada Limited

Date: 2017-11-20

Data from First/Previous Workforce Analysis



Data from First/Previous Workforce Analysis		
YYYY	MM	DD
2016	05	26

Data from Subsequent/Current Workforce Analysis



Data from Subsequent/Current Workforce Analysis		
YYYY	MM	DD
2017	11	20

Table 4: Persons with Disabilities

First/Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
01/02	Managers	50	0	4.30
03	Professionals	29	0	3.80
04	Semi-Professionals & Technicians	1	0	4.60
05	Supervisors	1	0	13.90
06	Supervisors: Crafts & Trades	0	0	0.00
07	Administrative & Senior Clerical Personnel	126	0	3.40
08	Skilled Sales & Service Personnel	0	0	0.00
09	Skilled Crafts & Trades Workers	0	0	0.00
10	Clerical Personnel	6	0	7.00
11	Intermediate Sales & Service Personnel	2	0	5.60
12	Semi-Skilled Manual Workers	0	0	0.00
13	Other Sales & Service Personnel	0	0	0.00
14	Other Manual Workers	0	0	0.00
Total		215	0	3.8

Table 8: Persons with Disabilities

Subsequent/Current Workforce Analysis

Employment Equity Occupational Group (EEOG)		All Employees	Persons with Disabilities	
			Representation	Availability*
		#	#	%
		46	0	4.3
		27	1	3.8
		1	0	4.6
		1	0	13.9
		0	0	0.0
		124	0	3.4
		0	0	0.0
		0	0	0.0
		6	0	7.0
		2	0	5.6
		0	0	0.0
		0	0	0.0
		0	0	0.0
		0	0	0.0
		207	1	3.8

* Source:

* Source:

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Manpower Services Canada Limited

Date: 2017-11-20

Start Date of Flow Data		
YYYY	MM	DD
2016	05	26

End Date of Flow Data		
YYYY	MM	DD
2017	11	20

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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Employment Equity Occupational Group (EEOG)	Table 1: Women				Table 5: Women				Table 9: Women			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	9	7	0	0	2	2	0	0	12	7	0	0
03 Professionals	2	2	0	0	1	1	0	0	4	1	0	0
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	0	0	0	0	0
05 Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0
07 Administrative & Senior Clerical Personnel	28	24	0	0	3	3	0	0	29	21	0	0
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	1	1	0	0	0	0	0	0	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	0
Total	40	34	0	0	6	6	0	0	46	29	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Manpower Services Canada Limited

Date: 2017-11-20

Start Date of Flow Data		
YYYY	MM	DD
2016	05	26

End Date of Flow Data		
YYYY	MM	DD
2017	11	20

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Table 2: Aboriginal Peoples

Table 6: Aboriginal Peoples

Table 10: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Full-time / National				Part-time / National			
	All Employees Hired		Aboriginal Peoples Hired		All Employees Hired		Aboriginal Peoples Hired	
	#	#	#	#	#	#	#	
	01 Senior Managers	0	0	0	0	0	0	0
02 Middle & Other Managers	9	0	0	0	0	0	0	
03 Professionals	2	0	0	0	0	0	0	
04 Semi-Professionals & Technicians	0	0	0	0	0	0	0	
05 Supervisors	0	0	0	0	0	0	0	
06 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	
07 Administrative & Senior Clerical Personnel	28	1	0	0	0	0	0	
08 Skilled Sales & Service Personnel	0	0	0	0	0	0	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	
10 Clerical Personnel	1	0	0	0	0	0	0	
11 Intermediate Sales & Service Personnel	0	0	0	0	0	0	0	
12 Semi-Skilled Manual Workers	0	0	0	0	0	0	0	
13 Other Sales & Service Personnel	0	0	0	0	0	0	0	
14 Other Manual Workers	0	0	0	0	0	0	0	
Total	40	1	0	0	0	0	0	

Full-time / National				Part-time / National			
All Employees Promoted		Aboriginal Peoples Promoted		All Employees Promoted		Aboriginal Peoples Promoted	
#	#	#	#	#	#	#	
0	0	0	0	0	0	0	
2	0	0	0	0	0	0	
1	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
3	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
6	0	0	0	0	0	0	

Full-time / National				Part-time / National			
All Employees Terminated		Aboriginal Peoples Terminated		All Employees Terminated		Aboriginal Peoples Terminated	
#	#	#	#	#	#	#	
1	0	0	0	0	0	0	
12	0	0	0	0	0	0	
4	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
29	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
0	0	0	0	0	0	0	
46	0	0	0	0	0	0	

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Manpower Services Canada Limited

Date: 2017-11-20

Start Date of Flow Data		
YYYY	MM	DD
2016	05	26

End Date of Flow Data		
YYYY	MM	DD
2017	11	20

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 Disabilities

Table 7: Persons with Disabilities

Table 11: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	9	0	0	0
03 Professionals	2	0	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	28	0	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	40	0	0	0

Full-time / National		Part-time / National	
All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted
#	#	#	#
0	0	0	0
2	0	0	0
1	1	0	0
0	0	0	0
0	0	0	0
0	0	0	0
3	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
6	1	0	0

Full-time / National		Part-time / National	
All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#
1	0	0	0
12	0	0	0
4	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
29	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
46	0	0	0

Federal Contractors Program Achievement Report

Part 2: Flow Data Analysis

Manpower Services Canada Limited

Date: 2017-11-20

Start Date of Flow Data		
YYYY	MM	DD
2016	05	26

End Date of Flow Data		
YYYY	MM	DD
2017	11	20

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

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Table 4: Members of Visible Minorities

Table 8: Members of Visible Minorities

Table 12: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Members of Visible Minorities Hired	All Employees Hired	Members of Visible Minorities Hired
	#	#	#	#
	01 Senior Managers	0	0	0
02 Middle & Other Managers	9	2	0	0
03 Professionals	2	2	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	28	10	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	1	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	40	14	0	0

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

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Members of Visible Minorities Terminated	All Employees Terminated	Members of Visible Minorities Terminated
	#	#	#	#
	01 Senior Managers	1	0	0
02 Middle & Other Managers	12	4	0	0
03 Professionals	4	1	0	0
04 Semi-Professionals & Technicians	0	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	29	15	0	0
08 Skilled Sales & Service Personnel	0	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0
10 Clerical Personnel	0	0	0	0
11 Intermediate Sales & Service Personnel	0	0	0	0
12 Semi-Skilled Manual Workers	0	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	46	20	0	0

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Data for First Previous Goals

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

Table 1: Women

First Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees							Women							Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
	Number	Growth (Net Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		3 Year Goals							
		Actual	Projected	Over 3 Years	Actual	Projected	Over 3 Years			annually	Over 3 Years	From - To	2016	2019					
	YYYY-MM-DD	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	YYYY-MM-DD	annually	Over 3 Years	Hires Required Over 3 Years	2016	2019						
	2016-05-26	%	%	#	%	%	#	#	%	#	#	%	%	%	#	#	%	%	
01 Senior Managers	3	-12.6%		0	40.0%		0	2	0.0%	0	-1	0	27.4%		1	1	66.7%	66.7%	
02 Middle & Other Managers	47	-2.2%		0	26.4%		0	31	0.0%	0	-13	0	38.9%		13	13	66.0%	66.0%	
03 Professionals	29	-2.4%		0	14.3%		0	11	0.0%	0	5	0	55.2%		-5	-5	37.9%	37.9%	
04 Semi-Professionals & Tech	1	0.0%		0	0.0%		0	1	0.0%	0	-1	0	35.1%		1	1	100.0%	100.0%	
05 Supervisors	1	0.0%		0	0.0%		0	0	0.0%	0	1	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	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	126	-0.5%		0	23.2%		0	98	0.0%	0	8	0	84.4%		-8	-8	77.8%	77.8%	
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%		0	0	#DIV/0!	#DIV/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	6	0.0%		0	0.0%		0	6	0.0%	0	-2	0	71.2%		2	2	100.0%	100.0%	
11 Intermediate Sales & Service	2	0.0%		0	0.0%		0	1	0.0%	0	0	0	72.4%		0	0	50.0%	50.0%	
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%		0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%		0	0	#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	215	-1.3%		0	21.8%		0	150	0.0%	0	-2	0	68.9%		2	2	69.8%	69.8%	

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

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

Table 2: Women

Employment Equity Occupational Group (EEOG)	Women					Comments
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01 Senior Managers	0	0.0	0	0.0		
02 Middle & Other Managers	0	0.0	0	0.0		
03 Professionals	50	0.0	50	0.0		
04 Semi-Professionals & Tech	0	0.0	0	0.0		
05 Supervisors	0	0.0	0	0.0		
06 Supervisors: Crafts & Trades	0	0.0	0	0.0		
07 Administrative & Sr Clerical	0	0.0	0	0.0		
08 Skilled Sales & Service	0	0.0	0	0.0		
09 Skilled Crafts & Trades	0	0.0	0	0.0		
10 Clerical Personnel	0	0.0	0	0.0		
11 Intermediate Sales & Service	0	0.0	0	0.0		
12 Semi-Skilled Manual	0	0.0	0	0.0		
13 Other Sales & Service	0	0.0	0	0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

14	Other Manual Workers	0	0.0	0	0.0
Total		50		50	

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Data for First Previous Goals

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

Table 3: Aboriginal Peoples

First Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (Net Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		From - To						
	2016-05-26	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-05-26	annually	Over 3 Years	2016	2019							
	#	%	%	#	%	%	#	#	%	#	#	%	%						
01 Senior Managers	3	-12.6%		0	40.0%		0	0	0	0.0%	0	0	0	2.9%	0	0	0	0.0%	0.0%
02 Middle & Other Managers	47	-2.2%		0	26.4%		0	0	1	0.0%	0	0	0	2.2%	0	0	0	2.1%	2.1%
03 Professionals	29	-2.4%		0	14.3%		0	0	0	0.0%	0	1	0	2.1%	-1	-1	0	0.0%	0.0%
04 Semi-Professionals & Tech	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	2.1%	0	0	0	0.0%	0.0%
05 Supervisors	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	1.0%	0	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	126	-0.5%		0	23.2%		0	0	2	0.0%	0	2	0	3.1%	-2	-2	0	1.6%	1.6%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	6	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	4.0%	0	0	0	0.0%	0.0%
11 Intermediate Sales & Service	2	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	4.9%	0	0	0	0.0%	0.0%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	215	-1.3%		0	21.8%		0	0	3	0.0%	0	3	0	2.8%	-3	-3	0	1.4%	1.4%

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

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

Table 4: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples					Comments
	Short-term Goals		Long-term Goals			
	#	%	#	%		
01 Senior Managers	0	0.0	0	0.0		
02 Middle & Other Managers	0	0.0	0	0.0		
03 Professionals	50	0.0	5	0.0		
04 Semi-Professionals & Tech	0	0.0	0	0.0		
05 Supervisors	0	0.0	0	0.0		
06 Supervisors: Crafts & Trades	0	0.0	0	0.0		
07 Administrative & Sr Clerical	3	0.0	3	0.0		
08 Skilled Sales & Service	0	0.0	0	0.0		
09 Skilled Crafts & Trades	0	0.0	0	0.0		
10 Clerical Personnel	0	0.0	0	0.0		
11 Intermediate Sales & Service	0	0.0	0	0.0		
12 Semi-Skilled Manual	0	0.0	0	0.0		
13 Other Sales & Service	0	0.0	0	0.0		

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

14	Other Manual Workers	0	0.0	0	0.0
Total		33		8	

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Data for First Previous Goals

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

Table 5: Persons with Disabilities

First Previous Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities										
	Number	Growth (Net Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		From - To						
	2016-05-26	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-05-26	annually	Over 3 Years	2016	2019							
	#	%	%	#	%	%	#	#	%	#	#	%	%						
01/02 Managers	50	-7.4%		0	33.2%		0	0	0	0.0%	0	2	0	3.8%	-2	-2	0.0%	0.0%	
03 Professionals	29	-2.4%		0	14.3%		0	0	0.0%	0	1	0	4.6%	-1	-1	0.0%	0.0%		
04 Semi-Professionals & Tech	1	0.0%		0	0.0%		0	0	0.0%	0	0	0	13.9%	0	0	0.0%	0.0%		
05 Supervisors	1	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	3.4%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	126	-0.5%		0	23.2%		0	0	0.0%	0	4	0	0.0%	-4	0	0.0%	0.0%		
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
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	6	0.0%		0	0.0%		0	0	0.0%	0	0	0	5.6%	0	0	0.0%	0.0%		
11 Intermediate Sales & Service	2	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	0.0%	0.0%		
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0.0%	0	0	0	3.8%	0	0	#DIV/0!	#DIV/0!		
Total	215	-1.3%		0	21.8%		0	0	0.0%	0	#REF!	0	#REF!	-8	#REF!	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.

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

Table 6: Persons with Disabilities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Data for First Previous Goals

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

Table 7: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities										
	Number	Growth (Net Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	From - To		From - To						
	2016-05-26	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2016-05-26	Annually	Over 3 Years	2016	2019							
	#	%	%	#	%	%	#	#	%	#	#	%	%						
01 Senior Managers	3	-12.6%		0	40.0%		0	0	0	0.0%	0	0	0	10.1%	0	0	0	0.0%	0.0%
02 Middle & Other Managers	47	-2.2%		0	26.4%		0	0	11	0.0%	0	-4	0	15.0%	4	4	4	23.4%	23.4%
03 Professionals	29	-2.4%		0	14.3%		0	0	9	0.0%	0	-3	0	19.8%	3	3	3	31.0%	31.0%
04 Semi-Professionals & Tech	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	16.6%	0	0	0	0.0%	0.0%
05 Supervisors	1	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	45.8%	0	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	126	-0.5%		0	23.2%		0	0	50	0.0%	0	-38	0	9.5%	38	38	38	39.7%	39.7%
08 Skilled Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	6	0.0%		0	0.0%		0	0	3	0.0%	0	-2	0	9.4%	2	2	2	50.0%	50.0%
11 Intermediate Sales & Service	2	0.0%		0	0.0%		0	0	1	0.0%	0	-1	0	2.3%	1	1	1	50.0%	50.0%
12 Semi-Skilled Manual	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%		0	0.0%		0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	215	-1.3%		0	21.8%		0	0	74	0.0%	0	-48	0	12.2%	48	48	48	34.4%	34.4%

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

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

Table 8: Members of Visible Minorities

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

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

14	Other Manual Workers	0	0.0	0	0.0
Total		0		0	

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Data for Subsequent/Current Goals

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

Table 9: Women

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Women									
	Number	Growth (Net Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)		3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Yearly	Over 3 Years	From - To					
	2017-11-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-11-20	Annually	Over 3 Years	2017	2020						
#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%		
01 Senior Managers	2	-12.6%	0.0%	0	40.0%	0.0%	0	2	0.0%	0	-1	0	27.4%	1	1	100.0%	100.0%	
02 Middle & Other Managers	44	-2.2%	0.0%	0	26.4%	0.0%	0	31	0.0%	0	-14	0	38.9%	14	14	70.5%	70.5%	
03 Professionals	27	-2.4%	0.0%	0	14.3%	0.0%	0	12	0.0%	0	3	0	55.4%	-3	-3	44.4%	44.4%	
04 Semi-Professionals & Tech	1	0.0%	0.0%	0	0.0%	0.0%	0	1	0.0%	0	-1	0	35.1%	1	1	100.0%	100.0%	
05 Supervisors	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	1	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	#DIV/0!	#DIV/0!	
07 Administrative & Sr Clerical	124	-0.5%	0.0%	0	23.2%	0.0%	0	100	0.0%	0	5	0	84.5%	-5	-5	80.6%	80.6%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
10 Clerical Personnel	6	0.0%	0.0%	0	0.0%	0.0%	0	6	0.0%	0	-2	0	70.0%	2	2	100.0%	100.0%	
11 Intermediate Sales & Service	2	0.0%	0.0%	0	0.0%	0.0%	0	1	0.0%	0	0	0	72.4%	0	0	50.0%	50.0%	
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!	
Total	207	-1.3%	0.0%	0	21.8%	0.0%	0	153	0.0%	0	-9	0	69.5%	9	9	73.9%	73.9%	

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

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

Table 10: Women

Employment Equity Occupational Group (EEOG)	Women		Comments
	Short-term Goals	Long-term Goals	
	%	%	
01 Senior Managers	0.0	24.7	
02 Middle & Other Managers	0.0	38.9	
03 Professionals	0.6	55.4	
04 Semi-Professionals & Tech	0.0	35.1	
05 Supervisors	0.5	53.0	
06 Supervisors: Crafts & Trades	0.0	0.0	
07 Administrative & Sr Clerical	0.8	84.5	
08 Skilled Sales & Service	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	
10 Clerical Personnel	0.0	70.0	
11 Intermediate Sales & Service	0.0	72.4	
12 Semi-Skilled Manual	0.0	0.0	
13 Other Sales & Service	0.0	0.0	
14 Other Manual Workers	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Total		0.7	69.5
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Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Data for Subsequent/Current Goals

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

Table 11: Aboriginal Peoples

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Aboriginal Peoples										
	Number	Growth (Net Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected			Over 3 Years	YYYY-MM-DD	annually	Over 3 Years	Hires Required Over 3 Years					
	2017-11-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-11-20	annually	Over 3 Years	Over 3 Years	2017	2020						
	#	%	%	#	%	%	#	#	%	#	#	#	%	%	#	#	%	%	
01 Senior Managers	2	-12.6%	0.0%	0	40.0%	0.0%	0	0	0	0.0%	0	0	0	2.9%	0	0	0.0%	0.0%	
02 Middle & Other Managers	44	-2.2%	0.0%	0	26.4%	0.0%	0	1	0.0%	0	0	0	2.2%	0	0	2.3%	2.3%		
03 Professionals	27	-2.4%	0.0%	0	14.3%	0.0%	0	0	0.0%	0	1	0	2.1%	-1	-1	0.0%	0.0%		
04 Semi-Professionals & Tech	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	2.1%	0	0	0.0%	0.0%		
05 Supervisors	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	1.0%	0	0	0.0%	0.0%		
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
07 Administrative & Sr Clerical	124	-0.5%	0.0%	0	23.2%	0.0%	0	2	0.0%	0	2	0	3.0%	-2	-2	1.6%	1.6%		
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
10 Clerical Personnel	6	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	3.4%	0	0	0.0%	0.0%		
11 Intermediate Sales & Service	2	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	4.9%	0	0	0.0%	0.0%		
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0.0%	0	0	0	0.0%	0	0	#DIV/0!	#DIV/0!		
Total	207	-1.3%	0.0%	0	21.8%	0.0%	0	3	0.0%	0	3	0	2.7%	2.7%	-3	-3	1.4%	1.4%	

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

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

Table 12: Aboriginal Peoples

Employment Equity Occupational Group (EEOG)	Aboriginal Peoples				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01 Senior Managers	0.0	0.0	2.9	2.9	
02 Middle & Other Managers	0.0	0.0	2.2	2.2	
03 Professionals	0.0	0.0	2.1	2.1	
04 Semi-Professionals & Tech	0.0	0.0	2.1	2.1	
05 Supervisors	0.0	0.0	1.0	1.0	
06 Supervisors: Crafts & Trades	0.0	0.0	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	3.0	3.0	
08 Skilled Sales & Service	0.0	0.0	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	0.0	0.0	
10 Clerical Personnel	0.0	0.0	3.4	3.4	
11 Intermediate Sales & Service	0.0	0.0	4.9	4.9	
12 Semi-Skilled Manual	0.0	0.0	0.0	0.0	
13 Other Sales & Service	0.0	0.0	0.0	0.0	
14 Other Manual Workers	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Total		0.0	2.7
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Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Data for Subsequent/Current Goals

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

Table 13: Persons with Disabilities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Persons with Disabilities											
	Number	Growth (New Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			Hires Required Over 3 Years	3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Actual	Projected	Actual			Projected	Actual	Projected		From - To	From - To					
	2017-11-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-11-20	annually	Over 3 Years	2017	2020								
	#	%	%	#	%	%	#	#	%	#	#	%	%	#	#	%	%	%	%	
01/02 Managers	46	-7.4%	0.0%	0	33.2%	0.0%	0	0	0	0.0%	0	0	2	0	4.3%	4.3%	-2	-2	0.0%	0.0%
03 Professionals	27	-2.4%	0.0%	0	14.3%	0.0%	0	0	1	0.0%	0	0	0	0	3.8%	3.8%	0	0	3.7%	3.7%
04 Semi-Professionals & Tech	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	4.6%	4.6%	0	0	0.0%	0.0%
05 Supervisors	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	13.9%	13.9%	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	124	-0.5%	0.0%	0	23.2%	0.0%	0	0	0	0.0%	0	4	0	3.4%	3.4%	-4	-4	0.0%	0.0%	
08 Skilled Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	6	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	7.0%	7.0%	0	0	0.0%	0.0%
11 Intermediate Sales & Service	2	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	5.6%	5.6%	0	0	0.0%	0.0%
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0.0%	0	0	#DIV/0!	#DIV/0!
Total	207	-1.3%	0.0%	0	21.8%	0.0%	0	0	1	0.0%	0	7	0	3.8%	3.8%	-7	-7	0.5%	0.5%	

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

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

Table 14: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities			Comments
	Short-term Goals		Long-term Goals	
	%	%	%	
01/02 Managers	0.0	0.0	4.3	
03 Professionals	0.0	0.0	3.8	
04 Semi-Professionals & Tech	0.0	0.0	4.6	
05 Supervisors	0.0	0.0	13.9	
06 Supervisors: Crafts & Trades	0.0	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	3.4	
08 Skilled Sales & Service	0.0	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	0.0	
10 Clerical Personnel	0.0	0.0	7.0	
11 Intermediate Sales & Service	0.0	0.0	5.6	
12 Semi-Skilled Manual	0.0	0.0	0.0	
13 Other Sales & Service	0.0	0.0	0.0	
14 Other Manual Workers	0.0	0.0	0.0	
Total	0.0	0.0	3.8	

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Data for Subsequent/Current Goals

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

Table 15: Members of Visible Minorities

Subsequent/Current Short-term Goals

Employment Equity Occupational Group (EEOG)	All Employees								Members of Visible Minorities										
	Number	Growth (Net Positions)			Turnover (Replacement of Terminated Employees)			Anticipated Hires Over 3 Years	Number	Turnover (Replacement of Terminated Employees)			3 Year Goals		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		YYYY-MM-DD	Actual	Projected	Over 3 Years	Actual	Projected			Over 3 Years	YYYY-MM-DD	annually	Over 3 Years	Hires Required Over 3 Years					
	2017-11-20	Annually	Annually	Over 3 Years	Annually	Annually	Over 3 Years	2017-11-20	annually	Over 3 Years	Hires Required Over 3 Years	2017	2020						
	#	%	%	#	%	%	#	#	%	#	#	#	%	%					
01 Senior Managers	2	-12.6%	0.0%	0	40.0%	0.0%	0	0	0	0.0%	0	0	0	10.1%	0	0	0	0.0%	0.0%
02 Middle & Other Managers	44	-2.2%	0.0%	0	26.4%	0.0%	0	0	9	0.0%	0	-2	0	15.0%	2	2	2	20.5%	20.5%
03 Professionals	27	-2.4%	0.0%	0	14.3%	0.0%	0	0	10	0.0%	0	-5	0	19.8%	5	5	5	37.0%	37.0%
04 Semi-Professionals & Tech	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	16.6%	0	0	0	0.0%	0.0%
05 Supervisors	1	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	45.8%	0	0	0	0.0%	0.0%
06 Supervisors: Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
07 Administrative & Sr Clerical	124	-0.5%	0.0%	0	23.2%	0.0%	0	0	46	0.0%	0	-35	0	9.2%	35	35	35	37.1%	37.1%
08 Skilled 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	#DIV/0!	#DIV/0!
09 Skilled Crafts & Trades	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
10 Clerical Personnel	6	0.0%	0.0%	0	0.0%	0.0%	0	0	3	0.0%	0	-2	0	17.2%	2	2	2	50.0%	50.0%
11 Intermediate Sales & Service	2	0.0%	0.0%	0	0.0%	0.0%	0	0	1	0.0%	0	-1	0	2.3%	1	1	1	50.0%	50.0%
12 Semi-Skilled Manual	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
13 Other Sales & Service	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
14 Other Manual Workers	0	0.0%	0.0%	0	0.0%	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	#DIV/0!	#DIV/0!
Total	207	-1.3%	0.0%	0	21.8%	0.0%	0	0	69	0.0%	0	-44	0	12.2%	44	44	44	33.3%	33.3%

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

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

Table 16: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)	Members of Visible Minorities				Comments
	Short-term Goals		Long-term Goals		
	%	%	%	%	
01 Senior Managers	0.0	0.0	10.1	10.1	
02 Middle & Other Managers	0.0	0.0	15.0	15.0	
03 Professionals	0.0	0.0	19.8	19.8	
04 Semi-Professionals & Tech	0.0	0.0	16.6	16.6	
05 Supervisors	0.0	0.0	45.8	45.8	
06 Supervisors: Crafts & Trades	0.0	0.0	0.0	0.0	
07 Administrative & Sr Clerical	0.0	0.0	9.2	9.2	
08 Skilled Sales & Service	0.0	0.0	0.0	0.0	
09 Skilled Crafts & Trades	0.0	0.0	0.0	0.0	
10 Clerical Personnel	0.0	0.0	17.2	17.2	
11 Intermediate Sales & Service	0.0	0.0	2.3	2.3	
12 Semi-Skilled Manual	0.0	0.0	0.0	0.0	
13 Other Sales & Service	0.0	0.0	0.0	0.0	
14 Other Manual Workers	0.0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 3: Goals

Manpower Services Canada Limited

Date: 2017-11-20

Total		0.0	12.2
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Federal Contractors Program Achievement Report

Part 4: Results - Women

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		Women								Women				Women				Women							
		All Employees	Dispensation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference					
#	#	%	%	#	%	#	#	%	#	%	#	#	%	#	%	#	%	#	%						
01 Senior Managers	2016	3	2	66.7	27.4	1	1	243.3																	
	2017	2	2	100.0	27.4	1	1	365.0	0	0	0.0	0	0	0	0	0	0.0	0	0	1	0	0.0	1	-1	
02 Middle & Other Managers	2016	47	31	66.0	38.9	18	13	169.6																	
	2017	44	31	70.5	38.9	17	14	181.1	9	7	77.8	4	3	2	2	100.0	1	1	12	7	58.3	8	-1		
03 Professionals	2016	29	11	37.9	55.2	16	-5	68.7																	
	2017	27	12	44.4	55.4	15	-3	80.2	2	2	100.0	1	1	1	1	100.0	0	1	4	1	25.0	2	-1		
04 Semi-Professionals & Technicians	2016	1	1	100.0	35.1	0	1	284.9																	
	2017	1	1	100.0	35.1	0	1	284.9	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		
05 Supervisors	2016	1	0	0.0	53.0	1	-1	0.0																	
	2017	1	0	0.0	53.0	1	-1	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		Women		Women				Women					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2017	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	-1	0	0.0			0.0	0.0				24.7	0.0
02 Middle & Other Managers	2017	-1	2	-200.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0
	2020	-1	2	-200.0			0.0	0.0				38.9	-51.1
03 Professionals	2017	-1	2	-200.0	50	4.0	0.0	0.0	50	4.0	0.0	0.0	0.0
	2020	-1	2	-200.0			0.6	-36101.1			55.4	-361.0	
04 Semi-Professionals & Technicians	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0
	2020	0	0	0.0			0.0	0.0			35.1	0.0	
05 Supervisors	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0
	2020	0	0	0.0			0.5	0.0			53.0	0.0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0
	2020	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis												
		Workforce									Hires				Promotions				Terminations				
		Women									Women				Women				Women				
		All Employees	Dispensation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference			
#	#	%	%	#	%	#	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%		
07 Administrative & Senior Clerical	2016	126	98	77.8	84.4	106	-8	92.2															
	2017	124	100	80.6	84.5	105	-5	95.4	28	24	85.7	24	0	3	3	100.0	2	1	29	21	72.4	23	-2
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0															
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0															
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	6	6	100.0	71.2	4	2	140.4															
	2017	6	6	100.0	70.0	4	2	142.9	1	1	100.0	1	0	0	0	0.0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	2	1	50.0	72.4	1	0	69.1															
	2017	2	1	50.0	72.4	1	0	69.1	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0															
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		Women		Women				Women					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	%	#	%	#	%	#	%	#	%				
07 Administrative & Senior Clerical	2017	2	6	300.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	2	6	300.0	0.8	3503.0	0.8	35503.0	84.5	355.0			
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
10 Clerical Personnel	2017	1	1	100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	1	1	100.0	0	0.0	0.0	0.0	70.0	142.9			
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	72.4	0.0			
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	

Federal Contractors Program Achievement Report

Part 4: Results - Women

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		All Employees	Women							All Employees	Women			All Employees	Women			All Employees	Women						
		#	Disp. orientation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference							
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	215	150	69.8	68.9	148	2	101.3																	
	2017	207	153	73.9	69.5	144	9	106.3	40	34	85.0	28	6	6	6	100.0	4	2	46	29	63.0	32	-3		

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals				
		All Employees	Women	Women				Women				
		#	%	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	0	0	0.0			0.0	0.0			0.0	0.0
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	0	0	0.0			0.0	0.0			0.0	0.0
Total	2017	0	11	0.0	50	22.0	0.0	0.0	50	22.0	0.0	0.0
	2020	0	11	0.0			0.7	0.0			69.5	0.0

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		Aboriginal Peoples								Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples						
		All Employees	Dispensation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%					
01 Senior Managers	2016	3	0	0.0	2.9	0	0	0.0																
	2017	2	0	0.0	2.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
02 Middle & Other Managers	2016	47	1	2.1	2.2	1	0	96.7																
	2017	44	1	2.3	2.2	1	0	103.3	9	0	0.0	0	0	0	2	0	0.0	0	0	12	0	0.0	0	0
03 Professionals	2016	29	0	0.0	2.1	1	-1	0.0																
	2017	27	0	0.0	2.1	1	-1	0.0	2	0	0.0	0	0	1	0	0.0	0	0	4	0	0.0	0	0	
04 Semi-Professionals & Technicians	2016	1	0	0.0	2.1	0	0	0.0																
	2017	1	0	0.0	2.1	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2016	1	0	0.0	1.0	0	0	0.0																
	2017	1	0	0.0	1.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2017	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	-1	0	0.0			0.0	0.0			2.9	0.0	
02 Middle & Other Managers	2017	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	-1	0	0.0			0.0	0.0			2.2	0.0	
03 Professionals	2017	-1	0	0.0	50	0.0	0.0	0.0	5	0.0	0.0	0.0	
	2020	-1	0	0.0			0.0	0.0			2.1	0.0	
04 Semi-Professionals & Technicians	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			2.1	0.0	
05 Supervisors	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			1.0	0.0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis										Flow Data Analysis												
		Workforce					Hires					Terminations												
		All Employees #	Imp. position #	Availability %	Gap #	EE Result %	All Employees #	Actual #	Expected #	Difference #	All Employees #	Actual #	Expected #	DIFF %	All Employees #	Actual #	Expected #	Difference #						
07 Administrative & Senior Clerical	2016	126	2	1.6	3.1	4	-2	51.2	28	1	3.6	1	0	3	0	0.0	0	0	29	0	0.0	0	0	
	2017	124	2	1.6	3.0	4	-2	53.8																
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
10 Clerical Personnel	2016	6	0	0.0	4.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
	2017	6	0	0.0	3.4	0	0	0.0																
11 Intermediate Sales & Service Personnel	2016	2	0	0.0	4.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
	2017	2	0	0.0	4.9	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E-D x 100	Part 3: Goals	E-G x 100	Part 3: Goals	F+I x 100	Part 3: Goals	E-K x 100	Part 3: Goals	F+M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		All Employees		Aboriginal Peoples		
		Actual #	%	Goal #	%	Actual #	%	Goal #	%	Actual #	%	Goal #	%	
07 Administrative & Senior Clerical	2017	2	50.0	3	33.3	0.0	0.0	3	33.3	0.0	0.0	16667		
	2020	2	50.0			###	###							
08 Skilled Sales & Service Personnel	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
09 Skilled Crafts & Trades Workers	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
10 Clerical Personnel	2017	1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	1	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
11 Intermediate Sales & Service Personnel	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
12 Semi-Skilled Manual Workers	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			
	2020	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0			

Federal Contractors Program Achievement Report

Part 5: Results - Aboriginal Peoples

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations							
		Aboriginal Peoples								Aboriginal Peoples				Aboriginal Peoples				Aboriginal Peoples							
		All Employees	Diversity			Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference				
#	#	%	%	%	#	%	#	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%			
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																	
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	
Total	2016	215	3	1.4	2.8	6	-3	49.8																	
	2017	207	3	1.4	2.7	6	-3	53.7	40	1	2.5	1	0	0	6	0	0.0	0	0	46	0	0.0	1	-1	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		Aboriginal Peoples		Aboriginal Peoples				Aboriginal Peoples					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	%	%	%	%	%	%				
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0				0.0	0.0
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0				0.0	0.0
Total	2017	0	1	0.0	53	1.9	0.0	0.0	8	12.5	0.0	0.0	
	2020	0	1	0.0			0.0	0.0				2.7	0.0

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities						
		All Employees	Disproportionation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%			
01 & Managers	2016	50	0	0.0	4.3	2	-2	0.0																
	2017	46	0	0.0	4.3	2	-2	0.0	9	0	0.0	0	0	0	2	0	0.0	0	0	13	0	0.0	0	0
03 Professionals	2016	29	0	0.0	3.8	1	-1	0.0																
	2017	27	1	3.7	3.8	1	0	97.5	2	0	0.0	0	0	0	1	1	100.0	0	1	4	0	0.0	0	0
04 Semi-Professionals & Technicians	2016	1	0	0.0	4.6	0	0	0.0																
	2017	1	0	0.0	4.6	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
05 Supervisors	2016	1	0	0.0	13.9	0	0	0.0																
	2017	1	0	0.0	13.9	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0	0.0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E + G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		Persons with Disabilities				Persons with Disabilities				Persons with Disabilities				
		All Employees	Actual		Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	#	%	%	#	%	%	%	#	%	%	%			
01 & Managers	2017	-2	0	0.0	5	0.0	0.0	0.0	5	0.0	0.0	0.0		
	2020	-2	0	0.0			0.0	0.0			4.3	0.0		
03 Professionals	2017	-1	1	-100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	-1	1	-100.0			0.0	0.0			3.8	-2631.6		
04 Semi-Professionals & Technicians	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			4.6	0.0		
05 Supervisors	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			13.9	0.0		
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities						
		All Employees	Disproportionation		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference				
#	#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%					
07 Administrative & Senior Clerical	2016	126	0	0.0	3.4	4	-4	0.0																
	2017	124	0	0.0	3.4	4	-4	0.0	28	0	0.0	1	-1	3	0	0.0	0	0	29	0	0.0	0	0	0
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
10 Clerical Personnel	2016	6	0	0.0	7.0	0	0	0.0																
	2017	6	0	0.0	7.0	0	0	0.0	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
11 Intermediate Sales & Service Personnel	2016	2	0	0.0	5.6	0	0	0.0																
	2017	2	0	0.0	5.6	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants				Goals								Comments
		Flow Data				Short-term Goals				Long-term Goals				
		Persons with Disabilities				Persons with Disabilities				Persons with Disabilities				
		All Employees	Actual		Goal	Percent of Goal Met		Goal	Percent of Goal Met		Goal	Percent of Goal Met		
#	#	%	%	#	%	%	#	%	%	#	%	%		
07 Administrative & Senior Clerical	2017	2	0	0.0	5	0.0	0.0	0.0	5	0.0	0.0	0.0		
	2020	2	0	0.0			0.0	0.0			3.4	0.0		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0			0.0	0.0			7.0	0.0		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			5.6	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 6: Results - Persons with Disabilities

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis																		
		Workforce								Hires				Promotions				Terminations										
		Persons with Disabilities								Persons with Disabilities				Persons with Disabilities				Persons with Disabilities										
		All Employees	Disp. orientation		Availability		Gap		EE Result	All Employees	Actual		Expected		Difference		All Employees	Actual		Expected		Difference		All Employees	Actual		Expected	
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	#	%	#	%	#	#	#	#	#	%	#	%	#	%
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																				
	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																				
	2017	0	0	0.0	0.0	0	0	0.0		0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0.0	0	0	0
Total	2016	215	0	0.0	3.8	8	-8	0.0																				
	2017	207	1	0.5	3.8	8	-7	12.7	40	0	0.0	2	-2	6	1	16.7	0	1	46	0	0.0	0	0					

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments		
		Flow Data		Short-term Goals				Long-term Goals						
		Persons with Disabilities		Persons with Disabilities				Persons with Disabilities						
		All Employees	Actual		Goal	Percent of Goal Met		Goal	Percent of Goal Met		Goal		Percent of Goal Met	
#	#	#	%	#	%	%	%	#	%	%	%	#	%	%
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0				0.0	0.0	
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0				0.0	0.0	
Total	2017	0	1	0.0	10	10.0	0.0	0.0	10	10.0	0.0	0.0		
	2020	0	1	0.0			0.0	0.0				3.8	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis								Flow Data Analysis														
		Workforce								Hires				Promotions				Terminations						
		Visible Minorities								Visible Minorities				Visible Minorities				Visible Minorities						
		All Employees	Diversity		Availability		Gap	EE Result	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference				
#	#	%	%	#	%	#	%	#	#	%	#	#	%	#	#	%	#	#	%	#	#	%		
01 Senior Managers	2016	3	0	0.0	10.1	0	0	0.0																
	2017	2	0	0.0	10.1	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	1	0	0.0	0	0
02 Middle & Other Managers	2016	47	11	23.4	15.0	7	4	156.0																
	2017	44	9	20.5	15.0	7	2	136.4	9	2	22.2	1	1	2	0	0.0	0	0	0	12	4	33.3	3	1
03 Professionals	2016	29	9	31.0	19.8	6	3	156.7																
	2017	27	10	37.0	19.8	5	5	187.1	2	2	100.0	0	2	1	0	0.0	0	0	0	4	1	25.0	1	0
04 Semi-Professionals & Technicians	2016	1	0	0.0	16.6	0	0	0.0																
	2017	1	0	0.0	16.6	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
05 Supervisors	2016	1	0	0.0	45.8	0	0	0.0																
	2017	1	0	0.0	45.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
06 Supervisors: Crafts & Trades	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments	
		Flow Data		Short-term Goals				Long-term Goals					
		Visible Minorities		Visible Minorities				Visible Minorities					
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met		
#	%	#	%	#	%	#	%	#	%				
01 Senior Managers	2017	-1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	-1	0	0.0			0.0	0.0			10.1	0.0	
02 Middle & Other Managers	2017	-1	-2	200.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	-1	-2	200.0			0.0	0.0			15.0	1333.3	
03 Professionals	2017	-1	1	-100.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	-1	1	-100.0			0.0	0.0			19.8	-505.1	
04 Semi-Professionals & Technicians	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			16.6	0.0	
05 Supervisors	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			45.8	0.0	
06 Supervisors: Crafts & Trades	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
	2020	0	0	0.0			0.0	0.0			0.0	0.0	

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		Visible Minorities									Visible Minorities				Visible Minorities				Visible Minorities					
		All Employees	Dispensation		Availability		Gap	EE Result		All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference	All Employees	Actual	Expected	Difference			
#	#	%	%	%	#	#	%	#	#	%	#	#	%	#	%	#	%	#	%	#	%	#		
07 Administrative & Senior Clerical	2016	126	50	39.7	9.5	12	38	417.7																
	2017	124	46	37.1	9.2	11	35	403.2	28	10	35.7	3	7	3	0	0.0	1	-1	29	15	51.7	12	3	
08 Skilled Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
09 Skilled Crafts & Trades Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
10 Clerical Personnel	2016	6	3	50.0	9.4	1	2	531.9																
	2017	6	3	50.0	17.2	1	2	290.7	1	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
11 Intermediate Sales & Service Personnel	2016	2	1	50.0	2.3	0	1	2,173.9																
	2017	2	1	50.0	2.3	0	1	2,173.9	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
12 Semi-Skilled Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals										Comments
		Flow Data		Short-term Goals				Long-term Goals						
		Visible Minorities		Visible Minorities				Visible Minorities						
		All Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	%	#	%	#	%	#	%	#	%					
07 Administrative & Senior Clerical	2017	2	-5	-250.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	2	-5	-250.0			0.0	0.0			9.2	-271.4		
08 Skilled Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
09 Skilled Crafts & Trades Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		
10 Clerical Personnel	2017	1	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	1	0	0.0			0.0	0.0			17.2	0.0		
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			2.3	0.0		
12 Semi-Skilled Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	0	0	0.0			0.0	0.0			0.0	0.0		

Federal Contractors Program Achievement Report

Part 7: Results - Members of Visible Minorities

Manpower Services Canada Limited

Date: 2017-11-20

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

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis									Flow Data Analysis													
		Workforce									Hires				Promotions				Terminations					
		All Employees	Visible Minorities								All Employees	Visible Minorities			All Employees	Visible Minorities			All Employees	Visible Minorities				
		#	Disp. orientation	Availability	Gap	EE Result	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference	Actual	Expected	Difference						
13 Other Sales & Service Personnel	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
14 Other Manual Workers	2016	0	0	0.0	0.0	0	0	0.0																
	2017	0	0	0.0	0.0	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0.0	0	0
Total	2016	215	74	34.4	12.2	26	48	282.1																
	2017	207	69	33.3	12.2	25	44	273.2	40	14	35.0	5	9	6	0	0.0	2	-2	46	20	43.5	16	4	

Data sources:	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals	E - G x 100	Part 3: Goals	F + I x 100	Part 3: Goals	E + K x 100	Part 3: Goals	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Goals								Comments
		Flow Data		Short-term Goals				Long-term Goals				
		All Employees	Visible Minorities	Visible Minorities				Visible Minorities				
		#	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
13 Other Sales & Service Personnel	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	0	0	0.0			0.0	0.0			0.0	0.0
14 Other Manual Workers	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	0	0	0.0			0.0	0.0			0.0	0.0
Total	2017	0	-6	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0
	2020	0	-6	0.0			0.0	0.0			12.2	0.0

Federal Contractors Program Achievement Report
Part 8: Reasonable Efforts
Manpower Services Canada Limited
Date: 2017-11-20

Efforts

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

Required measures:

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

Other measures:

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

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

Operational Context

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

- Impact of economic and industrial conditions on the organization.

- Any reorganization or other corporate structural changes.

- Acquisitions, mergers or transfers of employees.

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

[Redacted area]

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

[Redacted area]

- Other.

[Redacted area]

Additional Details

Please provide any additional information (optional):

[Redacted area]

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

Employer Name: Manpower Services Canada Limited

Primary Location: Toronto, Ontario

Number of Employees: 207

- Ontario - 152
- Quebec - 32
- British Columbia - 10
- New Brunswick - 4
- Nova Scotia - 3
- Saskatchewan - 3
- Newfoundland and Labrador - 2
- Manitoba - 1

Organization Overview:

NAICS: 5419 – Other Professional, Scientific, and Technical Services.

Manpower Services Canada Limited operates as a subsidiary of Manpower Group Inc. They provide innovative workforce solutions. Manpower offers expertise in organizational development including employee engagement, leadership development, career placement and outsourcing.

Key Dates – First Year Assessment

Initiated: 2016-05-02
 Received: 2016-05-26
 Closed: 2016-06-02
 WFA: 2016-05-26

Key Dates – Subsequent Assessment

Initiated: 2018-02-19
 Received: 2018-02-17
 WFA: 2018-02-12

DATA VERIFICATION

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

Yes No

Comments:

- The period reported on the Achievement report is 2016-06-02 to 2018-05-09.
- The data from the current workforce analysis included in the Achievement table is consistent with that found in Forms 1 to 6 from WEIMS.

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

Yes No

Comments:

- In the previous assessment many gaps were found in different EEOG's in all four designated group.

ASSESSMENT OF REASONABLE PROGRESS

The Company did not set most of the short-term and long-term goals in the previous assessment. Therefore, an assessment of reasonable progress of the organization cannot be completed.

Women

03	Professionals	Goal not met (6.0 % achieved)
05	Supervisors	Goal not set
07	Administrative & Senior Clerical	Goal not set

Assessment/Observations

- The company had set one goal in numerical format while the two goals were not set.
- EEOG 03 - The Company had three new entrants and they were all women. The market availability is 55.2%. The company had set a goal of hiring / promoting 50. They achieved 6.0% of the goal set and thus did not meet the goal.
- EEOG 05 - The Company did not hire or promote anyone from this designated group in this EEOG. The market availability is 53.0 %. Reasonable effort could not be assessed since no goal was set.
- EEOG 07 - The Company had 32 new entrants, and 27 were women. The market availability is 84.4%. Reasonable effort could not be assessed since no goal was set.

Aboriginal Peoples

03	Professionals	Goal not met (0.0 % achieved)
07	Administrative & Senior Clerical Personnel	Goal not met (33.3% achieved)

Assessment/Observations

- EEOG 03 - Out of the three new entrants, none were Aboriginal persons. The market availability is 2.1 %. The company had not any set a goal in the previous assessment and thus reasonable effort cannot be assessed.
- EEOG 07 - Out of the 32 new entrants, one was an Aboriginal person. The market availability is 3.1 %. The company had set a goal of hiring / promoting three individuals and hired / promoted one, thus did not meet the goal set.

Persons with Disabilities

01	Managers	Goal not met (0.0% achieved)
03	Professionals	Goal not set
07	Administrative & Senior Clerical Personnel	Goal not met (0.0% achieved)

Assessment/Observations

- EEOG 01 & 02 - Out of the 11 new entrants, none were persons with disabilities. The market availability is 4.3 %. The company had set a goal of hiring / promoting five and did not hire / promote any individuals from this designated group in this EEOG. Thus did not meet the goal.
- EEOG 03 - Out of the three new entrants, one was a person with disabilities. The market availability is 3.8 %. The company had not any set a goal in the previous assessment and thus reasonable effort cannot be assessed.
- EEOG 07 - Out of the 32 new entrants, none were persons with disabilities. The market availability is 3.4 %. The company had set a goal a goal of hiring / promoting five individuals, while they did not hire / promote anyone. Thus did not meet the goal.

Members of Visible Minorities

Assessment/Observations

- No gap exists in any EEOG’s in this designated group.

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 2016-05-26 to 2018-02-12. During their initial assessment, the organization had set five short-term goals and none were met above 80%, while no goals were set for the three.

ASSESSMENT OF SHORT AND LONG TERM GOALS

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

Women

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
03	Professionals	-3	50.0	55.4	44.4	55.4
05	Supervisors	-1	50.0	53.0	0.0	53.0
07	Admin & Senior Clerical Personnel	-5	NR	NR	80.6	84.5

Observations:

- Although availability is higher in EEOG’s 03 and 05, 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, in EEOG 07 the organization is not required to set any the short and long-term goal since the present representation of women is already at 80.6%.

Aboriginal Peoples

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
#	Description		#	(1 to 3 years) # or %	(3+ years) # or %	%
03	Professionals	-1	2.1	2.1	0.0	2.1
07	Admin & Senior Clerical Personnel	-2	3.0	3.0	1.6	3.0

Observations:

- All short and long-term goals have been set at availability.

Persons with Disabilities

Workforce Analysis Results			Goals		Representation	LMA
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term	Long-term		
				(1 to 3 years)	(3 years or more)	
#	Description	#	# or %	# or %	%	%
01/02	Managers	-2	4.3	4.3	0.0	4.3
07	Admin & Senior Clerical Personnel	-4	3.4	3.4	0.0	3.4

Observations:

- All short and long-term goals have been set at availability.

Members of Visible Minorities

Observations:

- No gap exists in thus no goals need to be set.

RECOMMENDATION

I recommend that the employer be found:

in compliance in non-compliance

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

- Given that Manpower Services Canada Limited has few gaps in each designated group, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that identify as part of a designated group.

Name of Analyst: Neena Sharan

Date: September 25, 2018

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

Sent: October 16, 2018 10:46 AM

To: Ciani, Nadia <nadia.ciani@manpowergroup.com>; Karkavitsas, Nicole <nicole.karkavitsas@manpowergroup.com>; 'Fleming, Kendra' <kendra.fleming@manpowergroup.com>

Subject: Government of Canada Agreement Number: 060670 – Notification of Compliance with the Federal Contractors Program

Cette information est également disponible en français sur demande.

Dear Nadia Ciani:

I am writing to inform you that the subsequent compliance assessment initiated on February 19, 2018 has been completed. As a result of the assessment, Manpower Services Canada Limited has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- Given that Manpower Services Canada Limited has few gaps in each designated group, it may be beneficial for this organization to develop relationships with colleges, universities or other professional associations to identify and hire qualified students or professionals that identify as part of a designated group.

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 February 19, 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, Manpower Services Canada Limited will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

- the implementation of initiatives to foster a diverse and inclusive workplace;
- measures to remove employment barriers;

- tailored programs to attract and retain designated group members in areas where they are under-represented; and
- the establishment of accountability mechanisms supported by senior management to ensure that goals are met.

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

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

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

Sincerely,

Workplace Equity Team

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



Rejoignez-vous au Forum de l'équité, la diversité et l'inclusion en milieu de travail (FEDIM) 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!