



Agreement to Implement Employment Equity

- New Agreement
 Revised Agreement

ORGANIZATION	
Legal Name of Organization Motorola Solutions Canada Inc.	Parent company is located outside Canada <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operating Name (if different from Legal Name of Organization) Motorola Solutions	Procurement Business Number [REDACTED]
Organization's North American Industry Classification System (NAICS) Code N° 541510	Total number of employees in Canada (Full-Time/Part-Time/Temporary) 162 To find your organization's NAICS Code Number please visit: http://www.statcan.gc.ca/subjects-sujets/standard-norme/naics-scian/2002/naics-scian02l-eng.htm

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

HEAD OFFICE			
Address (building number, street, suite, etc.) 8133 Warden Avenue, 6th floor	City Markham	Province On	Postal Code L6G 1B3
	Telephone Number 905-948-5200	Fax Number 905 948-5270	

EMPLOYMENT EQUITY CONTACT	
Name (print) Josée Despatie	Title Senior Human resources Specialist
Telephone Number 514-394-7726	E-mail Address josee.despatie@motorolasolutions.com

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

SIGNATORY						
NOTE: The signatory must be the Chief Executive Officer OR an authorized person in an executive position with legal authority to sign a contract on behalf of the organization.						
<table style="width: 100%;"> <tr> <td style="width: 50%;">Name (print) George Krausz</td> <td>Title President, Motorola Solutions Canada Inc.</td> </tr> <tr> <td>Telephone Number 905-948-5300</td> <td>E-mail Address george.krausz@motorolasolutions.com</td> </tr> <tr> <td>Signature </td> <td>Date February 25, 2014</td> </tr> </table>	Name (print) George Krausz	Title President, Motorola Solutions Canada Inc.	Telephone Number 905-948-5300	E-mail Address george.krausz@motorolasolutions.com	Signature 	Date February 25, 2014
Name (print) George Krausz	Title President, Motorola Solutions Canada Inc.					
Telephone Number 905-948-5300	E-mail Address george.krausz@motorolasolutions.com					
Signature 	Date February 25, 2014					

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



Federal Contractors Program (FCP)

Contractors who are awarded an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) are required to implement employment equity, and if representation gaps exist, to make all reasonable efforts within the context of their specific organizational environment and structural needs to close the gaps. This obligation is on-going and not only subject to the period of a specific contract.

Contractors are required to conduct, develop and maintain:

- a. A survey of their workforce on the representation of the four designated groups using a self-identification questionnaire;
- b. A workforce analysis (WFA) that compares representation with requisite labour market availability by occupational groups; and
- c. Short-term and long-term numeric goals on closing gaps that have been identified where under-representation exists.

Contractors are required to submit to ESDC-Labour:

- a. One year after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes):
 - Self-identification questionnaire used to collect workforce information;
 - Initial WFA; and
 - Annual short-term numeric goals for a period of three years and long-term numeric goals where under-representation exists on closing gaps that have been identified.
- b. Four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter:
 - Updated WFA;
 - Updated annual short-term numeric goals for a period of three years and long term numeric goals where under-representation exists on closing gaps that have been identified; and
 - Completed Achievement Table.

ESDC-Labour will assess contractors on a risk-based basis, one year and four years after the award of an initial goods and services contract, a standing offer agreement, or a supply agreement valued at \$1M or more (including applicable taxes) and every three years thereafter. Assessments are based on the achievement of representation results and measured against the requirements set out for the FCP.

Contractors found to be in non-compliance will be ineligible for future goods and services contracts, standing offer agreements, or supply agreements of any value with the federal government. In addition, contractors will be placed on a public list of non-compliant contractors. A finding of non-compliance may result in the termination of the contract.

For information on the detailed requirements as well as the framework and standards for assessment of results, please refer to the website: <http://www.esdc.gc.ca/eng/labour/equality/fcp/index.shtml>

Questions and Answers

Subsidiary vs. Division/Branch

Q1 Does the Agreement to Implement Employment Equity (Agreement) apply to the whole organization or only to the part carrying out the contract?

A1 The signed Agreement applies to the whole organization named in the Agreement and its entire Canadian workforce including all of its components (divisions, branches, etc.), with the exception of subsidiary corporations.

Division: A division is part of the primary business, not separate, and the primary business is legally responsible for the obligations and debts of the division.

Branch: A branch is an office that is not located at/with the company's corporate headquarters but is part of the organization.

Subsidiary: A subsidiary is owned or controlled by another entity (a parent company), but it is a separate legal entity.

Q2 If an organization that is not subject to the Federal Contractor Program (FCP) is taken over by (or merged with) an organization that is subject to the Program, does it become subject to the FCP as well?

A2 An organization is subject to the FCP if it becomes part of the acquiring company. However, if the organization remains a subsidiary and still operates as a separate legal entity from the acquiring company, it does not become subject to the FCP.

For the purpose of the FCP, subsidiaries require a separate Agreement (and Agreement number) because they are separate legal entities. Divisions are part of an organization and are included as part of the whole organization.

Q3 When should a new Agreement be completed and signed?

A3 A new Agreement should be completed if the organization has undergone a change in its legal name.

Employment Status

Q1 Who is considered to be a permanent full-time employee under the FCP?

A1 A permanent full-time employee is employed for an indeterminate period of time to work the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs. The standard number of hours cannot be less than the usual number of hours worked by full-time employees in the same occupational group.

Q2 Who is considered to be a permanent part-time employee under the FCP?

A2 A permanent part-time employee is employed for an indeterminate period of time to work fewer than the standard number of hours on a regular basis as determined by the employer, depending on the occupational group to which the person belongs.

Generally, what is standard or usual for a group of employees is considered full-time; anything less is considered part-time. For example, in a case where the standard, usual way of working for the company is to work eight (8) hours per day for three (3) days per week, employees who fit this work pattern would be considered full-time, and employees who do not would be considered part-time.

Q3 Who is considered to be a temporary employee under the FCP?

- A3 A temporary employee is employed on a temporary basis for any number of hours within a fixed period or periods (start and end date) totalling 12 weeks or more during a calendar year. This does not include a person in full-time attendance at a secondary or post-secondary educational institution who is employed during a school break. Whether the hours are regular or irregular is not a factor to consider in determining temporary employment status.

The total number of weeks worked by temporary employees is calculated according to the cumulative number of weeks worked, not by the cumulative number of days. For example, an employee may be called to work two days one week, three days the following week and one day per week for ten other weeks during the calendar year. This employee would be considered a temporary employee for employment equity purposes.

The most significant distinction between temporary staff and permanent staff is job security, where permanence usually means employment for an indefinite duration. The duration of employment or the benefits received do not indicate employment status. Even if an employee is hired for a length of employment that is long term, the employee does not have permanent status if the duration of employment can be defined.

Q4 How are students counted under the FCP?

- A4 Students employed during a school break, even if this period exceeds 12 weeks, and who are returning to school, are not counted as employees for employment equity purposes.

Co-operative education (Co-op) students working during the summer period are not considered to be on a school break since this work experience forms part of their education. Co-op students who work more than 12 weeks during their work placements should be reported as temporary employees. In addition, students working on a permanent part-time basis throughout the year are counted provided they worked 12 weeks or more.

Q5 How are casual or other employees counted under the FCP?

- A5 Casual employees are employed to work less than 12 weeks during a calendar year and whose contracts have designated start and end dates.

Other employees are those who are on unpaid leave (often temporary lay-off or long-term leave) but who otherwise fulfil the definitions of permanent full-time, permanent part-time or temporary employees and maintain the right to return to work.



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

Reporting Period 2014-11-25 to 2017-11-13

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	79	0	0	79	Calgary	17	0	0	17
Québec	30	0	0	30	Halifax	5	0	0	5
Nova Scotia	5	0	0	5	Montréal	29	0	0	29
Manitoba	1	0	0	1	Toronto	71	0	0	71
British Columbia	5	0	0	5	Vancouver	5	0	0	5
Prince Edward Island	1	0	0	1	Winnipeg	1	0	0	1
Saskatchewan	1	0	0	1	Québec	1	0	0	1
Alberta	17	0	0	17	Ottawa - Gatineau	8	0	0	8
Total Employees in Canada				139	Saskatoon	1	0	0	1
					P.E.I.	1	0	0	1
					Total Employees in Canada				139



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / National
Reporting Period 2014-11-25 to 2017-11-13

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	18	17	1							2	1	1
	Total	18	17	1							2	1	1
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	67	55	12				2	2		21	17	4
	Total	67	55	12				2	2		21	17	4
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	19	19								7	7	
	Total	19	19								7	7	



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / National

Reporting Period 2014-11-25 to 2017-11-13

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
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	8	3	5							2		2
	Total	8	3	5							2		2
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	23	14	9				1	1		3	2	1
	Total	23	14	9				1	1		3	2	1
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Total Number of Employees		139	112	27				3	3		35	27	8



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2014-11-25 to 2017-11-13

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	13	12	1							2	1	1
	Total	13	12	1							2	1	1
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	36	28	8				1	1		15	13	2
	Total	36	28	8				1	1		15	13	2
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	7	7								5	5	
	Total	7	7								5	5	



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Ontario

Reporting Period 2014-11-25 to 2017-11-13

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
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	6	2	4							1		1
	Total	6	2	4							1		1
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	13	9	4				1	1		1		1
	Total	13	9	4				1	1		1		1
Semi-Skilled Manual Workers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Total Number of Employees		79	62	17				2	2		24	19	5



FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS

Full-Time / Québec

Reporting Period 2014-11-25 to 2017-11-13

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Middle and Other Managers Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	2										
	Total	2	2										
Professionals Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	19	16	3				1	1		3	2	1
	Total	19	16	3				1	1		3	2	1
Semi-Professionals and Technicians Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	5	5										
	Total	5	5										
Administrative and Senior Clerical Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	1	1										
	Total	1	1										



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Québec

Reporting Period 2014-11-25 to 2017-11-13

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	3	1	2									
	Total	3	1	2									
Total Number of Employees		30	25	5				1	1		3	2	1



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Nova Scotia
Reporting Period 2014-11-25 to 2017-11-13

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



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Manitoba

Reporting Period 2014-11-25 to 2017-11-13

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



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / British Columbia
Reporting Period 2014-11-25 to 2017-11-13

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



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Prince Edward Island
Reporting Period 2014-11-25 to 2017-11-13

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



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Saskatchewan
Reporting Period 2014-11-25 to 2017-11-13

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



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Alberta

Reporting Period 2014-11-25 to 2017-11-13

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



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: OCCUPATIONAL GROUPS
Full-Time / Alberta

Reporting Period 2014-11-25 to 2017-11-13

Occupational Group Salary Range Col. 1	QTR	All Employees			Aboriginal Peoples			Persons with Disabilities			Members of Visible Minorities		
		Total Col. 2	Men Col. 3	Women Col. 4	Total Col. 5	Men Col. 6	Women Col. 7	Total Col. 8	Men Col. 9	Women Col. 10	Total Col. 11	Men Col. 12	Women Col. 13
Skilled Sales and Service Personnel Top Range: Under \$5,000 Bottom Range: Under \$5,000	4												
	3												
	2												
	1	2	1	1									
	Total	2	1	1									
Total Number of Employees		17	14	3							6	4	2



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / National
Reporting Period 2014-11-25 to 2017-11-13

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	139	112	27				3	3		35	27	8
Total Number of Employees	139	112	27				3	3		35	27	8



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Ontario
Reporting Period 2014-11-25 to 2017-11-13

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	79	62	17				2	2		24	19	5
Total Number of Employees	79	62	17				2	2		24	19	5



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Québec
Reporting Period 2014-11-25 to 2017-11-13

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	30	25	5				1	1		3	2	1
Total Number of Employees	30	25	5				1	1		3	2	1



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Nova Scotia
Reporting Period 2014-11-25 to 2017-11-13

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



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Manitoba
Reporting Period 2014-11-25 to 2017-11-13

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	1	1								1	1	
Total Number of Employees	1	1								1	1	



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / British Columbia
Reporting Period 2014-11-25 to 2017-11-13

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



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Prince Edward Island
Reporting Period 2014-11-25 to 2017-11-13

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	1	1										
Total Number of Employees	1	1										



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Saskatchewan
Reporting Period 2014-11-25 to 2017-11-13

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	1		1									
Total Number of Employees	1		1									



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: SALARY SUMMARY
Full-Time / Alberta
Reporting Period 2014-11-25 to 2017-11-13

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	17	14	3							6	4	2
Total Number of Employees	17	14	3							6	4	2



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / National

Reporting Period 2014-11-25 to 2017-11-13

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	3	3										
Professionals	22	20	2				1	1		9	8	1
Semi-Professionals and Technicians	5	5								3	3	
Administrative and Senior Clerical Personnel	2	2										
Skilled Sales and Service Personnel	6	3	3							2	2	
Semi-Skilled Manual Workers	1	1										
Total Number of Employees Hired	39	34	5				1	1		14	13	1



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Ontario

Reporting Period 2014-11-25 to 2017-11-13

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	1	1										
Professionals	12	11	1				1	1		6	6	
Semi-Professionals and Technicians	2	2								2	2	
Administrative and Senior Clerical Personnel	1	1										
Skilled Sales and Service Personnel	4	2	2							1	1	
Semi-Skilled Manual Workers	1	1										
Total Number of Employees Hired	21	18	3				1	1		9	9	



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Québec

Reporting Period 2014-11-25 to 2017-11-13

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	1	1										
Professionals	2	2										
Semi-Professionals and Technicians	2	2										
Administrative and Senior Clerical Personnel	1	1										
Total Number of Employees Hired	6	6										



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / British Columbia

Reporting Period 2014-11-25 to 2017-11-13

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



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED

Full-Time / Saskatchewan

Reporting Period 2014-11-25 to 2017-11-13

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

Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES HIRED
Full-Time / Alberta
Reporting Period 2014-11-25 to 2017-11-13

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	1	1										
Professionals	8	7	1							3	2	1
Semi-Professionals and Technicians	1	1								1	1	
Total Number of Employees Hired	10	9	1							4	3	1



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / National
Reporting Period 2014-11-25 to 2017-11-13

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	9	7	2							5	5	
Semi-Professionals and Technicians	4	4								2	2	
Administrative and Senior Clerical Personnel	1		1							1		1
Skilled Sales and Service Personnel	3	2	1									
Total Number of Employees Promoted	19	15	4							8	7	1
Total Number of Promotions	20	16	4							8	7	1



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Ontario
Reporting Period 2014-11-25 to 2017-11-13

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	7	5	2							4	4	
Semi-Professionals and Technicians	1	1								1	1	
Skilled Sales and Service Personnel	2	2										
Total Number of Employees Promoted	12	10	2							5	5	
Total Number of Promotions	13	11	2							5	5	



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Québec
Reporting Period 2014-11-25 to 2017-11-13

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
Professionals	2	2								1	1	
Semi-Professionals and Technicians	1	1										
Skilled Sales and Service Personnel	1		1									
Total Number of Employees Promoted	4	3	1							1	1	
Total Number of Promotions	4	3	1							1	1	



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Nova Scotia
Reporting Period 2014-11-25 to 2017-11-13

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
Semi-Professionals and Technicians	1	1										
Total Number of Employees Promoted	1	1										
Total Number of Promotions	1	1										



Motorola Solutions Canada Inc. (certificate # 060122)
FEDERAL CONTRACTORS PROGRAM: EMPLOYEES PROMOTED
Full-Time / Alberta
Reporting Period 2014-11-25 to 2017-11-13

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
Semi-Professionals and Technicians	1	1								1	1	
Administrative and Senior Clerical Personnel	1		1							1		1
Total Number of Employees Promoted	2	1	1							2	1	1
Total Number of Promotions	2	1	1							2	1	1



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / National

Reporting Period 2014-11-25 to 2017-11-13

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	6	4	2							1	1	
Professionals	12	12								4	4	
Semi-Professionals and Technicians	1	1										
Skilled Sales and Service Personnel	10	10					1	1		2	2	
Total Number of Employees Terminated	29	27	2				1	1		7	7	



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Temporary / National
Reporting Period 2014-11-25 to 2017-11-13

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
Professionals	1		1							1		1
Total Number of Employees Terminated	1		1							1		1

Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Ontario

Reporting Period 2014-11-25 to 2017-11-13

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	4	2	2									
Professionals	9	9								4	4	
Skilled Sales and Service Personnel	5	5					1	1		1	1	
Total Number of Employees Terminated	18	16	2				1	1		5	5	



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Temporary / Ontario

Reporting Period 2014-11-25 to 2017-11-13

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
Professionals	1		1							1		1
Total Number of Employees Terminated	1		1							1		1



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Québec

Reporting Period 2014-11-25 to 2017-11-13

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
Professionals	1	1										
Semi-Professionals and Technicians	1	1										
Total Number of Employees Terminated	2	2										



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED
Full-Time / Nova Scotia

Reporting Period 2014-11-25 to 2017-11-13

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



Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / British Columbia

Reporting Period 2014-11-25 to 2017-11-13

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	1	1										
Skilled Sales and Service Personnel	2	2								1	1	
Total Number of Employees Terminated	3	3								1	1	

Motorola Solutions Canada Inc. (certificate # 060122)

FEDERAL CONTRACTORS PROGRAM: EMPLOYEES TERMINATED

Full-Time / Alberta

Reporting Period 2014-11-25 to 2017-11-13

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	1	1								1	1	
Professionals	2	2										
Skilled Sales and Service Personnel	2	2										
Total Number of Employees Terminated	5	5								1	1	



Workplace Equity Information Management System - Motorola Solutions Canada Inc.

Workforce Analysis - Detailed Report

Date: 2017-11-13

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Representation		Women Availability		Gap #	Recruitment Area
			#	%	%	#		
01 : Senior Managers	National	2	0	0.0 %	27.4 %	1	-1	National
02 : Middle and Other Managers	National	18	1	5.6 %	38.9 %	7	-6	National
03 : Professionals		67	12	17.9 %	28.0 %	19	-7	
1111 : Financial auditors and accountants	National	1	1	100.0 %	55.1 %	1	0	National
1121 : Human resources professionals	National	1	1	100.0 %	71.1 %	1	0	National
1122 : Professional occupations in business management consulting	National	18	5	27.8 %	42.0 %	8	-3	National
2133 : Electrical and electronics engineers	National	18	1	5.6 %	11.3 %	2	-1	National
2171 : Information systems analysts and consultants	National	15	2	13.3 %	28.3 %	4	-2	National
2173 : Software engineers and designers	National	10	1	10.0 %	17.4 %	2	-1	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	42.5 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	3	1	33.3 %	50.7 %	2	-1	National
04 : Semi-Professionals and Technicians		19	0	0.0 %	10.1 %	2	-2	
2241 : Electrical and electronics engineering technologists and technicians	Alberta	3	0	0.0 %	9.9 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	2	0	0.0 %	11.6 %	0	0	British Columbia
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	2	0	0.0 %	4.2 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	7	0	0.0 %	12.1 %	1	-1	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	5	0	0.0 %	9.1 %	0	0	Québec
07 : Administrative and Senior Clerical Personnel		8	5	62.5 %	79.9 %	6	-1	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	80.5 %	1	0	Calgary
Employment Equity Occupational Group	Montréal	1	0	0.0 %	80.8 %	1	-1	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	1	100.0 %	77.2 %	1	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	5	3	60.0 %	80.1 %	4	-1	Toronto
08 : Skilled Sales and Service Personnel		23	9	39.1 %	26.5 %	6	3	
6221 : Technical sales specialists - wholesale trade	Alberta	2	1	50.0 %	20.5 %	0	1	Alberta

Workforce Analysis - Detailed Report

Date: 2017-11-13

Women

Employment Equity Occupational Group	Internal Location	All Employees #	Women		Gap #	Recruitment Area	
			Representation #	Availability %			
6221 : Technical sales specialists - wholesale trade	British Columbia	2	1	50.0 %	26.3 %	1	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	1	0	0.0 %	27.8 %	0	Manitoba
6221 : Technical sales specialists - wholesale trade	Ontario	13	4	30.8 %	28.7 %	4	Ontario
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	1	0	0.0 %	0.0 %	0	Prince Edward Island
6221 : Technical sales specialists - wholesale trade	Québec	3	2	66.7 %	29.1 %	1	Québec
6221 : Technical sales specialists - wholesale trade	Saskatchewan	1	1	100.0 %	28.0 %	0	Saskatchewan
12 : Semi-Skilled Manual Workers	Toronto	2	0	0.0 %	22.0 %	0	Toronto
Employment Equity Occupational Group							
Total		139	27	19.4 %	29.6 %	41	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-11-13

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	%	Availability #	%		
01 : Senior Managers	National	2	0	0.0 %	2.9 %	0	0	National
02 : Middle and Other Managers	National	18	0	0.0 %	2.2 %	0	0	National
03 : Professionals		67	0	0.0 %	1.1 %	1	-1	
1111 : Financial auditors and accountants	National	1	0	0.0 %	1.3 %	0	0	National
1121 : Human resources professionals	National	1	0	0.0 %	2.7 %	0	0	National
1122 : Professional occupations in business management consulting	National	18	0	0.0 %	1.6 %	0	0	National
2133 : Electrical and electronics engineers	National	18	0	0.0 %	0.7 %	0	0	National
2171 : Information systems analysts and consultants	National	15	0	0.0 %	1.1 %	0	0	National
2173 : Software engineers and designers	National	10	0	0.0 %	0.6 %	0	0	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	1.6 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	3	0	0.0 %	2.0 %	0	0	National
04 : Semi-Professionals and Technicians		19	0	0.0 %	1.6 %	0	0	
2241 : Electrical and electronics engineering technologists and technicians	Alberta	3	0	0.0 %	2.1 %	0	0	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	2	0	0.0 %	2.1 %	0	0	British Columbia
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	2	0	0.0 %	1.6 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	7	0	0.0 %	1.8 %	0	0	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	5	0	0.0 %	0.8 %	0	0	Québec
07 : Administrative and Senior Clerical Personnel		8	0	0.0 %	1.3 %	0	0	
Employment Equity Occupational Group	Calgary	1	0	0.0 %	2.6 %	0	0	Calgary
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0.7 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	3.2 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	5	0	0.0 %	0.8 %	0	0	Toronto
08 : Skilled Sales and Service Personnel		23	0	0.0 %	1.7 %	0	0	
6221 : Technical sales specialists - wholesale trade	Alberta	2	0	0.0 %	2.0 %	0	0	Alberta

Workforce Analysis - Detailed Report

Date: 2017-11-13

Aboriginal Peoples

Employment Equity Occupational Group	Internal Location	All Employees #	Aboriginal Peoples				Gap #	Recruitment Area
			Representation #	Representation %	Availability %	Availability #		
6221 : Technical sales specialists - wholesale trade	British Columbia	2	0	0.0 %	2.5 %	0	British Columbia	
6221 : Technical sales specialists - wholesale trade	Manitoba	1	0	0.0 %	6.3 %	0	Manitoba	
6221 : Technical sales specialists - wholesale trade	Ontario	13	0	0.0 %	1.0 %	0	Ontario	
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	1	0	0.0 %	0.0 %	0	Prince Edward Island	
6221 : Technical sales specialists - wholesale trade	Québec	3	0	0.0 %	1.0 %	0	Québec	
6221 : Technical sales specialists - wholesale trade	Saskatchewan	1	0	0.0 %	8.2 %	0	Saskatchewan	
12 : Semi-Skilled Manual Workers		2	0	0.0 %	0.7 %	0		
Employment Equity Occupational Group	Toronto	2	0	0.0 %	0.7 %	0	Toronto	
Total		139	0	0.0 %	1.4 %	1	-1	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-11-13

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Availability #	Gap #	Recruitment Area
			Representation #	%			
01 : Senior Managers	National	2	0	0.0 %	0	0	National
02 : Middle and Other Managers	National	18	2	11.1 %	3	-1	National
03 : Professionals		67	21	31.3 %	20	1	
1111 : Financial auditors and accountants	National	1	1	100.0 %	0	1	National
1121 : Human resources professionals	National	1	0	0.0 %	0	0	National
1122 : Professional occupations in business management consulting	National	18	4	22.2 %	4	0	National
2133 : Electrical and electronics engineers	National	18	9	50.0 %	6	3	National
2171 : Information systems analysts and consultants	National	15	4	26.7 %	5	-1	National
2173 : Software engineers and designers	National	10	3	30.0 %	4	-1	National
4112 : Lawyers and Quebec notaries	National	1	0	0.0 %	0	0	National
4163 : Business development officers and marketing researchers and consultants	National	3	0	0.0 %	1	-1	National
04 : Semi-Professionals and Technicians		19	7	36.8 %	4	3	
2241 : Electrical and electronics engineering technologists and technicians	Alberta	3	2	66.7 %	1	1	Alberta
2241 : Electrical and electronics engineering technologists and technicians	British Columbia	2	0	0.0 %	1	-1	British Columbia
2241 : Electrical and electronics engineering technologists and technicians	Nova Scotia	2	0	0.0 %	0	0	Nova Scotia
2241 : Electrical and electronics engineering technologists and technicians	Ontario	7	5	71.4 %	2	3	Ontario
2241 : Electrical and electronics engineering technologists and technicians	Québec	5	0	0.0 %	0	0	Québec
07 : Administrative and Senior Clerical Personnel		8	2	25.0 %	2	0	
Employment Equity Occupational Group	Calgary	1	1	100.0 %	0	1	Calgary
Employment Equity Occupational Group	Montréal	1	0	0.0 %	0	0	Montréal
Employment Equity Occupational Group	Ottawa - Gatineau	1	0	0.0 %	0	0	Ottawa - Gatineau
Employment Equity Occupational Group	Toronto	5	1	20.0 %	2	-1	Toronto
08 : Skilled Sales and Service Personnel		23	3	13.0 %	4	-1	
6221 : Technical sales specialists - wholesale trade	Alberta	2	0	0.0 %	0	0	Alberta

Workforce Analysis - Detailed Report

Date: 2017-11-13

Members of Visible Minorities

Employment Equity Occupational Group	Internal Location	All Employees #	Members of Visible Minorities		Gap #	Recruitment Area		
			Representation #	Availability %				
6221 : Technical sales specialists - wholesale trade	British Columbia	2	1	50.0 %	24.7 %	0	1	British Columbia
6221 : Technical sales specialists - wholesale trade	Manitoba	1	1	100.0 %	7.8 %	0	1	Manitoba
6221 : Technical sales specialists - wholesale trade	Ontario	13	1	7.7 %	20.8 %	3	-2	Ontario
6221 : Technical sales specialists - wholesale trade	Prince Edward Island	1	0	0.0 %	0.0 %	0	0	Prince Edward Island
6221 : Technical sales specialists - wholesale trade	Québec	3	0	0.0 %	8.5 %	0	0	Québec
6221 : Technical sales specialists - wholesale trade	Saskatchewan	1	0	0.0 %	2.7 %	0	0	Saskatchewan
12 : Semi-Skilled Manual Workers	Toronto	2	0	0.0 %	57.5 %	1	-1	Toronto
Employment Equity Occupational Group								
Total		139	35	25.1 %	24.6 %	34	1	

Total may not equal sum of components due to rounding.

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

Workforce Analysis - Detailed Report

Date: 2017-11-13

Employment Equity Occupational Group	Internal Location	All Employees #	Persons with Disabilities		Availability %	Gap #	Recruitment Area
			Representation #	%			
01/02 : Managers	National	20	0	0.0 %	4.3 %	1	National
03 : Professionals	National	67	2	3.0 %	3.8 %	3	National
04 : Semi-Professionals and Technicians	National	19	0	0.0 %	4.6 %	1	National
07 : Administrative and Senior Clerical Personnel	National	8	0	0.0 %	3.4 %	0	National
08 : Skilled Sales and Service Personnel	National	23	1	4.3 %	3.5 %	1	National
12 : Semi-Skilled Manual Workers	National	2	0	0.0 %	4.8 %	0	National
Total		139	3	2.2 %	3.9 %	6	

Total may not equal sum of components due to rounding.

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



Workforce Analysis - Detailed Report

Date: 2017-11-13

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Detailed Report

Date: 2017-11-13

WFA Defaults - Persons with Disabilities

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



Workplace Equity Information Management System - Motorola Solutions Canada Inc.

Workforce Analysis - Summary Report

Date: 2017-11-13

Women

Employment Equity Occupational Group	Women					
	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01 : Senior Managers	2	0	0.0 %	27.4 %	1	-1
02 : Middle and Other Managers	18	1	5.6 %	38.9 %	7	-6
03 : Professionals	67	12	17.9 %	28.0 %	19	-7
04 : Semi-Professionals and Technicians	19	0	0.0 %	10.1 %	2	-2
07 : Administrative and Senior Clerical Personnel	8	5	62.5 %	79.9 %	6	-1
08 : Skilled Sales and Service Personnel	23	9	39.1 %	26.5 %	6	3
12 : Semi-Skilled Manual Workers	2	0	0.0 %	22.0 %	0	0
Total	139	27	19.4 %	29.6 %	41	-14

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-11-13

Employment Equity Occupational Group	Aboriginal Peoples					
	All Employees #	Representation #	Representation %	Availability %	Availability #	Gap #
01 : Senior Managers	2	0	0.0 %	2.9 %	0	0
02 : Middle and Other Managers	18	0	0.0 %	2.2 %	0	0
03 : Professionals	67	0	0.0 %	1.1 %	1	-1
04 : Semi-Professionals and Technicians	19	0	0.0 %	1.6 %	0	0
07 : Administrative and Senior Clerical Personnel	8	0	0.0 %	1.3 %	0	0
08 : Skilled Sales and Service Personnel	23	0	0.0 %	1.7 %	0	0
12 : Semi-Skilled Manual Workers	2	0	0.0 %	0.7 %	0	0
Total	139	0	0.0 %	1.4 %	1	-1

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-11-13

Members of Visible Minorities

Employment Equity Occupational Group	Members of Visible Minorities					
	All Employees	Representation		Availability		Gap
	#	#	%	#	%	#
01 : Senior Managers	2	0	0.0 %	0	10.1 %	0
02 : Middle and Other Managers	18	2	11.1 %	3	15.0 %	-1
03 : Professionals	67	21	31.3 %	20	30.0 %	1
04 : Semi-Professionals and Technicians	19	7	36.8 %	4	20.9 %	3
07 : Administrative and Senior Clerical Personnel	8	2	25.0 %	2	28.4 %	0
08 : Skilled Sales and Service Personnel	23	3	13.0 %	4	16.4 %	-1
12 : Semi-Skilled Manual Workers	2	0	0.0 %	1	57.5 %	-1
Total	139	35	25.1 %	34	24.6 %	1

Total may not equal sum of components due to rounding.

Workforce Analysis - Summary Report

Date: 2017-11-13

Persons with Disabilities

Employment Equity Occupational Group	All Employees		Persons with Disabilities		Availability #	Gap #
	#	%	Representation #	%		
01/02 : Managers	20	0.0 %	0	4.3 %	1	-1
03 : Professionals	67	3.0 %	2	3.8 %	3	-1
04 : Semi-Professionals and Technicians	19	0.0 %	0	4.6 %	1	-1
07 : Administrative and Senior Clerical Personnel	8	0.0 %	0	3.4 %	0	0
08 : Skilled Sales and Service Personnel	23	4.3 %	1	3.5 %	1	0
12 : Semi-Skilled Manual Workers	2	0.0 %	0	4.8 %	0	0
Total	139	2.2 %	3	3.9 %	6	-3

Total may not equal sum of components due to rounding.



Workforce Analysis - Summary Report

Date: 2017-11-13

WFA Defaults - Women, Aboriginal Peoples and Visible Minorities

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



Workforce Analysis - Summary Report

Date: 2017-11-13

WFA Defaults - Persons with Disabilities

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

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
Motorola Solutions Canada Inc.
November 22, 2017

Data from Previous Workforce Analysis



Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	11	28

Data from Current Workforce Analysis



Date of Current Workforce Analysis		
YYYY	MM	DD
2017	11	13

Employment Equity Occupational Group (EEOG)		Table 1: Women		
		Previous Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
01	Senior Managers	2	0	27.4
02	Middle & Other Managers	23	3	38.9
03	Professionals	56	10	27.7
04	Semi-Professionals & Technicians	14	0	9.8
05	Supervisors	2	0	50.8
06	Supervisors: Crafts & Trades	0	0	0.0
07	Administrative & Senior Clerical Personnel	2	1	78.6
08	Skilled Sales & Service Personnel	24	6	27.0
09	Skilled Crafts & Trades Workers	0	0	0.0
10	Clerical Personnel	3	2	66.9
11	Intermediate Sales & Service Personnel	2	2	63.9
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		128	24	30.3

		Table 5: Women		
		Current Workforce Analysis		
		All Employees	Women	
			Representation	Availability*
#	#	%		
	2	0	27.4	
	18	1	38.9	
	67	12	28.0	
	19	0	10.1	
	0	0	0.0	
	0	0	0.0	
	8	5	79.9	
	23	9	26.5	
	0	0	0.0	
	0	0	0.0	
	2	0	0.0	
	0	0	0.0	
	0	0	22.0	
	139	27	29.6	

*** Source:**
Workforce Analysis - Sumamry Report 28-nov. 2014

*** Source:**
Workforce Analysis - Summary Report 13-nov. 2017

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
Motorola Solutions Canada Inc.
November 22, 2017

Data from Previous Workforce Analysis

Date of Previous Workforce Analysis	MM	DD
YYYY	11	28
2014		

Data from Current Workforce Analysis

Date of Current Workforce Analysis	MM	DD
YYYY	11	13
2017		

Table 2: Aboriginal Peoples
Previous Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees			Aboriginal Peoples	
	#	Representation	#	Availability*	%
01 Senior Managers	2		0	2.9	
02 Middle & Other Managers	23		0	2.2	
03 Professionals	56		0	1.2	
04 Semi-Professionals & Technicians	14		0	1.4	
05 Supervisors	2		0	0.8	
06 Supervisors: Crafts & Trades	0		0	0.0	
07 Administrative & Senior Clerical Personnel	2		0	2.0	
08 Skilled Sales & Service Personnel	24		0	1.5	
09 Skilled Crafts & Trades Workers	0		0	0.0	
10 Clerical Personnel	3		0	1.5	
11 Intermediate Sales & Service Personnel	2		0	1.5	
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	128		0	1.5	

Table 6: Aboriginal Peoples
Current Workforce Analysis

Employment Equity Occupational Group (EEOG)	All Employees			Aboriginal Peoples	
	#	Representation	#	Availability*	%
01 Senior Managers	2		0	2.9	
02 Middle & Other Managers	18		0	2.2	
03 Professionals	67		0	1.1	
04 Semi-Professionals & Technicians	19		0	1.6	
05 Supervisors	0		0	0.0	
06 Supervisors: Crafts & Trades	0		0	0.0	
07 Administrative & Senior Clerical Personnel	8		0	1.3	
08 Skilled Sales & Service Personnel	23		0	1.7	
09 Skilled Crafts & Trades Workers	0		0	0.0	
10 Clerical Personnel	0		0	0.7	
11 Intermediate Sales & Service Personnel	0		0	0.0	
12 Semi-Skilled Manual Workers	2		0	0.0	
13 Other Sales & Service Personnel	0		0	0.0	
14 Other Manual Workers	0		0	0.0	
Total	139		0	1.4	

*** Source:**
Workforce Analysis - Summary Report 28-nov. 2014

*** Source:**
Workforce Analysis - Summary Report 13-nov. 2017

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
Motorola Solutions Canada Inc.
November 22, 2017

Data from Previous Workforce Analysis



Date of Previous Workforce Analysis		
YYYY	MM	DD
2014	11	28

Data from Current Workforce Analysis



Date of Current Workforce Analysis		
YYYY	MM	DD
2017	11	13

Table 3: Members of Visible Minorities

	Previous Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
#	#	%	%
01 Senior Managers	2	0	10.1
02 Middle & Other Managers	23	5	15.0
03 Professionals	56	13	29.4
04 Semi-Professionals & Technicians	14	4	19.3
05 Supervisors	2	0	16.7
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	2	0	24.7
08 Skilled Sales & Service Personnel	24	3	16.7
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	3	1	40.2
11 Intermediate Sales & Service Personnel	2	1	48.9
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	128	27	23.3

*** Source:**
 Workforce Analysis - Summary Report 28-nov. 2014

Table 7: Members of Visible Minorities

	Current Workforce Analysis		
	All Employees	Members of Visible Minorities	
		Representation	Availability*
#	#	%	%
2	0	10.1	
18	2	15.0	
67	21	30.0	
19	7	20.9	
0	0	0.0	
0	0	0.0	
8	2	28.4	
23	3	16.4	
0	0	0.0	
0	0	0.0	
2	0	0.0	
0	0	0.0	
0	0	0.0	
0	0	0.0	
139	35	24.6	

*** Source:**
 Workforce Analysis - Summary Report 13-nov. 2017

Federal Contractors Program Achievement Table
Part 1: Workforce Analysis
Motorola Solutions Canada Inc.
November 22, 2017

Data from Previous Workforce Analysis

Date of Previous Workforce Analysis	MM	DD
YYYY	MM	DD
2014	11	28

Data from Current Workforce Analysis

Date of Current Workforce Analysis	MM	DD
YYYY	MM	DD
2017	11	13

Employment Equity Occupational Group (EEOG)	Previous Workforce Analysis		
	All Employees	Persons with Disabilities	Availability*
	#	Representation	%
01/02 Managers	25	0	4.3
03 Professionals	56	1	3.8
04 Semi-Professionals & Technicians	14	0	4.6
05 Supervisors	2	0	13.9
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	2	0	3.4
08 Skilled Sales & Service Personnel	24	2	3.5
09 Skilled Crafts & Trades Workers	0	0	0.0
10 Clerical Personnel	3	0	7.0
11 Intermediate Sales & Service Personnel	2	0	5.6
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	128	3	4.2

Employment Equity Occupational Group (EEOG)	Current Workforce Analysis		
	All Employees	Persons with Disabilities	Availability*
	#	Representation	%
01/02 Managers	20	0	4.3
03 Professionals	67	2	3.8
04 Semi-Professionals & Technicians	19	0	4.6
05 Supervisors	0	0	0.0
06 Supervisors: Crafts & Trades	0	0	0.0
07 Administrative & Senior Clerical Personnel	8	0	3.4
08 Skilled Sales & Service Personnel	23	1	3.5
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	2	0	0.0
13 Other Sales & Service Personnel	0	0	0.0
14 Other Manual Workers	0	0	4.8
Total	139	3	3.9

* Source:

* Source:

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Motorola Solutions Canada Inc.

November 22, 2017

Start Date of Flow Data			
YYYY	MM	DD	
2014	11	28	

End Date of Flow Data			
YYYY	MM	DD	
2017	11	13	

Data from Form 4 - Employees Hired

Table 1: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Hired	Women Hired	All Employees Hired	Women Hired
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	3	0	0	0
03 Professionals	22	2	0	0
04 Semi-Professionals & Technicians	5	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	2	0	0	0
08 Skilled Sales & Service Personnel	6	3	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	1	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	39	5	0	0

Data from Form 5 - Employees Promoted

Table 5: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Promoted	Women Promoted	All Employees Promoted	Women Promoted
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	2	0	0	0
03 Professionals	9	2	0	0
04 Semi-Professionals & Technicians	4	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	1	0	0
08 Skilled Sales & Service Personnel	3	1	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	19	4	0	0

Data from Form 6 - Employees Terminated

Table 9: Women

Employment Equity Occupational Group (EEOG)	Full-time / National		Part-time / National	
	All Employees Terminated	Women Terminated	All Employees Terminated	Women Terminated
01 Senior Managers	0	0	0	0
02 Middle & Other Managers	6	2	0	0
03 Professionals	12	0	0	0
04 Semi-Professionals & Technicians	1	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	10	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	29	2	0	0

Federal Contractors Program Achievement Table

Part 2: Flow Data Analysis

Motorola Solutions Canada Inc.

November 22, 2017

Start Date of Flow Data		
YYYY	MM	DD
2014	11	28

End Date of Flow Data		
YYYY	MM	DD
2017	11	13

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)	Table 2: Aboriginal Peoples				Table 6: Aboriginal Peoples				Table 10: Aboriginal Peoples			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Aboriginal Peoples Hired	All Employees Hired	Aboriginal Peoples Hired	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Promoted	Aboriginal Peoples Promoted	All Employees Terminated	Aboriginal Peoples Terminated	All Employees Terminated	Aboriginal Peoples Terminated
	#	#	#	#	#	#	#	#	#	#	#	#
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	0
02 Middle & Other Managers	3	0	0	0	2	0	0	0	6	0	0	0
03 Professionals	22	0	0	0	9	0	0	0	12	0	0	0
04 Semi-Professionals & Technicians	5	0	0	0	4	0	0	0	1	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	2	0	0	0	1	0	0	0	0	0	0	0
08 Skilled Sales & Service Personnel	6	0	0	0	3	0	0	0	10	0	0	0
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	0
10 Clerical Personnel	0	0	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	1	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	39	0	0	0	19	0	0	0	29	0	0	0

Federal Contractors Program Achievement Table
Part 2: Flow Data Analysis
Motorola Solutions Canada Inc.

November 22, 2017

Start Date of Flow Data		
YYYY	MM	DD
2014	11	28

End Date of Flow Data		
YYYY	MM	DD
2017	11	13

Data from Form 4 - Employees Hired

Data from Form 5 - Employees Promoted

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 3: Persons with Disabilities				Table 7: Persons with Disabilities				Table 11: Persons with Disabilities			
	Full-time / National		Part-time / National		Full-time / National		Part-time / National		Full-time / National		Part-time / National	
	All Employees Hired	Persons with Disabilities Hired	All Employees Hired	Persons with Disabilities Hired	All Employees Promoted	Persons with Disabilities Promoted	All Employees Promoted	Persons with Disabilities Promoted	All Employees Terminated	Persons with Disabilities Terminated	All Employees Terminated	Persons with Disabilities Terminated
#	#	#	#	#	#	#	#	#	#	#	#	
01 Senior Managers	0	0	0	0	0	0	0	0	0	0	0	
02 Middle & Other Managers	3	0	0	0	2	0	0	0	6	0	0	
03 Professionals	22	1	0	0	9	0	0	0	12	0	0	
04 Semi-Professionals & Technicians	5	0	0	0	4	0	0	0	1	0	0	
05 Supervisors	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	
07 Administrative & Senior Clerical Personnel	2	0	0	0	1	0	0	0	0	0	0	
08 Skilled Sales & Service Personnel	6	0	0	0	3	0	0	0	10	1	0	
09 Skilled Crafts & Trades Workers	0	0	0	0	0	0	0	0	0	0	0	
10 Clerical Personnel	0	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	
12 Semi-Skilled Manual Workers	1	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	
14 Other Manual Workers	0	0	0	0	0	0	0	0	0	0	0	
Total	39	1	0	0	19	0	0	0	29	1	0	

Federal Contractors Program Achievement Table
Part 2: Flow Data Analysis
Motorola Solutions Canada Inc.

November 22, 2017

Start Date of Flow Data		
YYYY	MM	DD
2014	11	28

End Date of Flow Data		
YYYY	MM	DD
2017	11	13

Data from Form 4 - Employees Hired

Employment Equity Occupational Group (EEOG)	Table 4: Members of Visible Minorities			
	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	0
02 Middle & Other Managers	3	0	0	0
03 Professionals	22	9	0	0
04 Semi-Professionals & Technicians	5	3	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	2	0	0	0
08 Skilled Sales & Service Personnel	6	2	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	1	0	0	0
13 Other Sales & Service Personnel	0	0	0	0
14 Other Manual Workers	0	0	0	0
Total	39	14	0	0

Data from Form 5 - Employees Promoted

Employment Equity Occupational Group (EEOG)	Table 8: Members of Visible Minorities			
	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	0
02 Middle & Other Managers	2	0	0	0
03 Professionals	9	5	0	0
04 Semi-Professionals & Technicians	4	2	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	1	1	0	0
08 Skilled Sales & Service Personnel	3	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	19	8	0	0

Data from Form 6 - Employees Terminated

Employment Equity Occupational Group (EEOG)	Table 12: Members of Visible Minorities			
	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	0	0	0	0
02 Middle & Other Managers	6	1	0	0
03 Professionals	12	4	0	0
04 Semi-Professionals & Technicians	1	0	0	0
05 Supervisors	0	0	0	0
06 Supervisors: Crafts & Trades	0	0	0	0
07 Administrative & Senior Clerical Personnel	0	0	0	0
08 Skilled Sales & Service Personnel	10	2	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	29	7	0	0

Federal Contractors Program Achievement Table
Part 3: Goals
Motorola Solutions Canada Inc.
November 22, 2017

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2014	2018	2014	2019

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Current Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2022

Table 1: Women

	Short-term Goals		Long-term Goals	
	#	%	#	%
Employment Equity Occupational Group (EEOG)				
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	1	50.0	3	50.0
03 Professionals	2	50.0	4	50.0
04 Semi-Professionals & Technicians	1	80.0	1	60.0
05 Supervisors	0	0.0	1	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	1	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	5	0.0	10	0.0

Table 5: Women

	Short-term Goals		Long-term Goals	
	#	%	#	%
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	2	80.0	4	60.0
03 Professionals	3	70.0	6	40.0
04 Semi-Professionals & Technicians	2	80.0	3	70.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	1	10.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	7	0.0	20	0.0

Federal Contractors Program Achievement Table
Part 3: Goals
Motorola Solutions Canada Inc.
November 22, 2017

Data from Previous Goals

↓ ↓ ↓ ↓ ↓

Duration of Previous Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2014	2018	2014	2019

Data from Current Goals

↓ ↓ ↓ ↓ ↓

Duration of Current Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2022

Table 2: Aboriginal Peoples

	Aboriginal Peoples			
	Short-term Goals		Long-term Goals	
	#	%	#	%
Employment Equity Occupational Group (EEOG)				
01 Senior Managers	0	0.0	0	0.0
02 Middle & Other Managers	0	0.0	0	0.0
03 Professionals	1	10.0	1	10.0
04 Semi-Professionals & Technicians	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 & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	1	0.0	1	0.0

Table 6: Aboriginal Peoples

	Aboriginal Peoples			
	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	1	15.0
04 Semi-Professionals & Technicians	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 & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	0	0.0	1	0.0

Federal Contractors Program Achievement Table

Part 3: Goals

Motorola Solutions Canada Inc.

November 22, 2017

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Data from Previous Goals			
Duration of Previous Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2014	2018	2014	2019

↓ ↓ ↓ ↓ ↓ ↓ ↓ ↓

Data from Current Goals			
Duration of Current Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2022

Duration of Previous Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2014	2018	2014	2019

Duration of Current Goals		Long-term	
Short-term	To	From	To
From YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2022

Table 3: Persons with Disabilities

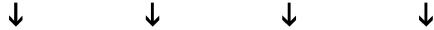
Table 7: Persons with Disabilities

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Persons with Disabilities	
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals
	#	%	#	%
01/02 Managers	0	0.0	0	0.0
03 Professionals	1	10.0	0	0.0
04 Semi-Professionals & Technicians	0	0.0	1	10.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	1	0.0	1	0.0

Employment Equity Occupational Group (EEOG)	Persons with Disabilities		Persons with Disabilities	
	Short-term Goals	Long-term Goals	Short-term Goals	Long-term Goals
	#	%	#	%
01/02 Managers	0	0.0	0	0.0
03 Professionals	1	10.0	0	0.0
04 Semi-Professionals & Technicians	0	0.0	1	10.0
05 Supervisors	0	0.0	0	0.0
06 Supervisors: Crafts & Trades	0	0.0	0	0.0
07 Administrative & Senior Clerical Personnel	0	0.0	0	0.0
08 Skilled Sales & Service Personnel	0	0.0	0	0.0
09 Skilled Crafts & Trades Workers	0	0.0	0	0.0
10 Clerical Personnel	0	0.0	0	0.0
11 Intermediate Sales & Service Personnel	0	0.0	0	0.0
12 Semi-Skilled Manual Workers	0	0.0	0	0.0
13 Other Sales & Service Personnel	0	0.0	0	0.0
14 Other Manual Workers	0	0.0	0	0.0
Total	1	0.0	1	0.0

Federal Contractors Program Achievement Table
Part 3: Goals
Motorola Solutions Canada Inc.
November 22, 2017

Data from Previous Goals



Duration of Previous Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2014	2018	2014	2019

Data from Current Goals



Duration of Current Goals			
Short-term		Long-term	
From	To	From	To
YYYY	YYYY	YYYY	YYYY
2017	2020	2017	2022

Table 4: Members of Visible Minorities

Employment Equity Occupational Group (EEOG)		Members of Visible Minorities			
		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	2	50.0	3	40.0
04	Semi-Professionals & Technicians	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 & Senior Clerical Personnel	0	0.0	0	0.0
08	Skilled Sales & Service Personnel	1	25.0	1	25.0
09	Skilled Crafts & Trades Workers	0	0.0	0	0.0
10	Clerical Personnel	0	0.0	0	0.0
11	Intermediate Sales & Service Personnel	0	0.0	0	0.0
12	Semi-Skilled Manual Workers	0	0.0	0	0.0
13	Other Sales & Service Personnel	0	0.0	0	0.0
14	Other Manual Workers	0	0.0	0	0.0
Total		3	0.0	4	0.0

Table 8: Members of Visible Minorities

		Members of Visible Minorities			
		Short-term Goals		Long-term Goals	
		#	%	#	%
		0	0.0	0	0.0
		0	0.0	0	0.0
		2	50.0	3	50.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		1	25.0	2	25.0
		0	0.0	0	0.0
		0	0.0	0	0.0
		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	5	0.0

Federal Contractors Program Achievement Table

Part 4: Results - Women

Motorola Solutions Canada Inc.

November 22, 2017

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:	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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations				Turnover Rate			
		All Employees	Women			EE Result	All Employees	Women			All Employees	Women			All Employees	Women									
			Representation	Availability	Gap			Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference							
#	#	#	%	%	#	#	%	#	#	#	#	%	#	%	#	#	#	#	#	%	#	#	%		
10 Clerical Personnel	2014	3	2	66.7	66.9	2	0	99.7																	
	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
11 Intermediate Sales & Service Personnel	2014	2	2	100.0	63.9	1	1	156.5																	
	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
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																	
	2017	2	0	0.0	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

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments
		Hires and Promotions		Short-term Goals				Long-term Goals						
		All Employees	Women		Women				Women					
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met			
#	#	#	%	#	%	%	%	#	#	%	#			
10 Clerical 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		
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	0	0.0	0.0	0.0		
12 Semi-Skilled Manual Workers	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	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
Motorola Solutions Canada Inc.
November 22, 2017

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:	Part 1: Workforce Analysis	Part 1: Workforce Analysis	E + D Workforce x 100	Part 1: Workforce Analysis	D x G + 100	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	U + (DY/ear1 + DY/ear2) + 2) x 100			

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations				Turnover Rate
		All						Aboriginal Peoples						All			Aboriginal Peoples			All			Aboriginal Peoples							
		Employees	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Turnover Rate							
04	Semi-Professionals & Technicians	2014	14	0	0.0	1.4	0	0	0.0	5	0	0.0	0	0	4	0	0.0	0	0	1	0	0.0	0	0	6.1					
05	Supervisors	2014	19	0	0.0	1.6	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	2014	2	0	0.0	0.8	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0.0					
		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					
		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					
		2020	0	0	0.0	0.0	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		Aboriginal Peoples		All		Aboriginal Peoples		All		Aboriginal Peoples		
		Employees	Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
04	Semi-Professionals & Technicians	2017	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	9	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
05	Supervisors	2017	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	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	0.0	0.0	0.0	

Federal Contractors Program Achievement Table
Part 5: Results - Aboriginal Peoples
Motorola Solutions Canada Inc.
November 22, 2017

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:				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 ¹	P x F + 100 ¹	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100 ¹	V - X	U + ((DY/ear1 + DY/ear2) + 2) x 100

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Hires						Flow Data Analysis						Terminations						Turnover Rate
		All Employees			Aboriginal Peoples			All Employees			Aboriginal Peoples			All Employees			Aboriginal Peoples			All Employees			Aboriginal Peoples									
		#	%	Representation	#	%	Availability	#	%	Gap	EE Result	#	%	Actual	%	Expected	Difference	#	%	Actual	%	Expected	Difference	#	%	Actual	%	Expected	Difference			
10 Clerical Personnel	2014	3	0.0	1.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	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	0.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
11 Intermediate Sales & Service Personnel	2014	2	0.0	1.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	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	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		
12 Semi-Skilled Manual Workers	2014	0	0.0	0.0	0	0.0	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	0.0		
	2017	2	0.0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0		

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants			Short-term Goals			Long-term Goals			Comments
		All Employees	Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		Aboriginal Peoples		
		#	#	%	Goal	%	Goal	%	Goal	%	
10 Clerical Personnel	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
	2020	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
11 Intermediate Sales & Service Personnel	2017	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
	2020	0	0	0.0	0	0.0	0	0.0	0	0.0	0.0
12 Semi-Skilled Manual Workers	2017	1	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

Federal Contractors Program Achievement Table

Part 6: Results - Persons with Disabilities

Motorola Solutions Canada Inc.

November 22, 2017

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:	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	U ÷ ((Year1 + DYear2) ÷ 2) x 100		
	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis								Flow Data Analysis															
		Workforce								Hires				Promotions				Terminations						Turnover Rate	
		All Employees	Persons with Disabilities							All Employees	Persons with Disabilities			All Employees	Persons with Disabilities			All Employees	Persons with Disabilities						
			Representation	Availability	Gap	EE Result	Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference		Actual	Expected	Difference				
#	#	#	%	%	#	#	%	#	#	%	#	#	#	#	%	#	#	#	#	%	#	#	%		
01 & 02 Managers	2014	25	0	0.0	4.3	1	-1	0.0																	
	2017	20	0	0.0	4.3	1	-1	0.0	3	0	0.0	0	0	2	0	0.0	0	0	6	0	0.0	0	0	0	26.7
03 Professionals	2014	56	1	1.8	3.8	2	-1	47.0																	
	2017	67	2	3.0	3.8	3	-1	78.6	22	1	4.5	1	0	9	0	0.0	0	0	12	0	0.0	0	0	0	19.5

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

Employment Equity Occupational Group (EOG)	Year	New Entrants				Goals								Comments
		Hires and Promotions				Short-term Goals				Long-term Goals				
		All Employees	Persons with Disabilities			Persons with Disabilities				Persons with Disabilities				
			Actual	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	Goal	Percent of Goal Met	
#	#	#	%	#	%	%	%	#	#	%	#			
01 & 02 Managers	2017	5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
	2020	5	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
03 Professionals	2017	31	1	3.2	1	100.0	10.0	32.3	0	0.0	0.0	0.0		
	2020	31	1	3.2	1	100.0	10.0	32.3	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Motorola Solutions Canada Inc.
November 22, 2017

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z																						
																										Part 1: Workforce Analysis	Part 1: Workforce Analysis	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	K x G + 100	L - N	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	Q + P x 100 ¹	P x F + 100 ²	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100 ²	V - X	U + (D)Year1 + DYcar2) ÷ 2) x 100
																										↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓
Employment Equity Occupational Group (EEOG)																																															
		Year	Workforce Analysis																					Hires				Flow Data Analysis				Terminations			Turnover Rate												
		All Employees	Workforce						Visible Minorities						All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees	Visible Minorities	Turnover Rate																						
		#	#	Representation %	Availability %	Gap #	EE Result %	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	%																	
01	Senior Managers	2014	2	0	0.0	10.1	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																	
02	Middle & Other Managers	2014	2	0	0.0	10.1	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																	
02	Middle & Other Managers	2014	23	5	21.7	15.0	3	2	144.9	3	2	74.1	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	29.3																	
03	Professionals	2014	56	13	23.2	29.4	16	-3	79.0	3	0	0.0	0	0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	16.7																	
		2017	67	21	31.3	30.0	20	1	104.5	22	9	40.9	7	2	9	5	55.6	2	3	3	12	4	33.3	3	1	1	1	1	19.5																		

Data sources:

Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	E + D x 100	Part 3: Goals 100	E - G x 100	Part 3: Goals	F + I x 100 100	Part 3: Goals 100	E + K x 100	Part 3: Goals 100	F + M x 100
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Employment Equity Occupational Group (EEOG)	Year	New Entrants		Short-term Goals				Long-term Goals				Comments		
		All Employees	Visible Minorities Actual	Visible Minorities		Visible Minorities		Visible Minorities		Visible Minorities				
				Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %			
01	Senior Managers	2017	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	
02	Middle & Other Managers	2017	5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
		2020	5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
03	Professionals	2017	31	14	45.2	2	700.0	3	466.7	40.0	112.9	3	466.7	
		2020	31	14	45.2	2	700.0	3	466.7	40.0	112.9	3	466.7	

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Motorola Solutions Canada Inc.
November 22, 2017

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:		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 ¹	P x F + 100 ¹	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100 ¹	V - X	U + (DY year1 + DY year2) + 2) x 100	

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis												Turnover Rate %
		All Employees						Visible Minorities						All Employees						Visible Minorities						
		Representation #	%	Availability %	Gap #	EE Result %	EE Result %	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #							
04	Semi-Professionals & Technicians	2014	14	28.6	19.3	3	1	148.0	5	3	60.0	1	2	4	2	50.0	1	1	1	0	0.0	0	0	0	6.1	
05	Supervisors	2014	19	36.8	20.9	4	3	176.3	5	3	60.0	1	2	4	2	50.0	1	1	1	0	0.0	0	0	0	0.0	
06	Supervisors: Crafts & Trades	2014	2	0.0	16.7	0	0	0.0	0	0	0.0	0	0	0	0	0.0	0	0	0	0	0.0	0	0	0	0.0	
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	0	0	0	0.0	0	0	0	0.0	

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

Employment Equity Occupational Group (EEOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		Actual #	%	Goal #	%	Goal #	%	Percent of Goal Met	Goal #	%	Percent of Goal Met	Goal #	%	
04	Semi-Professionals & Technicians	2017	9	55.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
		2020	9	55.6	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	
05	Supervisors	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
		2020	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
06	Supervisors: Crafts & Trades	2017	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		
		2020	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0		

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Motorola Solutions Canada Inc.
November 22, 2017

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:			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 ¹	P x F + 100 ¹	Q - S	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	V - U x 100	U x F + 100 ¹	V - X	U + (DYear1 + DYear2) + 2) x 100

Employment Equity Occupational Group (EEOG)	Year	Workforce Analysis												Flow Data Analysis																											
		All						Visible Minorities						All						Visible Minorities																					
		Employees			Representation			Availability			Gap			EE Result			Employees			Actual			Expected			Difference			Employees			Actual			Expected			Difference			Turnover Rate %
		#	%	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%									
07 Administrative & Senior Clerical	2014	2	0.0	24.7	0	0	0.0	0	0	0.0	2	0	0.0	1	-1	1	100.0	0	0	1	0	0	0.0	0	0	0	0	0	0	0	0	0.0									
	2017	8	25.0	28.4	2	0	88.0	0	0	88.0	2	0	0.0	1	-1	1	100.0	0	0	1	0	0	0.0	0	0	0	0	0	0	0	0	0.0									
08 Skilled Sales & Service Personnel	2014	24	3	12.5	16.7	4	-1	74.9	-1	79.5	6	2	33.3	1	1	0	0.0	0	0	0	10	2	20.0	1	1	1	1	1	1	1	1	42.6									
	2017	23	3	13.0	16.4	4	-1	79.5	-1	79.5	6	2	33.3	1	1	0	0.0	0	0	0	10	2	20.0	1	1	1	1	1	1	1	1	42.6									
09 Skilled Crafts & Trades Workers	2014	0	0	0.0	0.0	0	0	0.0	0	0.0	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	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		Visible Minorities		Visible Minorities			Visible Minorities			
		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	3	1	33.3	0	0.0	0	0.0	0	0.0		
	2020	3	1	33.3	0	0.0	0	0.0	0	0.0		
08 Skilled Sales & Service Personnel	2017	9	2	22.2	1	200.0	1	25.0	1	200.0	88.9	
	2020	9	2	22.2	1	200.0	2	100.0	25.0	100.0	88.9	
09 Trades Workers	2017	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		

Federal Contractors Program Achievement Table
Part 7: Results - Members of Visible Minorities
Motorola Solutions Canada Inc.
November 22, 2017

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
Data sources:			Part 1: Workforce Analysis	Part 1: Workforce Analysis	$E \div D \times 100$	Part 1: Workforce Analysis	$D \times G \div 100$	$E - H$	$E + H \times 100$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$L \div K \times 100$	$K \times G \div 100$	$L - N$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$Q \div P \times 100$	$P \times F \div 100$	$Q - S$	Part 2: Flow Data Analysis	Part 2: Flow Data Analysis	$V \div U \times 100$	$U \times F \div 100$	$V - X$	$\frac{U - (DY \text{ year} 1 + DY \text{ year} 2) \div 2}{100}$

Employment Equity Occupational Group (EOG)	Year	Workforce Analysis												Flow Data Analysis												Turnover Rate %	
		All Employees						Visible Minorities						All Employees						Visible Minorities							
		#	Representation %	Availability %	Gap #	EE Result %	#	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #	Actual #	Expected #	Difference #								
10 Clerical Personnel	2014	3	33.3	40.2	1	0	82.9	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	0
11 Intermediate Sales & Service Personnel	2014	2	1	50.0	48.9	1	0	102.2	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	0
12 Semi-Skilled Manual Workers	2014	0	0	0.0	0.0	0	0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2017	2	0	0.0	0.0	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	$E \div D \times 100$	Part 3: Goals	$E - G \times 100$	Part 3: Goals	$F \div I \times 100$	Part 3: Goals	$E \div K \times 100$	Part 3: Goals	$F \div M \times 100$
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Employment Equity Occupational Group (EOG)	Year	New Entrants				Short-term Goals				Long-term Goals				Comments
		All Employees		Visible Minorities		All Employees		Visible Minorities		All Employees		Visible Minorities		
		#	%	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	Goal #	Percent of Goal Met %	
10 Clerical 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	
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	0.0	0	0.0	0	0.0	
12 Semi-Skilled Manual Workers	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	0.0	0	0.0	0	0.0	0	0.0	

Federal Contractors Program Achievement Table

Part 7: Results - Members of Visible Minorities

Motorola Solutions Canada Inc.

November 22, 2017

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	
Data sources:			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	U ÷ ((DYear1 + DYear2) ÷ 2) x 100	
			↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	↓	
Employment Equity Occupational Group (EOG)	Year	Workforce Analysis										Flow Data Analysis														
		Workforce										Hires				Promotions				Terminations					Turnover Rate	
		All Employees	Visible Minorities									All Employees	Visible Minorities			All Employees	Visible Minorities									
		#	Representation	Availability	Gap	EE Result	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference	Employees	Actual	Expected	Difference				
#	#	%	%	#	%	#	%	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%				
13	Other Sales & Service Personnel	2014	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
14	Other Manual Workers	2014	0	0	0.0	0.0	0	0	0.0																	
		2017	0	0	0.0	57.5	0	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		2014	128	27	21.1	23.3	30	-3	90.5																	
		2017	139	35	25.2	24.6	34	1	102.4	39	14	35.9	10	4	19	8	42.1	4	4	4	29	7	24.1	6	1	21.7

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

Employment Equity Occupational Group (EOG)	Year	New Entrants		Goals										Comments				
		Hires and Promotions		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	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	0.0	0.0	0.0	0.0	
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	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	0.0	0.0	0.0	0.0	
		2020	0	0	0.0	0	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Total		2017	58	22	37.9	3	733.3	0.0	0.0	4	550.0	0.0	0.0					
		2020	58	22	37.9	3	733.3	0.0	0.0	5	440.0	0.0	0.0					

Short-term Goal Setting Tool
Motorola Solutions Canada Inc.
13-Nov-17

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from Workforce Analysis	Data entry	B x C x 3	Data entry	B x E x 3	D + F	Data entry from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from Workforce Analysis	Data entry from Workforce Analysis	(H - J + L) - ((B + D) x N)	H + B	(H - J + L) + (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017/11/13	Growth		Terminations		Anticipated Hires Over 3 Years	WOMEN										
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Terminations		Hires Required	3 Year Goals 2015-2018		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years
		%	#	%	#			%	Annually		Over 3 Years	#					
Senior Managers	2	0.0%	0	0.0%	0	0	0	0.0%	0	1	0	0.0%	27.4%	-1	-1	0.0%	0.0%
Middle & Other Managers	18	1.0%	1	1.0%	1	2	1	1.0%	0	6	2	80.0%	38.9%	-6	-4	5.6%	15.8%
Professionals	67	1.0%	2	1.0%	2	4	12	1.0%	0	8	3	70.0%	28.0%	-7	-4	17.9%	21.7%
Semi-Professionals & Technicians	19	1.0%	1	1.0%	1	2	0	1.0%	0	2	2	80.0%	10.1%	-2	0	0.0%	10.0%
Administrative & Senior Clerical Personnel	8	0.0%	0	0.0%	0	0	5	0.0%	0	1	0	0.0%	79.9%	-1	-1	62.5%	62.5%
Skilled Sales & Service Personnel	23	1.0%	1	1.0%	1	2	9	1.0%	0	-3	0	0.0%	26.5%	3	3	39.1%	37.5%
Semi-skilled Manual workers	2	0.0%	0	1.0%	0	0	0	1.0%	0	0	0	0.0%	22.0%	0	0	0.0%	0.0%

Short-term Goal Setting Tool
 Motorola Solutions Canada Inc.
 13-Nov-17

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from Workforce Analysis	Date entry	$B \times C \times 3$	Date entry	$B \times E \times 3$	$D + F$	Data entry from Workforce Analysis	Equivalent to E	$H \times I \times 3$	$(D \times N) - O + J$	$G \times M$	Data entry	Data entry from Workforce Analysis	Data entry from Workforce Analysis	$(H - J + L) - (B + D) \times N$	$H + B$	$(H - J + L) + (B + D)$
Employment Equity Occupational Group (EEOG)	All Employees 2017-11-13	Annually	Over 3 Years	Annually	Over 3 Years	Anticipated Hires Over 3 Years	Number	Annually	Over 3 Years	Hires Required	3 Year Goals 2015-2018	Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation In 3 Years	
Senior Managers	2	0.00%	0	0.00%	0	0	0	0.00%	0	0	0	2.39%	0	0	0.00%	0.00%	
Middle & Other Managers	18	1.00%	1	1.00%	1	2	0	1.00%	0	0	0	2.29%	0	0	0.00%	0.00%	
Professionals	67	1.00%	2	1.00%	2	4	0	1.00%	0	1	1	1.29%	-1	0	0.00%	1.40%	
Semi-Professionals & Technicians	19	1.00%	1	1.00%	1	2	0	1.00%	0	0	0	1.49%	0	0	0.00%	0.00%	
Administrative & Senior Clerical Personnel	8	0.00%	0	0.00%	0	0	0	0.00%	0	0	0	2.10%	0	0	0.00%	0.00%	
Skilled Sales & Service Personnel	23	1.00%	1	1.00%	1	2	0	1.00%	0	0	0	1.59%	0	0	0.00%	0.00%	
Intermediate Sales & Service Personnel	2	0.00%	0	0.00%	0	0	0	1.00%	0	0	0	0.00%	0	0	0.00%	0.00%	

Short-term Goal Setting Tool
 Motorola Solutions Canada Inc.
 13-Nov-17

A Employment Equity Occupational Group (EEOG)	B Data entry from from Workforce Analysis	C Date entry	D B x C x 3	E Date entry	F B x E x 3	G D + F	H Data entry from from Workforce Analysis	I Equivalent to E	J H x I x 3	K (D x N) - O + J	L G x M	M Data entry	N Data entry from from Workforce Analysis	O Data entry from from Workforce Analysis	P (H - J + L) - ((B + D) x N)	Q H + B	R (H - J + L) + (B + D)
All Employees 2017-11-13	#	Annually %	Over 3 Years #	Annually %	Over 3 Years #	Anticipated Hires Over 3 Years #	Number #	Annually %	Over 3 Years #	Hires Required #	3 Year Goals 2015-2018		Present Availability %	Present Gap #	Projected Gap #	Present Representation %	Projected Representation In 3 Years %
											#	%					
Managers	20	0.00%	0	1.00%	1	1	0	1.00%	0	1	0	0.00%	4.3%	-1	-1	0.00%	0.00%
Professionals	67	1.00%	2	1.00%	2	4	2	1.00%	0	1	1	10.00%	3.8%	-1	0	3.09%	4.3%
Skilled Professionals & Technicians	19	1.00%	1	1.00%	1	2	0	1.00%	0	1	0	0.00%	4.6%	-1	-1	0.09%	0.00%
Administrative & Senior Clerical Personnel	8	0.00%	0	0.00%	0	0	0	0.00%	0	0	0	0.00%	3.4%	0	0	0.00%	0.00%
Skilled Sales & Service Personnel	23	1.00%	1	1.00%	1	2	1	1.00%	0	-1	0	0.00%	3.5%	1	1	4.3%	4.3%
Semi-skilled Manual workers	2	0.00%	0	1.00%	0	0	0	1.00%	0	0	0	0.00%	5.6%	0	0	0.00%	0.00%

Short-term Goal Setting Tool
Motorola Solutions Canada Inc.
13-Nov-17

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
	Data entry from from Workforce Analysis	Date entry	B x C x 3	Date entry	B x E x 3	D + F	Data entry from from Workforce Analysis	Equivalent to E	H x I x 3	(D x N) - O + J	G x M	Data entry	Data entry from from Workforce Analysis	Data entry from from Workforce Analysis	(H - J + L) - ((B + D) x N)	H ÷ B	(H - J + L) ÷ (B + D)

Employment Equity Occupational Group (EEOG)	All Employees 2017-11-13	Growth		Terminations		Anticipated Hires Over 3 Years	MEMBERS OF VISIBLE MINORITIES												
		Annually	Over 3 Years	Annually	Over 3 Years		Number	Terminations		Hires Required	3 Year Goals 2015-2018		Present Availability	Present Gap	Projected Gap	Present Representation	Projected Representation in 3 Years		
								Annually	Over 3 Years		#	%						#	%
Senior Managers	2	0.0%	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	10.1%	0	0	0.0%	0.0%		
Middle & Other Managers	18	1.0%	1	1.0%	1	2	2	1.0%	0	1	0	0.0%	15.0%	-1	-1	11.1%	10.5%		
Professionals	67	1.0%	2	1.0%	2	4	21	1.0%	1	1	2	50.0%	30.0%	1	1	31.3%	31.9%		
Semi-Professionals & Technicians	19	1.0%	1	1.0%	1	2	7	1.0%	0	-3	0	0.0%	20.9%	3	3	36.8%	35.0%		
Administrative & Senior Clerical Personnel	8	0.0%	0	0.0%	0	0	2	0.0%	0	0	0	0.0%	28.4%	0	0	25.0%	25.0%		
Skilled Sales & Service Personnel	23	1.0%	1	1.0%	1	2	3	1.0%	0	1	1	25.0%	16.4%	-1	0	13.0%	16.7%		
Semi-Skilled Manual workers	2	0.0%	0	1.0%	0	0	0	1.0%	0	1	0	0.0%	57.5%	-1	-1	0.0%	0.0%		

Summary of Goals
Motorola Solutions Canada Inc
Nov. 13, 2017

Women

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
01	Senior Managers	-1	0	0	
02	Middle & Other Managers	-6	2	4	
03	Professionals	-7	3	6	
04	Semi-Professionals & Technicians	-2	2	3	
07	Administrative & Senior Clerical	-1	0	1	

Aboriginal Peoples

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
03	Professionals	-1	1	0	

Persons with Disabilities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
02	Managers	-1	0	0	
03	Professionals	-1	1	0	
04	Semi-Professionals & Technicians	-1	0	1	

Members of Visible Minorities

Workforce Analysis Results			Goals		Comments
Employment Equity Occupational Group (EEOG)		Present Gap	Short-term (1 to 3 years)	Long-term (3 years or more)	
#	Description	#	# or %	# or %	
03	Professionals	-1	2	3	
08	Skilled Sales & Service Personnel	-1	1	2	
12	Semi-skilled Manual Workers	-1	0	0	

Federal Contractors Program Report of the Subsequent Compliance Assessment

Employer Name: Motorola Solutions Canada Inc.

Primary Location: Toronto, Ontario (50 % of employees work at this location)

Other locations include:

- Québec (21%)
- Alberta (12%)
- Nova Scotia and British Columbia (3% each)
- Manitoba, Prince Edward Island and Saskatchewan (less than 1% each)

Number of Employees: 139

Organization Overview:

Sector 54 – Professional, scientific and technical services

Motorola Solutions Canada Inc. designs and develops communications devices as well as the technology to support them. Their Canadian operations focus on sales, marketing and engineering.

Key Dates – First Year Assessment

Initiated: 2015-02-03
 Received: Unknown
 Closed: 2015-11-17
 WFA: 2014-11-28

Key Dates – Subsequent Assessment

Initiated: 2017-11-28
 Received: 2017-11-23
 WFA: 2017-11-13

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 data from the previous workforce analysis included in the Achievement Table is consistent with that found in the database.
- The data from the current workforce analysis included in the Achievement Table is consistent with that found in Forms 1 to 6 from WEIMS.
- There were some discrepancies found in the short term goals between what was included in the Achievement Table and what was indicated in the database, however, these were minor and would not significantly impact the assessment of reasonable progress.

ASSESSMENT OF REASONABLE PROGRESS**Women**

1.	Senior Managers	Goal not met (0%)
2.	Middle & Other Managers	Goal not met (0%)
3.	Professionals	Goal met at 200%
4.	Semi-Professionals & Technicians	Goal not met (0%)
5.	Supervisors	Goal not met (0%)
7.	Administrative & Senior Clerical Personnel	Goal not required

Assessment/Observations

- Only one out of five required goals were met.
- There were no hires in EEOG 01 between 2014 and 2017.
- Out of five hires in EEOG 02, none were women. With an availability rate of 38.9%, at least one woman would have been expected.
- Out of nine hires in EEOG 04, none were women. With an availability rate of 10.1%, this is to be expected.
- The two employees in EEOG 05 seem to have been reclassified; there are no longer any employees within this EEOG.

Aboriginal Peoples

2.	Middle & Other Managers	Goal was not set
3.	Professionals	Goal not met (0%)

Assessment/Observations

- In EEOG 02, although a goal was not set, the gap has since been closed due to a reduction of personnel.
- In EEOG 03, out of 31 new entrants, none were Aboriginal. With an availability of 1.2%, this is to be expected.

Person with Disabilities

1./2.	Managers	Goal was not set
3.	Professionals	Goal met at 100%
4.	Semi-Professionals & Technicians	Goal was not set

Assessment/Observations

- In the Managers EEOG, a goal was not set despite a gap of -1.
- In EEOG 04, a goal was not set to address the gap of -1.

Members of Visible Minorities

3.	Professionals	Goal met at 700%
8.	Skilled Sales & Service Personnel	Goal met at 200%

Assessment/Observations

- Although each goal set for EEOGs 03 and 08 were set quite low (2 and 1, respectively), this would have been accepted during the previous compliance review.

ASSESSMENT OF REASONABLE EFFORTS

- An assessment of reasonable efforts is not required given that all goals have been met at 80% or above.

Except for members of visible minorities, the organization has not made reasonable progress in most areas. However, for many other areas where goals were not met, the EEOGs in question did not see sufficient new entrants to expect reasonable progress to occur. This is the case for women in EEOG 01, 04 and 05 as well as for Aboriginal peoples in EEOG 03. In other areas, no goals were set despite a gap being observed in the workforce analysis. Given that this would have been accepted during the previous assessment, it can only be addressed in the future.

It is also worth noting that the organization has only had two years since the closing of the first assessment and having to submit for the current. Should they have had a full three year period, it is possible that additional progress could have been made.

In its submission, the organization included details of three programs that it supports via grants. The three are related to increasing the exposure and interest of youth (including youth from under-represented groups) to STEM fields.

In sum, we can conclude that the organization has made reasonable progress in areas where it was able to do so and can point to lack of opportunities or time in other EEOGs where progress was not achieved. The organization has demonstrated efforts in terms of outreach to under-represented groups via the universities; however, it is perhaps advisable that the organization also undertake more targeted efforts to recruit and retain qualified designated group members in areas of under-representation.

ASSESSMENT OF SHORT-TERM GOALS

- For all new and outstanding gaps, a short-term goal was set and is at least equal to availability.
- For four out of 12 outstanding gaps, a short-term goal was not set and/or goals were not set at availability.

In many instances, particularly for women (EEOGs 02, 03, 04), Aboriginal peoples (EEOG 03) and persons with disabilities (EEOG 03), goals were set at levels well above availability. In these situations, it is recommended that the matter be raised in the closing letter.

The company has indicated that they do not foresee significant growth or turnover in the immediate future but indicates that they will target under-represented groups should a position become available.

Women

- It is recommended that a goal of 27.4% be set for EEOG 01 Senior Managers. Although no growth or turnover is expected, the goal can be considered should a vacancy occur.

- It is recommended that the goal of 80% set for EEOG 02 Middle and Other Managers be revised downwards to better reflect the labour market availability of women in this occupational group (38.9%). A goal ranging between 40 to 50% may be more attainable.
- It is recommended that the goal of 70% set for EEOG 03 Professionals be revised downwards to better reflect the labour market availability of women in this occupational group (28.0%). A goal ranging between 30 to 45% may be more attainable.
- It is recommended that the goal of 80% set for EEOG 04 Semi-Professionals & Technicians be revised downwards to better reflect the labour market availability of women in this occupational group (10.1%). A goal ranging between 10 to 25% may be more attainable.
- A goal is not required to address the gap of -1 in EEOG 07 Administrative & Senior Clerical given that representation is currently at 62.5%.

Aboriginal Peoples

- It is recommended that the goal of 15% set for EEOG 03 Professionals be revised downwards to better reflect the labour market availability of Aboriginal peoples in this occupational group (1.1%). A goal ranging between 1.1 to 3.0% may be more attainable.

Persons with disabilities

- It is recommended that a goal of 4.3% be set for EEOG 01 Senior Managers. Although no growth or turnover is expected, the goal can be considered should a vacancy occur.
- It is recommended that the goal of 10% set for EEOG03 Professionals be revised downwards to better reflect the labour market availability of persons with disabilities in this occupational group (3.8%). A goal ranging between 3.8 to 5.0% may be more attainable.
- It is recommended that a goal of 4.6% be set for EEOG 04 Semi-Professionals & Technicians in order to address the gap of -1

Members of visible minorities

- It is recommended that a goal of at least 15.0% be set for EEOG 02 Middle and Other Managers to address the new gap of -1.
- A goal of 25% was set for EEOG 08 Skilled Sales & Service Personnel. Although a bit high given the availability of 16.4%, this is considered acceptable given that the availability for members of visible minorities is expected to increase following the release of updated availability data.

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:

- We note that many short-term goals were set at levels that are well above labour market availability. We would recommend that these be revised downward to ensure that goals remain attainable, to be cognizant of the effects of the goals on non-designated group members and to ensure that they do not promote the hiring and promotion of unqualified persons. Here are specific areas that we recommend be reconsidered:
 - The goal of 80% set for women in EEOG 02 Middle and Other Managers. A goal ranging between 40 to 50% may be more attainable given availability of 38.9%.

- The goal of 70% set for women in EEOG 03 Professionals. A goal ranging between 30 to 45% may be more attainable given availability of 28.0%
- The goal of 80% set for women EEOG 04 Semi-Professionals & Technicians. A goal ranging between 10 to 25% may be more attainable given availability of 10.1%.
- The goal of 15% set for Aboriginal peoples in EEOG 03 Professionals. A goal ranging between 1.1 to 3.0% may be more attainable given availability of 1.1%.
- The goal of 10% set for persons with disabilities in EEOG03 Professionals. A goal ranging between 3.8 to 5.0% may be more attainable given availability of 3.8%.
- We also noted other areas where goals were not set despite a gap being revealed in the workforce analysis. For these areas, we recommend that a goal be set. We understand that, in some of the areas noted below, no growth or turnover is expected. However, the goal can be considered should a vacancy occur.
 - It is recommended that, for EEOG 01 Senior Managers, a goal of 27.4% be set for women and of 4.3% for persons with disabilities. .
 - It is recommended that a goal of 4.6% be set for persons with disabilities in EEOG 04 Semi-Professionals & Technicians in order to address the gap of -1
 - It is recommended that a goal of at least 15.0% be set for members of visible minorities in EEOG 02 Middle and Other Managers in order to address the new gap of -1.
- We were pleased to note the financial support that Motorola provides to many programs geared to increase the exposure and interest of youth (including under-represented youth) in STEM fields. If not done already, it may be beneficial for Motorola to leverage its existing relationships with universities to identify qualified students that are part of a designated group as potential employees through the use of internships or permanent employment where vacancies arise.

Name of Analyst: Annick Léger

Date: January 18, 2018

From: Yakibonge, Maurice [NC] **On Behalf Of** EE-EME
Sent: February 4, 2018 1:08 PM
To: 'george.krausz@motorolasolutions.com' <george.krausz@motorolasolutions.com>
Cc: 'Josee Despatie' <josee.despatie@motorolasolutions.com>
Subject: Government of Canada Agreement Number: 060122 – Notification of Compliance with the Federal Contractors Program

Dear Mr. Krausz:

I am writing to inform you that the subsequent compliance assessment initiated on November 28, 2017 has been completed. As a result of the assessment, Motorola Solutions Canada Inc. has been found to be in compliance with the requirements of the Federal Contractors Program (FCP) under the Employment Equity Act.

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

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

- We note that many short-term goals were set at levels that are well above labour market availability in many Employment Equity Occupational Groups (EEOG). We would recommend that these be revised downward to ensure that goals remain attainable, to be cognizant of the effects of the goals on non-designated group members and to ensure that they do not promote the hiring and promotion of unqualified persons. Here are specific areas that we recommend be reconsidered:
 - The goal of 80% set for women in EEOG 02 Middle and Other Managers. A goal ranging between 40 to 50% may be more attainable given availability of 38.9%.
 - The goal of 70% set for women in EEOG 03 Professionals. A goal ranging between 30 to 45% may be more attainable given availability of 28.0%.
 - The goal of 80% set for women EEOG 04 Semi-Professionals & Technicians. A goal ranging between 10 to 25% may be more attainable given availability of 10.1%.
 - The goal of 15% set for Aboriginal peoples in EEOG 03 Professionals. A goal ranging between 1.1 to 3.0% may be more attainable given availability of 1.1%.
 - The goal of 10% set for persons with disabilities in EEOG03 Professionals. A goal ranging between 3.8 to 5.0% may be more attainable given availability of 3.8%.
- We also noted other areas where goals were not set despite a gap being revealed in the workforce analysis. For these areas, we recommend that a goal be set. We understand that, in some of the areas noted below, no growth or turnover is expected. However, the goal can be considered should a vacancy occur.
 - It is recommended that, for EEOG 01 Senior Managers, a goal of 27.4% be set for women and of 4.3% for persons with disabilities.
 - It is recommended that a goal of 4.6% be set for persons with disabilities in EEOG 04 Semi-Professionals & Technicians in order to address the gap of -1.
 - It is recommended that a goal of at least 15.0% be set for members of visible minorities in EEOG 02 Middle and Other Managers in order to address the new gap of -1.
- We were pleased to note the financial support that Motorola provides to many programs geared to increase the exposure and interest of youth (including under-represented youth) in STEM fields. If not done already, it may be beneficial for Motorola to leverage its existing relationships with universities to identify qualified students that are part of a designated group as potential employees through the use of internships or permanent employment where vacancies arise.

Under the terms of the FCP, your organization will be selected for subsequent compliance assessments every three years. The next assessment will be initiated on November 28, 2020. Future compliance assessments will continue to focus on the achievement of reasonable progress in meeting the goals established by your organization.

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

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

These documents will allow the Labour Program to assess whether or not reasonable progress has been made since the previous assessment. If over the three year period reasonable progress has not been made, Motorola Solutions Canada Inc. will be required to demonstrate that it has made reasonable efforts to achieve its goals. We encourage your organization to develop an action plan to ensure that goals will be met.

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

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

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

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

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

Sincerely,

Workplace Equity Team

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



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



MOTOROLA SOLUTIONS

November 23, 2017

Re: Motorola Solutions Canada Inc. - Federal Contractors Program – 2nd year assessment

Motorola Solutions is a global communications leader powered by a passion to invent and an unceasing commitment to advancing the way the world connects. For over 85 years, our communication solutions have allowed people, businesses and governments to be more connected and more mobile.

Motorola Solutions Overview

Motorola Solutions connects people through technology. Public safety and commercial customers around the world turn to Motorola Solutions innovations when they want highly connected teams that have the information they need throughout their workdays and in the moments that matter most to them. Motorola Solutions serves more than 50,000 public safety and commercial customers in more than 100 countries. As an industry leader, we design and develop devices including radios and the infrastructure that supports them. Our mission-critical design philosophy led to our new High Velocity Human Factors investigation, an area of cognitive research that helps us develop products for first responders by working with them in crisis situations to study their communication needs. We take what we learn in the field and bring it back to the lab to create products that will function under extreme conditions and networks that will reliably support those products.

Motorola Solutions Canada Inc. is a wholly-owned and operated subsidiary of Motorola Solutions, Inc., a publicly traded company headquartered in the United States. Motorola Solutions Canada Inc. is a large and diverse company that includes sales, marketing and engineering - serving markets around the world. In the 1990s, we transformed into a knowledge-based company, leveraging Canada's unique blend of engineering expertise and social diversity. Motorola operates in major urban centers across Canada.

Canada Federal Contractor Program

Following the launch of the new redesigned Canada Federal Contractor Program in June 2013 and the award of contracts valued at \$ 1 million or more in November 2013, a new agreement to implement employment equity was signed by Motorola Solutions Canada Inc. (Motorola Solutions) on February 25, 2014 and first year assessment was completed in March 2015.

Motorola Solutions has been selected for a 2nd year compliance assessment, to be completed by November 27, 2017.

As required, attached you will find the following documents:

- Workforce Analysis summary and detailed reports
- Short & long-term numerical goals worksheets
- Achievement results table



Self-Identification survey

Motorola Solutions' self-ID survey is administered on an ongoing basis to all employees and new hires since 2007. The previous workforce analysis was taken in November 2014, at that time 128 employees were part of Motorola Solutions. Motorola Solutions currently employs 139 employees in Canada

Results for current population @ November 13, 2017: Surveys returned 100%, completed 98.57% (2 surveys returned blank).

Workforce Analysis

Since the last workforce analysis on November 24, 2014, there were a total of 29 terminations. 17 were a result of internal reorganization, 6 retirements, 4 transfers to Motorola outside Canada and 2 resignations.

The following EEOG's were impacted with terminations:

EEOG 02: Middle & other Managers: 6,
EEOG 03: Professionals: 12,
EEOG 04: Semi-Professionals and Technicians: 1,
EEOG 08: Skilled Sales & Service Personnel: 10.

Of the 29 terminations, 2 were from the Women's group; 7 were from the Visible Minorities group and 1 from the Persons with Disabilities group.

Motorola Solutions Canada Inc. hired a total of 39 employees since November 24, 2014. Of these new hires, 14 new employees identified themselves as part of Visible Minorities group and 5 are from the Women's group. 1 person hired identified himself as a person with disabilities.

We hired in the following EEOG's:

EEOG 02: Middle & other Managers: 3,
EEOG 03: Professionals: 22,
EEOG 04: Semi-Professionals & Technicians: 5,
EEOG 07: Administrative and Senior Clerical Personnel: 3,
EEOG 08: Skilled Sales & Service Personnel: 6
EEOG 12: Semi-Skilled Manual Workers: 1

As a result of the changes described above, the total number of Canadian Motorola Solutions employees as of November 13, 2017, is 139.

The Workplace Equity Information Management System (WEIMS) was used to complete the workforce analysis. The recommended defaults were chosen to compare the internal representation data with external availability data from the 2011 Canada Census.



Most employees are found in the following EEOGs:

EEOG 02, Middle and Other Managers: 18,
EEOG 03, Professionals: 67,
EEOG 04, Semi-Professionals and Technicians: 19,
EEOG 08, Skilled Sales & Service Personnel: 23.

The current Workforce Analysis revealed significant gaps for women in EEOG 02: Middle and Other Managers (-6); and EEOG 03: Professionals (-7). Women's representation was increased in EEOG 07: Administrative and Senior Clerical personnel (+4) as well as EEOG 08: Skilled Sales & Service Personnel (+3). The goal to hire 3 women in EEOG 03 Professionals was met but is still underrepresented due to the significant hires in this group. Total overall gap for women is now -14 compared to -15 in 2014. 35.8% of our new hires identified themselves as part of the visible minorities group. The goal to hire 2 persons of the visible minorities group in EEOG 03: Professionals was achieved – 9 hired. The goal to hire 1 in EEOG 08: Skilled Sales & Service Personnel was also achieved – 2 were hired. Total overall gap for visible minorities is now +1 compared to -1 in 2014. Significant representation of visible minorities group in EEOG03: Professionals and EEOG04: Semi-Professionals and technicians.

Establishment of short and long-term goals

Motorola Solutions considered the degree of underrepresentation of designated group members, the availability of qualified persons in designated groups, the anticipated rates of growth and turnover in the workforce to develop short and long term goals to increase the representation of designated group members with the overall expectation that over the next few years, there will be slight change to the current employee population. No significant growth and minimal turnover is anticipated but if a position becomes available Motorola will target underrepresented groups.

Motorola Solutions in the community

In 2017, Motorola Solutions, through Motorola Solutions Foundation awarded grants to the following university programs:

Ryerson University Research Opportunity Program in Engineering (ROPE):

The Research Opportunity Program in Engineering (ROPE) at Ryerson University welcomes highly motivated and talented high school students to explore engineering at the University level. ROPE is an intensive four-week internship summer program that combines sophisticated theory with hands-on practical experience in cutting-edge technologies. Students work with leading faculty and graduate students and connect with new friends from across the city. The program is designed for female high school students who have completed their Grade 11 year by the start of the program. The summer internship program runs for four weeks in July and culminates with a final report and poster presentation where students share their research findings. At the start of the program, students are partnered with mentor researchers (professors and graduate students) with expertise in the student's area of interest. Each week students work closely with their mentors, learning about the latest research techniques and developing teamwork, problem-solving, analytical and communication skills. Students are assigned a research problem and through experiential learning are challenged to apply innovation to how they approach their solutions. Once a week, students have the opportunity to interact with other



program participants in a workshop. Each workshop is designed to explore life as an engineer, from university and beyond, with a focus on the global and societal implications of engineering. Students have a workshop in the Design Zones where they meet current engineering students working on team designs, and the Digital Media Zone (DMZ) where they meet our engineering alumni who have founded their own companies. The DMZ at Ryerson is one of Canada's largest business incubators and co-working spaces for entrepreneurs. The top-ranked university incubator in Canada and third in the world, it helps startups succeed by connecting them with customers, advisors, influencers and other entrepreneurs. In addition, students visit our local Engineers Without Borders (EWB) chapter in downtown Toronto where they will skype with teams currently working in Africa. The final day of the program is an Open House celebration where the students share their research findings in a report and poster presentation. Out of 150 applications sent, 30 were selected, mostly women to participate in the 2017 program.

Science Alberta Foundation geekStarter: Fueling Youth Entrepreneurship through STEM (Pilot):

Developed in 2009, geekStarter began supporting Alberta undergraduate students to acquire and develop research skills, initially in the newly emerging field of synthetic biology, and to prepare them for the international Genetically Engineered Machines (iGEM) competition held annually in Boston, Massachusetts. Today geekStarter engages students (middle, high school and postsecondary levels) in solving authentic real world problems and building solutions based on cutting-edge STEM fields, now including robotics, synthetic biology, nanotechnology & machine learning. The project-based learning experiences also culminate in prestigious international competitions and events, where students share their research and innovations with other young scientists as well as leaders within STEM. Through emphasis on public presentations and networking, these events provide students with opportunities to celebrate their successes and build a community of peers across Alberta and the world. With support from Motorola we plan to extend geekStarter participation by inviting the student research teams specifically from underrepresented communities, and offer them an equal opportunity to launch their own projects that would address real-world problems, work with their mentors, present their work at workshops and receive feedback from experienced scientists, engineers and entrepreneurs. Projects like these allow for students to delve deeply into specific topics based on interest, as well as develop new areas of research. The complexity and interdisciplinary nature of the projects provide teams and their members the opportunity to pursue a variety of interests and skills. geekStarter helps students develop a variety of skills that will serve them well for their future employment opportunities:

University of Waterloo Engineering Outreach Youth Makerspace:

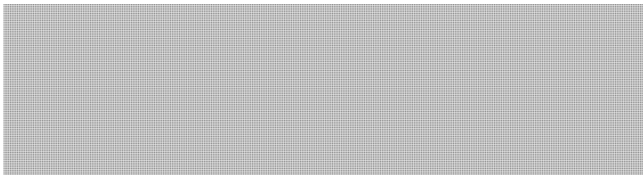
The WEO Makerspace will be hosted on campus and be used in a variety of programs aimed primarily at K-12 youth. For two months of the year, elements of the space will be taken on the road and used in rural and Indigenous locations in Southwestern Ontario. Programming will be created and tailored to a variety of audiences and age groups as well as linked to specific curriculum topics (i.e. inquiry-based learning). WEO plans to have the space ready by Fall 2018 to align with the launch of the newly dedicated outreach space. WEO will showcase the Makerspace at the grand opening of E7, the latest engineering building established as an innovative hub for educating future engineers. The space will host a variety of traditional Makerspace equipment such as 3D printers, interactive wall installations, and other experiential learning tools. WEO will also focus on creating a positive environment in the space which will empower and inspire youth to further pursue a career in a STEM field. Equipment in the space will range from traditional hand tools and soldering irons to more advanced tools such as laser



cutters. Once the space is fully established, it is planned to incorporate it into existing programs alongside new programs that will target traditionally under-represented groups in STEM (such as women and Indigenous youth). After the program is fully operational it is estimated that WEO will reach a minimum of 1,000 youth a year. The second phase of the project will be the establishment of 'public hours' where youth from the community can use the space for a modest one-time annual fee. This fee will help cover consumable materials and will be waived for previous participants of the outreach programs.

We trust this information is complete. Please do not hesitate to contact the undersigned should you have any questions or require more information.

Sincerely,



Josée Despatie
Senior Human Resources Specialist
Motorola Solutions Canada Inc.